



BRIDGESTONE / FIRESTONE TIRE SALES COI

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December 18, 1998

*Bob and Jim Fullmer  
Fullmer Construction  
1725 South Grove Avenue  
Ontario, CA 91761-4530*

*Dear Bob and Jim:*

*With the approach of the Holiday Season, it is always appropriate to take a break and reflect on the successes and failures one has had over the past year. I must say 1998 for us at Bridgestone/Firestone has been an exceptionally successful year. This has been particularly true in Distribution which is an area our company has focused on to distinguish ourselves from the competition.*

*That is where you come in. The building you built for us in Ontario, California is absolutely world class. The relationship we were able to develop with you during the construction process was truly an example of a partnership that I believe worked for all parties. Your dedication, openness, and willingness to react to changes at a moment's notice were exceptional.*

*From a business standpoint, our distribution center is functioning with all the efficiency that we had hoped for and is truly an element that helps keep our competitive edge in distribution.*

*Happy Holidays and, once again, thank you for a job well done.*

*Regards,*

*Nelson Miller  
Director, Physical Distribution*