

**WHO OWNS WHOM**

**BRIDGESTONE**  
Bridgestone/Firestone

- Bridgestone (Tianjin) Tire Co Ltd (95%)
- Bridgestone (Shenyang) Tire Co Ltd (99%)
- Thai Bridgestone (69%)
- Bridgestone Australia Ltd (60%)
- PT Bridgestone Tire Indonesia (54%)
- Bridgestone Taiwan (80%)
- Bridgestone South Africa (94%)

**MICHELIN**  
UGTC, Kléber, MOTC

- Icollantas (99%)
- Shanghai Michelin Warrior Tire Co Ltd (70/30 JV w/ Shanghai Tyre)
- Tigar MH (100%)
- Sylvania SA (99%)
- Victoria SA (99%)

**GOODYEAR**  
Kelly, Fulda, South Pacific Tyres

- Goodyear Dalian Tire Co Ltd (75/25 JV w/ Dalian)
- Goodyear Dunlop Tires North America LLC (75/25 JV w/ Sumitomo Rubber Industries)
- Goodyear Dunlop Tires Europe BV (75/25 JV w/ Sumitomo Rubber Industries)
- Sava Tires (80%)
- T C Debica (60%)

**Continental**  
Semperit, Uniroyal-Englebert

- Barum Continental (85%)
- Continental-Matador SRO (76%)
- Continental Tyre S. Africa (60%)
- Continental Sime Tyre (51%)

**PIRELLI**  
Metzeler

- Alexandria Tire (83%)
- Turk Pirelli Lastikleri (61%)
- Yanzhou Evolution Tyre (60%)

**SUMITOMO**

- PT Sumi Rubber (80%)
- Sumitomo Rubber (Changshu) (96%)

**YOKOHAMA**

- Yokohama Tire Philippines (80%)
- Yokohama Tyre Vietnam (56%)
- Hangzhou Yokohama Tire Co Ltd (80%)

**HANKOOK**  
Hankook Tire Jiaying Co Ltd

- Jiangsu Hankook Tire Co Ltd (91%)

**Cooper**

- Cooper Kenda (Kunshan) Co Ltd (50/50 JV w/ Kenda Rubber Industrial)
- Cooper Chengshan Shandong (51/49 JV w/ Shandong Chengshan Tire)

**KUMHO**

- Nanjing Kumho (51%)

**TOYO**

- Cheng Shin Toyo (22%)

**MC Projects BV**  
Joint venture

**Nippon**  
Giant

**GTY Tire**

(25%)

- Firestone E Africa (15%)
- BRISA (43%)
- Nokian Tyres (19%)
- Gajah Tunggal (10%)
- Apollo Tyres Ltd. (14.9%)

- Co Ecuatoriana del Caucho (40%)
- GT E Africa (26%)
- Mabor Mocambique (11%)
- GT Pakistan (10%)

Minority held subsidiaries/affiliates

(Option to buy up to 10%)

(11%)

**COMPANY**  
Wholly-owned subsidiaries

Joint ventures/majority held subsidiaries