

TIRE BUSINESS

Global Tire Company Rankings

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2015 Global Tire Company Rankings

Based on 2014 sales. Includes subsidiaries.

(Figures in millions of dollars, translated at average annual currency exchange rates)

| 2014 Rank | 2013 Rank | Company/Headquarters | 2014 | | 2013 | | 2012 | | 2011 | |
|-----------|-----------|---|------------|------------------------|------------------------|------------------------|----------------------|------------------------|----------------------|------------------------|
| | | | Tire sales | % of total corp. sales | Tire sales | % of total corp. sales | Tire sales | % of total corp. sales | Tire sales | % of total corp. sales |
| 1 | 1 | Bridgestone Corp. ^{#1} Tokyo, Japan | *26,045.0 | *75.0% | *27,390.0 | *75.0% | *28,575.0 | *75.0% | *28,450.0 | *75.0% |
| 2 | 2 | Group Michelin [#] Clermont-Ferrand, France | *24,668.5 | *95.0% | *25,545.0 | *95.0% | *26,222.0 | *95.0% | *27,413.6 | *95.0% |
| 3 | 3 | Goodyear Tire & Rubber Co. ^{#2} Akron, Ohio | *16,355.0 | 90.0% | *17,586.0 | *90.0% | *18,900.0 | *90.0% | *20,490.0 | *90.0% |
| 4 | 4 | Continental A.G. [#] Hanover, Germany | *11,875.0 | *26.0% | *11,450.0 [®] | *25.9% | *10,895.0 | *25.9% | *10,645.0 | *25.1% |
| 5 | 5 | Pirelli & C. S.p.A. ^{#3} Milan, Italy | 7,992.2 | 100.0% | 8,007.0 | 97.8% | 7,751.9 [®] | 99.3% | 7,802.2 | 99.0% |
| 6 | 6 | Sumitomo Rubber Industries Ltd. ^{#24} Kobe, Japan | 6,917.7 | 87.3% | 6,971.3 | 87.3% | 7,763.4 | 87.2% | 7,413.0 | 87.2% |
| 7 | 7 | Hankook Tire Co. Ltd. Seoul, South Korea | *6,200.6 | *97.5% | 6,868.1 | 99.0% | 6,259.0 | 98.9% | 5,744.2 | 97.8% |
| 8 | 8 | Yokohama Rubber Co. Ltd. ⁵ Tokyo, Japan | 4,703.2 | 79.6% | 4,915.6 | 79.7% | 5,570.0 | 80.0% | *6,028.0 | *81.0% |
| 9 | 9 | Maxxis International/Cheng Shin Rubber Yuanlin, Taiwan | 4,441.3 | 100.0% | 4,768.6 | 100.0% | 4,630.9 | 100.0% | 4,268.0 | 100.0% |
| 10 | 10 | Zhongce Rubber Group Co. Ltd. Hangzhou, China | 4,118.5 | 96.5% | 4,529.1 | 96.6% | 4,557.6 | 94.6% | 4,262.6 | 95.1% |
| 11 | 11 | GITI Tire Pte. Ltd. ⁶ Singapore | 3,474.0 | 100.0% | 3,755.7 | 98.4% | 2,695.9 | 100.0% | *2,893.6 | 100.0% |
| 12 | 12 | Cooper Tire & Rubber Co. Findlay, Ohio | 3,424.8 | 100.0% | 3,439.2 | 100.0% | 4,200.8 | 100.0% | 3,927.2 | 100.0% |
| 13 | 13 | Kumho Tire Co. Inc. ⁵ Seoul, South Korea | 3,239.9 | *99.0% | *3,419.0 | *99.0% | 3,599.5 | 99.4% | 3,522.1 | 99.4% |
| 14 | 14 | Toyo Tire & Rubber Co. Ltd. Osaka, Japan | 2,959.3 | 79.3% | 2,970.0 | 78.8% | 2,867.2 | 78.6% | 3,064.6 | 75.4% |
| 15 | 15 | Triangle Group Co. Ltd. Shandong, China | 2,869.7 | 100.0% | 2,712.4 | 100.0% | 2,469.8 | 100.0% | *2,527.1 | 100.0% |
| 16 | 16 | MRF Ltd. [^] Chennai, India | 2,325.8 | 98.7% | 2,619.9 | 100.0% | 2,708.4 | 100.0% | 2,351.8 | 100.0% |
| 17 | 17 | Apollo Tyres Ltd. ^{#7} Kerala, India | 2,084.5 | 100.0% | 2,405.7 | 100.0% | 2,345.8 | 99.0% | 2,526.8 | 100.0% |
| 18 | 22 | Nexen Tire Corp. ⁸ Seoul, South Korea | 1,862.3 | 92.6% | 1,770.2 | 91.6% | 1,684.0 | 95.2% | 1,471.5 | 95.0% |
| 19 | 19 | Nokian Tyres P.L.C. ^{#1} Nokia, Finland | 1,752.7 | 95.0% | *1,817.9 | *90.0% | *1,865.0 | *90.0% | *1,825.0 | *90.0% |
| 20 | 18 | Shandong Linglong Rubber Co. Ltd. Shandong, China | 1,672.8 | 100.0% | 1,884.1 | 100.0% | 1,824.6 | 100.0% | 1,603.5 | 91.8% |
| 21 | 23 | Shandong Hengfeng Tyre Co. Ltd. Guangrao County, China | 1,623.0 | 100.0% | 1,580.0 | 100.0% | 1,127.0 | 100.0% | 932.7 | 100.0% |
| 22 | 20t | Double Coin Holdings Ltd. ⁹ Shanghai, China | *1,530.0 | 100.0% | *1,800.0 | 100.0% | 1,800.6 | 100.0% | *1,559.0 | 100% |
| 23 | 20t | Titan International Inc. Quincy, Illinois | *1,515.0 | *80.0% | *1,800.0 | *80.0% | *1,455.0 | *80.0% | *1,185.0 | *80.0% |
| 24 | 27 | Sailun Jinyu Tyre Co. Ltd. ¹⁰ Dongying City, China | 1,454.2 | 100.0% | 1,139.0 | 100.0% | 1,135.6 | 100.0% | 893.9 | 100.0% |
| 25 | 24 | Xingyuan Tyre Co. Ltd. Dongying City, China | 1,408.0 | 100.0% | 1,556.9 | 100.0% | 1,528.3 | 100.0% | *1,356.9 | 100.0% |
| 26 | 26 | Aeolus Tyre Co. Ltd. Jiaozuo, China | 1,334.3 | 100.0% | 1,408.4 | 100.0% | 1,430.7 | 100.0% | *1,586.2 | 100.0% |
| 27 | 25 | JK Tyre & Industries Ltd. [^] New Delhi, India | 1,320.1 | 100.0% | 1,521.3 | 100.0% | 1,391.0 | 100.0% | 1,516.0 [®] | 100.0% |
| 28 | 28 | Kenda Rubber Industrial Co. Ltd. Yuanlin, Taiwan | 1,168.1 | 100.0% | 1,106.1 | 100.0% | 1,063.2 | 100.0% | 1,021.1 | 100.0% |
| 29 | 29 | Shandong Shengtai Tyre Co. Ltd. Guangrao County, China | 972.7 | 100.0% | 1,089.8 | 100.0% | 918.3 | 100.0% | 932.1 | 100.0% |
| 30 | 33 | Ceat Ltd. [^] Mumbai, India | 953.9 | 100.0% | 1,012.4 | 100.0% | 897.0 | 100.0% | 966.6 | 100.0% |
| 31 | 30 | Guizhou Tyre Co. Ltd. Guizhou, China | 886.9 | 100.0% | 1,068.4 | 100.0% | 1,040.4 | 100.0% | *1,149.7 | 100.0% |
| 32 | N.R. | Prinx Chengshan (Shandong) Tire Co. ¹¹ Shandong, China | 844.9 | 100.0% | N.A. | — | N.A. | — | N.A. | — |
| 33 | 37 | Qingdao Doublestar Industrial Co. Ltd. Qingdao, China | 828.1 | 100.0% | 877.9 | 100.0% | 1,291.0 | 100.0% | *1,311.7 | 100.0% |
| 34 | 36 | JSC Belshina Belarus Tyre Works Bobruisk, Belarus | *800.0 | 100.0% | 931.6 [®] | 100.0% | N.A. | — | N.A. | — |
| 35 | 39 | BRISA/Bridgestone-Sabancı Tire Mfg. ¹ Izmit, Turkey | 739.5 | 100.0% | 784.0 | 100.0% | 791.6 | 100.0% | 896.0 | 100.0% |
| 36 | 38 | Jiangshu Tongyong Tire Ltd. Wuxi, China | 710.1 | 100.0% | 874.3 | 100.0% | 822.4 | 100.0% | 702.6 | 100.0% |
| 37 | 43 | Shandong Hengyu Tyre Co. Ltd. Dongying City, China | 639.3 | 100.0% | 623.0 | 100.0% | 504.8 | 100.0% | 446.5 | 100.0% |
| 38 | 40 | Shandong Wanda Tyre Co. Ltd. Dongying City, China | 628.8 | 100.0% | 781.1 | 100.0% | 725.8 | 100.0% | 723.9 | 100.0% |
| 39 | 42 | Balkrishna Industries Ltd. [^] Maharashtra, India | 619.1 | 100.0% | 585.9 [®] | 100.0% | 586.4 [®] | 100.0% | 585.0 | 93.4% |
| 40 | 32 | Nizhnekamskshina ¹² Nizhnekamsk, Russia | 588.5 | 100.0% | 1,019.8 | 100.0% | 1,175.5 [®] | 100.0% | *900.0 | 100% |
| 41 | 44 | Alliance Tire Group Mumbai, India | 580.0 | 100.0% | 575.0 | 100.0% | 525.0 | 100.0% | 495.0 | 100.0% |

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|----------------------|-----------|---|-------------------|------------------------|-------------------------|------------------------|---------------------|------------------------|---------------------|------------------------|
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| 42 | 48 | Mitas A.S. / CGS Prague, Czech Republic | 544.8 | 67.2% | 563.0 | 65.3% | 579.2 | 82.0% | 603.5 | 76.0% |
| 43 | N.R. | Weifang Yuelong Rubber Group Qingdao, China | 527.9 | 100.0% | 353.8 | 100.0% | N.A. | — | N.A. | — |
| 44 | 46 | Shanxi Suanxi Tyre Co. Ltd. ¹³ Qingxi, Shanxi, China | 525.6 | 100.0% | 570.6 | 100.0% | 504.1 | 100.0% | 490.0 | 100.0% |
| 45 | 49 | Nankang Rubber Tire Corp. Ltd. Taipei, Taiwan | *525.0 | 100.0% | *525.0 | 100.0% | 542.0 | 100.0% | *580.0 | 100.0% |
| 46 | 47 | Birla Tyres Ltd. Orissa, India | 506.5 | 100.0% | 568.4 | 100.0% | 648.5 | 100.0% | 860.2 | 100.0% |
| 47 | 55 | Carlstar Group L.L.C. ¹⁶ Jackson, Tennessee | *500.0 | *50.0% | *475.0 [®] | *57.0% | *450.0 [®] | *55.0% | *425.0 [®] | — |
| 47 | N.R. | Camso Ltd. ¹⁴ Magog, Quebec | *500.0 | 100.0% | N.A. | — | N.A. | — | N.A. | — |
| 49 | 45 | South China Tire & Rubber Co. Ltd. Guangzhou City, China | 497.9 | 100.0% | 574.4 | 100.0% | 574.0 | 100.0% | 594.8 | 100.0% |
| 50 | 50 | Trelleborg Wheel Systems S.p.A. Tivoli, Italy | *486.0 | *14.8% | *515.0 | *15.6% | *456.0 | 14.5% | *465.0 | *10.4% |
| 51 | N.R. | Shandong Zhongyi Rubber Co. Ltd. Dawang / Shandong, China | 468.2 | 100.0% | 353.9 | 100.0% | N.A. | — | N.A. | — |
| 52 | 41 | O.J.S.C. Cordiant ¹⁵ Moscow, Russia | 462.1 | 100.0% | 692.0 | 100.0% | 900.0 | 100.0% | N.A. | — |
| 53 | 54 | Sichuan Haida Tyre Group Co. Ltd. Haida, Sichuan, China | 414.5 | 100.0% | 366.5 | 100.0% | 299.4 | 100.0% | 229.0 | 100.0% |
| 54 | 51 | Shandong Sangong Tyre Co. Ltd. Zucheng City, China | 413.8 | 100.0% | 460.6 | 100.0% | 451.4 | 100.0% | 463.2 | 100.0% |
| 55 | 56 | Petlas Tyre Industry & Trade Co. Ankara, Turkey | 360.4 | 100.0% | 384.8 | 100.0% | 361.3 | 100.0% | 341.0 | 100.0% |
| 56 | 57 | TVS Srichakra Ltd. [^] Chennai, India | 356.4 | 100.0% | 351.3 | 100.0% | 309.3 | 100.0% | 303.3 | 100.0% |
| 57 | 59 | Barez Tire Group Tehran, Iran | 354.1 | 98.2% | 494.7 | 98.9% | N.A. | — | 318.0 | 98.2% |
| 58 | 52 | FATE S.A.I.C.I. San Fernando, Argentina | 326.8 | 97.4% | 404.8 | 96.7% | 366.7 | 98.0% | 329.8 | 98.0% |
| 59 | 61 | Qingdao Sentury Tire Co. Ltd. (Sentaída Group) Jimo, China | 314.3 | 100.0% | 286.6 | 100.0% | 190.0 | 100.0% | 155.0 | 100.0% |
| 60 | 60 | Chaoyang Long March Tyre Co. Ltd. Liaoning, China | 301.0 | 100.0% | 315.9 | 100.0% | 288.6 | 100.0% | 287.3 | 100.0% |
| 61 | 53 | Xuzhou Xugong Tyre Co. Ltd. Xuzhou, Jiangsu, China | 299.9 | 100.0% | 393.6 | 100.0% | 345.6 | 100.0% | 427.4 | 100.0% |
| 62 | 58 | P.T. Multistrada Arah Sarana TBK Cikarang, Indonesia | 284.3 | 100.0% | 324.0 | 100.0% | 320.8 | 100.0% | 326.0 | 100.0% |
| 63 | 66 | Shandong Bayi Tyre Manufacture Co. Ltd. Zhouzhuang, China | 261.1 | 100.0% | 200.9 | 100.0% | 321.9 | 100.0% | N.A. | — |
| 64 | 62 | Federal Corp. Tao Yuan, Taiwan | 239.9 | 100.0% | 269.2 | 100.0% | 309.0 | 100.0% | 389.1 | 100.0% |
| 65 | 63 | Hwa Fong Rubber Ind. Co. Ltd. Taipei, Taiwan | 219.1 | 100.0% | 252.6 | 100.0% | 250.9 | 100.0% | *247.0 | 100.0% |
| 66 | 65 | Shandong Taishan Tyre Co. Ltd. Faicheng, China | 218.9 | 100.0% | 211.3 | 100.0% | 103.2 | 100.0% | N.A. | — |
| 67 | 69 | Specialty Tires of America Inc. Indiana, Pennsylvania | *155.0 | 100.0% | *150.0 | 100.0% | *145.0 | 100.0% | 140.7 | 100.0% |
| 68 | 68 | Casumina (Southern Rubber Industry Co.) Ho Chi Minh City, Vietnam | 148.9 | 99.7% | 148.1 | 98.9% | 151.6 | 98.9% | 138.5 | 98.0% |
| 69 | N.R. | Altai Tyre Kombinat Barnaul, Russia | *142.0 | 100.0% | N.A. | — | N.A. | — | N.A. | — |
| 70 | 71 | Metro Tyres Ltd. Ludhiana, India | *140.0 | 100.0% | *140.0 | 100.0% | N.A. | — | *125.0 | 100.0% |
| 70 | 70 | Falcon Tyres Ltd. ¹⁷ Mysore, India | *140.0 | 100.0% | 147.0 | 100.0% | 176.1 | 100.0% | 200.8 | 100.0% |
| 72 | 67 | Beijing Shouchuang Tire Co. Ltd. Beijing, China | 123.0 | 100.0% | 163.9 | 100.0% | 152.4 | 100.0% | 145.2 | 100.0% |
| 73 | 74 | Haoyou Tire Co. Ltd. Henan, China | 119.2 | 100.0% | 119.7 | 100.0% | 171.2 | 100.0% | 248.0 | 100.0% |
| 74 | 72 | Vee Rubber Corp. Ltd. Bangkok, Thailand | 109.7 | 74.7% | 129.5 | 79.0% | 137.5 | 78.0% | 140.8 | 77.4% |
| 75 | N.R. | Qingdao Yellow Sea Rubber Co. Ltd. Qingdao, China | 100.9 | 100.0% | N.A. | — | 72.7 | 100.0% | 221.0 | 100.0% |
| Subtotal (rounded) | | | *171,900.0 | | *178,500.0 [®] | | *181,750.0 | | *180,800.0 | |
| Others ¹⁸ | | | *8,000.0 | | *8,000.0 | | *7,500.0 | | *7,500.0 | |
| TOTAL | | | *179,900.0 | | *186,500.0 | | *189,250.0 | | *188,300.0 | |

Footnotes: # = non-tire revenue from company-owned retail operations excluded ^ = fiscal year ends other than Dec. 31

N.A. = not available; N.M. = not meaningful

1 Bridgestone owns 16% of Nokian Tyres P.L.C. (No. 19 on this year's Top 75) and 44% of BRISA Bridgestone (No. 35).

2 Goodyear and Sumitomo operate 75/25 joint ventures in North America and western Europe, incorporating Sumitomo's Dunlop-related tire activities in those regions. Companies are dissolving their global alliance, effective 4th quarter 2015.

3 Pirelli sold its steel cord business (\$410M annual sales) to Bekaert S.A.; deal finalized 1st quarter 2015.

4 Sumitomo acquired Dunlop-related assets in Africa, including Ladysmith, South Africa, plant, from Apollo Tyres (No. 17 on this year's Top 75) in late 2013; \$180M sales.

5 Yokohama and Kumho (No. 11) are participating in a joint R&D agreement.

6 Giti's 2014 and '13 sales include revenue (\$1B+) of P.T. Gajah Tunggal of Indonesia, in which Giti owns 49.7% stake; Michelin also owns a 10% share of Gajah Tunggal.

7 Apollo sold Dunlop-related assets in Africa, including Ladysmith, South Africa, plant, to Sumitomo Rubber (\$180M sales) in late 2013.

8 Nexen's sales include industrial tire and tube revenue from Nexen Corp.

9 2014 sales include revenue (approx. \$240M) from Xinjiang Kunlun Tire Co. Ltd., which Double Coin acquired in 2014.

10 Sailun Jinyu is the merged activities of Sailun Co. Ltd. and Shandong Jinyu Industrial Co. Ltd.

11 Previously Cooper Tire Shandong (Chengshan) Co. Ltd.; renamed after Chengshan Group bought out Cooper Tire's 65% share in Dec. 2014.

12 Pirelli, though a joint venture with Russian Technologies, owns an option to buy into or merge with Nizhnekamskshina.

13 Formerly known as Double Happiness Tyre Co. Ltd.

14 Previously known as Camoplast Solideal Group; previously ranked as Solideal and/or Loadstar of Sri Lanka.

15 Formerly Sibur-Russian Tyres; Sibur sold its JSC Voltair Prom unit to Titan International; 3rd quarter 2013.

16 Formerly the tire, wheel and conveyor belting business unit of CTP Transportation Products, and prior to 2013, Carlisle Cos. Inc.

17 Part of India's Ruia Group, which also comprises Dunlop India Ltd. and Monotana Tyres of India.

18 'Others' represents as many as 100 other companies. The next largest are: General Tyre & Rubber Co. of Pakistan Ltd., Pak-

istan; Magna Tyres Group, Netherlands; Tianjin United Tire & Rubber Co., China; Govind Rubber Ltd., India; Ralson (India) Ltd.,

India; Inoue Rubber Thailand Co. Ltd., Thailand; Guangzhou Pearl River Rubber Tyre Ltd., China; Tolins Tyres Ltd., India; Ral-

sons India Ltd., India; Societe Tunisienne des Pneumatiques, Tunisia; Speedways Rubber Co., India; Poddar Tyres Ltd., India.