

THE YOKOHAMA RUBBER CO.,LTD.
~ CORPORATE PROFILE ~

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Corporate Communications Department

The Yokohama Rubber Company, Limited

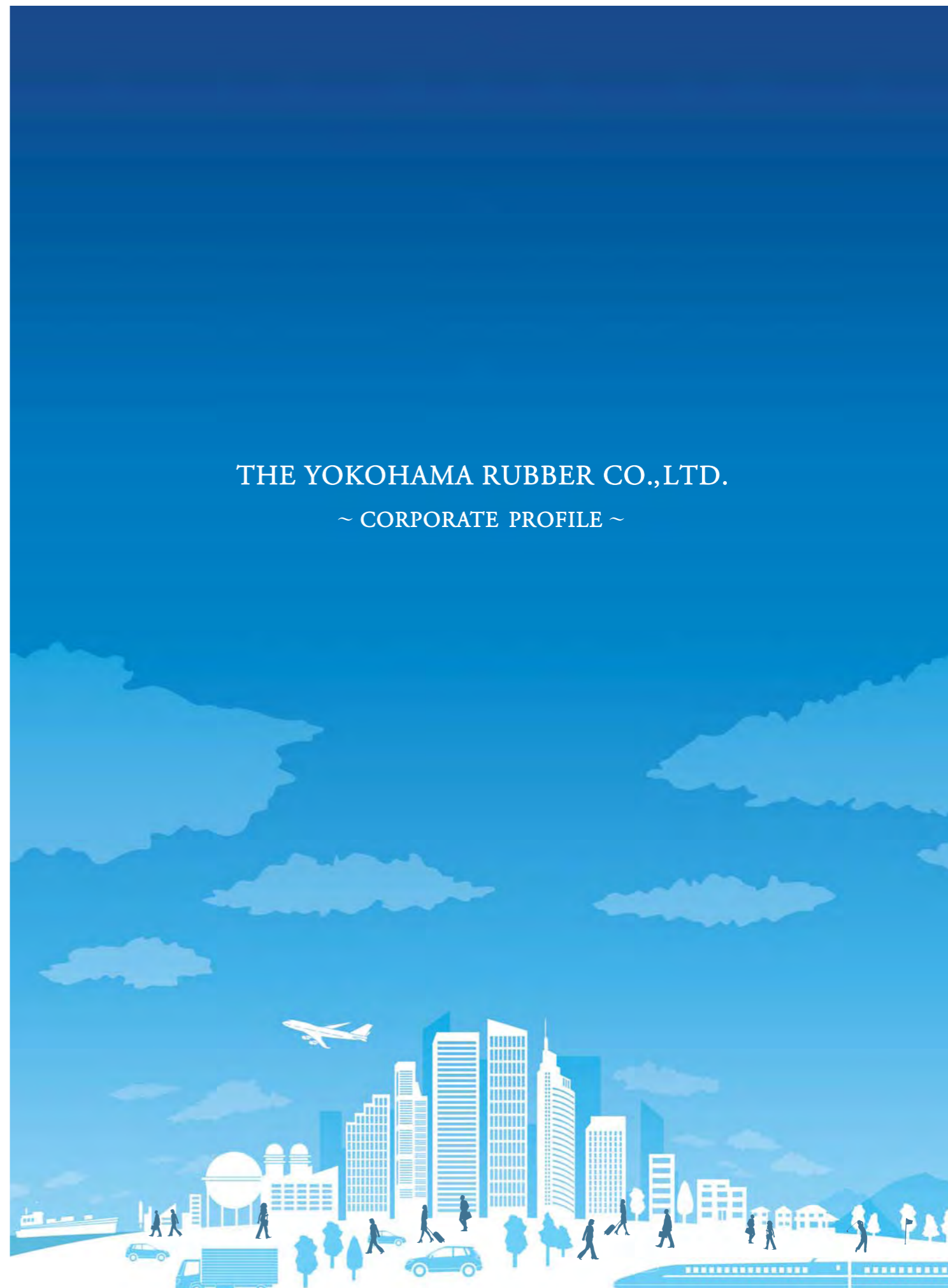
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CORPORATE PHILOSOPHY

Yokohama Rubber's corporate philosophy consists of a Basic Philosophy, Management Policies, Action Guidelines, and Corporate Slogan. The Basic Philosophy provides a fundamental vision of how Yokohama Rubber will conduct itself as it pursues its businesses, while the Management Policies outline the basic administrative principles to which upper-level management has committed itself. The Action Guidelines serve as a code of conduct for individual employees.

Basic Philosophy

“To enrich people’s lives and contribute to their greater happiness and well-being by devoting our wholehearted energies and advanced technology to the creation of beneficial products.”

Management Policies

Take on the challenge of new technologies to produce new value.
Develop proprietary business fields to expand the scope of business.
Create a workplace that values, improves and energizes people.
Deal fairly with society and value harmony with the environment.

Action Guidelines

Develop ourselves so that we may give our personal best.
Trust, challenge and improve one another.
Nurture a welcoming, open spirit.

Corporate Slogan

Excellence by nature

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Top Message

Since its establishment in 1917, The Yokohama Rubber Co., Ltd. (YRC) has introduced numerous products including tires, industrial products and golf products.

Intent on enriching and contributing to the lives of every customer as well as society as a whole, YRC is investing all of its energies in all production, sales and technology development processes. This is an ongoing process within the YOKOHAMA Group both in Japan and across the globe.

We must earn an even more solid reputation worldwide in order to achieve further growth as a global company. In doing so, corporate value could well be considered the most concrete benchmark.

I believe that the mission of a manufacturer is to “deliver the best products at competitive prices and on time,” which will in turn contribute to enhancing our corporate value. Needless to say, the foundation for this mission requires the utmost attention to “safety” and the “environment.”

We will imbue the leading technologies of every era with the passion of each and every member of the YOKOHAMA Group and contribute to the greater happiness and well-being of individuals, society and the world.



Tadanobu Nagumo
Chairman and CEO and Representative Director

Grand Design 100 Medium-Term Management Plan

Yokohama Rubber will celebrate the 100th anniversary of its founding in 2017.

The Group has been executing its Grand Design 100 (GD100) medium-term management plan since April 2006.

The plan consists of four three-year phases spanning a 12-year period to the fiscal year ending December 31, 2017.

Each phase has a central theme, business strategies and financial targets.

– GD100 Vision and Basic Policy –

By YRC's Centenary
in Fiscal 2017

To evoke a distinctive global identity in
building corporate value and in
building a strong market presence

GD100

Long-Term
Financial Targets
(year to December 31, 2017)

Net sales : ¥1 trillion
Operating income : ¥100 billion
Operating return on sales : 10%

Basic Policy

Deliver the best products at
competitive prices and on time

Assert world-class strengths in technologies
for protecting the environment

Foster a customer-oriented
corporate culture
that honors rigorous standards of
corporate ethics

GD100 Phase I Fiscal 2007—Fiscal 2009

Solid progress was achieved in globalization of operations, including expanding production capacity for tires by roughly 20%, mainly overseas, and establishing marketing platforms in all four BRIC countries. Additionally, advancements were achieved in extending technology development capabilities, as noted by the launch of the DNA dB super E-spec, an eco tire featuring superior fuel economy and a quiet ride and an improved usage rate of non-petroleum based resources to 80% of the total raw materials.

GD100 Phase II Fiscal 2010—Fiscal 2011*

The three years of Phase II were a period of turbulent change in Yokohama Rubber's business environment, including the Lehman Shock and subsequent global financial crisis, a surging yen, and soaring raw materials prices. Nonetheless, we made progress in positioning our company to generate profits, even in an adverse business environment. We continued to pursue globalization, for example by actively augmenting tire and multiple business (MB) product production capacity and sales facilities in the U.S., China, the Philippines, and Thailand, and by beginning production at a new tire plant in Russia. In Japan, we pursued structural reform while boosting tire production capacity. We also established Yokohama Tire Japan Co., Ltd., and Yokohama Industrial Products Japan Co., Ltd., in an effort to strengthen and streamline our sales structures and company-operated sales network. In terms of new businesses, we established an advanced electronic materials business and pursued related R&D and sales initiatives. We also expanded the scope of our CSR activities, including by expanding the "YOKOHAMA Forever Forest Project", which was launched in 2007, to countries outside Japan.

* April 1, 2009–December 31, 2011
Results in the nine-month fiscal period ended December 31, 2011
(a one-time-only nine-month fiscal period that resulted from a switch to calendar-year fiscal accounting, from April–March accounting)

GD100 Phase III Fiscal 2012—Fiscal 2014

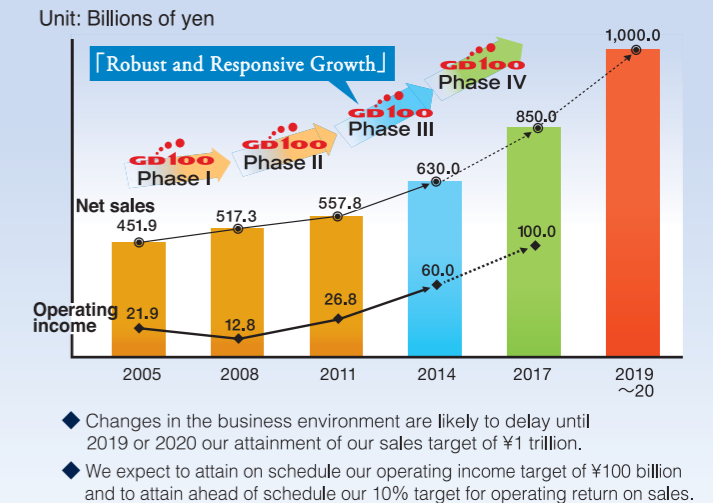
Phase III Aims

「Robust and Responsive Growth」

In Phase III, we have adopted the slogan "Robust and Responsive Growth" to characterize our efforts to continue strengthening our operations while maximizing our flexibility in responding to changes in the business environment.

In addition to striving to achieve a total of ¥1.8 trillion in net sales and ¥150.0 billion in operating income over the three-year period from fiscal 2012 to fiscal 2014, we will lay the foundation for further accomplishments starting in fiscal 2015 while strengthening our business foundation so that it can withstand changes in the business environment.

The positioning of Phase III in Grand Design 100



Basic Approach in Phase III

Fortify our operations to generate a strong cash flow,
and invest heavily in expanding production capacity, especially in tires

Expand our supply capacity to keep up with
demand in fast-growing economies

Pursue operating return on sales of 10% by
strengthening our cost competitiveness and our branding

1 Growth strategy : Tires

- Our strategy in consumer tires centers on asserting leadership in fuel economy and on developing and deploying high-functionality tires. In commercial tires, our strategy centers on differentiating our products advantageously through original technology and on putting in place a lifetime service framework.
- We aim to increase our annual production capacity by about 7 million tires during the three years of Phase III, and to increase the overseas percentage of our production capacity to 45%. Our production capacity will increase most notably in Russia and China, where the focus will be on meeting domestic demand, and in the Philippines and Thailand, where the focus will be on serving export markets.
- We have earmarked ¥140 billion for investment in expanding tire production in Phase III, and that investment would increase our annual production capacity by 20 million tires in Phase IV.
- Promote all products under our corporate-namesake brand YOKOHAMA. Deploy distinctive, high-value products under focused brands.

3 Technology strategy

- We will continue to contribute toward protecting the global environment through advances in reducing rolling resistance and in reducing tire weight. And we will make new contributions toward safeguarding society and individuals through technological advances in accordance with the BluEarth concept.
- Support our quest for safer and more-enjoyable driving by strengthening our capabilities in rubber compounding and in developing tread patterns and tire profiles. Make the most of analytical and re-creation technologies for multiscale simulations, and supplement our efforts by tapping third-party resources, such as Japan's SPring-8 synchrotron radiation facility and K Computer supercomputing project.
- Reinforce our ability to offer valuable products at competitive prices and in a timely manner by bolstering our capabilities in creating basic technologies, in converting those technologies into products, and in moving products into mass production.

2 Growth strategy : Diversified products

- Strive to assert leadership in products based on three core technologies: carrying, affixing, and buffering.
- We will work to generate business opportunities by applying and combining telecommunications and measurement technologies innovatively. That will include deploying new value-added in marine products, such as maneuvering-support systems for ships, marine hoses, and marine fenders. It will also include cultivating new possibilities in sporting goods and in related services.

4 Reinforcing our corporate foundation

- We are supplementing the ongoing Mudadori program with Mudadori projects for tackling priority themes designated by management. We are counting on this new approach to amplify the Mudadori program's potential for cutting costs.

5 Corporate social responsibility

- We will focus on seven themes in regard to fulfilling our corporate social responsibility, based on the ISO 26000 guidelines.
- As for environmental protection, we are developing and deploying products for minimizing environmental impact, such as our BluEarth tires. We are working to eliminate landfill waste at our plants. And we are working to help preserve biodiversity. We are undertaking projects at plants around the world for minimizing our operations' local impact on biodiversity.
- We are demonstrating concern for environmental quality through the "Yokohama Forever Forest Project". That project provides for planting 500,000 trees at plants and other operations worldwide by 2017.



TIRES

A wide array of high-quality tires developed and manufactured by YOKOHAMA are earning users' trust in various aspects of society, ranging from passenger car tires that add a splash of color to life as well as truck and bus tires that support people's daily lives and logistics to off-the-road tires at resource development and construction sites.

Passenger Car Tires

In line with various drivers' preferences, YOKOHAMA boasts a tire lineup that meets a diversity of driving scenarios, including tires for sports cars, luxury sedans, sport utility vehicles and dress-up vehicles as well as studless tires. Passenger car tires, which respond to all kinds of driving needs such as riding comfort, handling performance, environmental features and a quiet ride, are the embodiment of YOKOHAMA's technologies.

ADVAN



The global flagship brand ADVAN line embodies the global concept of YOKOHAMA. The diverse lineup of ADVAN tires is actively launched worldwide including ADVAN Sport tires for high-powered saloons; the dB series featuring a superior quiet ride; the NEOVA series, which was developed as a high-performance street sport tire; as well as competition racing tires and tires for the new generation of SUVs.



BluEarth



BluEarth, a next-generation tire concept developed and communicated to the world by YOKOHAMA, has driven tires to evolve a greater level of Earth-, people-, and society-friendliness, reducing their impact in each of these areas. In addition to contributing to environmental preservation, these tires have been engineered to reduce the stress people feel when driving and the noise made by tires as vehicles are driven, decreasing their harmful effects on people and society. Our NANOBLEND rubber utilizes proprietary formulation technology to improve performance in the three key areas of fuel economy, wet grip, and wear resistance. Through research into such areas as aerodynamics and technologies for evaluating vital responses to various stimuli, BluEarth promises to incorporate numerous new technologies in the future. Thanks to our extensive line of products, more customers will be able to make use of these innovative tires, making a significant contribution to the drive to lower CO₂ emissions.



ice GUARD



This studless passenger car tire realizes driving stability on a variety of constantly changing road surfaces that can also vary by temperature. A range of proprietary YOKOHAMA technologies increase performance on ice while offering dramatic improvements in dry and wet grip.



GEOLANDAR



The GEOLANDAR range of SUV tires allows drivers to "take full command in driving on various roads and terrain." The comprehensive series meets the diverse needs of SUV drivers, including tires with outstanding comfort for long touring drives, models with improved off-the-road capabilities and wear resistance, as well as tires featuring advanced environmental performance such as greater fuel efficiency.



Light Truck Tires

Light truck tires must be able to stand up to a variety of conditions and adapt to a range of delivery and transport needs in urban environments. Combining superior grip on wet surfaces with high durability and wear resistance, these tires offer economical efficiency while remaining environmentally friendly, thereby supporting the logistics of peoples' daily lives.



Truck & Bus Tires

Truck and bus tires are required to adapt to a wide array of seasonal, surface and other conditions in addition to basic performance such as being economically efficient with high durability and safety. YOKOHAMA supplies a wide variety of truck and bus tires worldwide to meet such requirements. To this end, YOKOHAMA is promoting various theories and technological and material development in pursuing a new era of logistics, beginning with the Maintenance Saving Concept for minimizing uneven wear as well as the "STEM 2" theory, which incorporates into design the behavior and change in tire shape according to load, and the development of a compound that is resilient to chipping and wet rolling.



ZEN Series



The ZEN brand for truck and bus tires was developed based on the global concept Z.environment, which pursues a new dimension in realizing comprehensive environmental performance and developing tires that are highly effective in terms of both environmental performance and cost reductions.



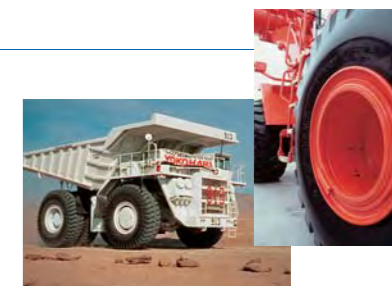
Tire air pressure monitoring system for truck and bus tires

This is a monitoring system that enables air pressure and the internal temperature of truck and bus tires to be checked while driving in real time. Optimal control of tires using HITES contributes to the conservation of the global environment in terms of land transportation, including the reduction of CO₂ emissions, by keeping fuel consumption in check and improving tire life. This system was highly evaluated and received the Chairperson's Award presented by the Eco-Products Awards Steering Committee in 2009.



Off-the-Road Tires

Off-the-road tires are utilized for large-scale machinery at construction and mining and other sites with no roads. YOKOHAMA has dedicated off-the-road tire plants that produce tires with durability and heat tolerance for global markets. Off-the-road tires offer substantial support for machinery used at various civil engineering sites, including ultra-large dump trucks, earth and sand scrapers, wheel loaders for carrying earth and gravel at mining and dam construction sites, bulldozers for earth removal and graders for road construction and snow removal.





MULTIPLE BUSINESS

Civil engineering and construction, oceangoing vessels, high-rise buildings, aircraft ... YOKOHAMA's technologies are playing a major role in society amid the advancement of industrialization. YOKOHAMA manufactures a variety of products, including tires, industrial materials, hydraulic hoses, sealants and aircraft parts. These products are the mainstay of the Multiple Business Group.

Industrial Products

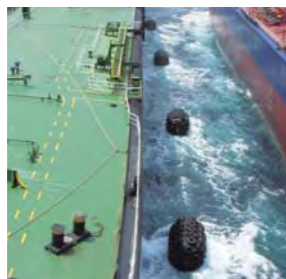
YOKOHAMA's extensive product line includes civil engineering products, conveyor belts, and marine products, all of which are widely used both in Japan and overseas. Civil engineering products range from rubber bearings to protect bridges from earthquakes to highway joints. YOKOHAMA's conveyor-belt products range from heavy-duty designs that deliver outstanding wear, shock, and heat resistance to energy-saving systems that can dramatically lower power consumption thanks to their reduced rolling resistance. YOKOHAMA's marine products include marine hoses used in transporting crude oil and other materials by ship as well as marine fenders that protect ship hulls from damage by ship-to-ship contact. Among these marine products, YOKOHAMA's marine fenders are certified as being compliant with ISO 17357 standards, which cover such areas as quality and performance testing. By offering such a line of industrial products, YOKOHAMA is supporting industry and society in a variety of ways.

Principal industrial products

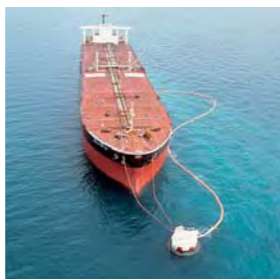
- **Civil engineering products** : Highway joints, rubber bearings, and soil stabilization systems (HAMAWEB)
- **Conveyance products** : Conveyor-belt products (Unicon FX, ECOTEX, non-stick belts, steel cord conveyor belts)
- **Marine products** : Marine hoses, marine fenders



Conveyor belts



Marine fenders



Marine hoses



Super high damping rubber joints



Highway joints

Hose And Coupling Products

Such industrial machinery as vehicles, aircraft and construction machinery use high-pressure hydraulic hoses to operate hydraulic power units. A wide array of products are available that support safe and stable functionality at plant facilities and hydrogen plants among other locations. We are progressing with the development of products with outstanding environmental performance. These include a "chlorine-free hose" that does not emit any harmful gases when incinerated after use as well as "S-Coupling" that prevents environmental pollution caused by the dripping of residual liquids during the put-on and take-off processes.



High-pressure hose for construction machinery



Various types of couplings



ECOFINELEX chlorine-free hose for general-purpose use

i-bar fuel supply hose for hydrogen fuel cells

Hamatite

HAMATITE is a brand of sealing, waterproof, and adhesive materials produced and sold by YOKOHAMA. In architectural applications, HAMATITE products are used as sealants for exterior walls, window frames, and flooring materials and as waterproofing material for building rooftops and verandas. Reflecting its status as a leading architectural sealant that supports high-rise buildings behind the scenes, HAMATITE has been used in such high-profile projects as Roppongi Hills, Tokyo Midtown, Central Japan International Airport (Centrair), and the Shin-Marunouchi Building. As HAMATITE products have widespread applications in peoples' living environments, YOKOHAMA develops products that contain no organic solvents and that have outstanding workability and handling features. This underscores the consideration we give to the safety and health of people handling these products at worksites. YOKOHAMA has also implemented part of a material recycling system for used sealant containers, helping to reduce industrial waste.

Principal HAMATITE products

● Sealants for construction :

Two-component/one-component sealants

(Polysulfide-based, deformed silicon-based, polyurethane-based, silicon-based, polyisobutylene-based*)
*Available as a two-component product only.

● Polyurethane-based waterproofing materials :

URBAN ROOF series

● Other adhesives :

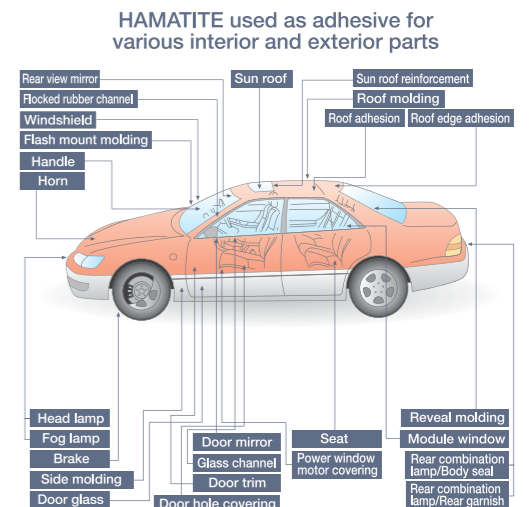
Automobile adhesives, elastic flooring adhesive for wood floors(EU-193),one-component fast-curing elastic adhesive (HQ-ONE),insulating glass sealants, elastic adhesives for interior and exterior tiles (T-LEX)



URBAN ROOF polyurethane-based waterproofing materials



Architectural sealants used in numerous major high-rise buildings



Aerospace Products

YOKOHAMA leverages rubber, metal and compound technologies to manufacture a variety of products for airplanes, ships and automobiles, including tanks, heat insulating materials, lightweight composite materials, acoustic materials and honeycomb sandwich materials. Products that use rubber include fuel tanks and hydraulic hoses, while those that use metals include V-band couplings and bellows assemblies. We also provide products that use lightweight compounds such as aluminum honeycomb sandwich panels, water tanks, lavatory modules and prepreg. Especially noteworthy are YOKOHAMA's lavatory modules, which are being supplied to Boeing and have earned high acclaim for their lightweight and comfortable design.



Water tank



Couplings



Lavatory module



PRGR is YOKOHAMA's golf products brand. Since its launch in 1983, YOKOHAMA has evolved its golf line over the years under the original concept of golf being "the physical phenomenon of a collision between the club and the ball."

Accessibility Products

Yokohama Rubber draws on a broad range of technologies from each of its divisions to develop and sell accessibility products. Among the resources contributing to these products are rubber processing and air sealing technologies developed in the tire business, impact energy absorption technologies designed to cushion impacts in the marine fender business, and air pressure detection systems used in tires, fenders, and other products. Medi-Air1, an air-cell cushion with depressurization functionality for wheelchairs, is designed to ease the discomfort of sitting in a wheelchair for extended periods of time while preventing bedsores. By automatically inflating to raise the surface of the seat and thereby increase the area of contact with the user, air cells distribute pressure from areas where body weight is concentrated. Guard cells on both sides increase stability in the seated position as part of a safe, universal design that is engineered to fit the individual contours of the user's body. The system incorporates new technology in the form of a sensor that detects shifts in posture that would excessively compress a particular area of the cushion and automatically increases the air pressure to maintain protective cushioning. A fully automatic independent air duct system ensures seat stability and reduces system pressure as necessary.



Air cells

Two types of air cells are positioned to accommodate the buttocks for maximum comfort and peace of mind.



Pleated top

The air cells' pleated tops help distribute contact pressure more uniformly and keep the seat from becoming uncomfortably hot.

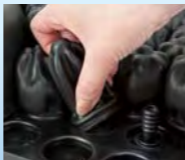


Guard cells

Guard cells on both sides of the seat keep the body's trunk from leaning over during use, ensuring stability and comfort.

Easy removability

Air cells are easy to remove, making it a simple matter to replace one in the event it is punctured.



Advanced Electrical Materials

The Advanced Electrical Materials Division, a new business department that was established in April 2011, develops, manufactures, and sells adhesives, coating materials, and sealants for electrical and electronic devices and components. The Division's unique selection of adhesives draws on proprietary technology to offer improved sound characteristics and heat transmissivity. Its coating materials, which offer exceptional adhesion and durability, are used to protect mobile handsets, and its sealants are used on solar power modules worldwide. The Division offers a broad range of products such as LED encapsulants that take advantage of the company's formulation and synthesis technologies. The Advanced Electrical Materials Division is actively moving into fields such as natural energy and information devices both in Japan and overseas in an effort to contribute to the future of society through Earth- and people-friendly manufacturing.



Golf Products

PRGR was the first to introduce the concept of head speed in the golf industry. Along with this, clubs were no longer produced based on experience and instinct and began to take a scientific approach from various perspectives, including materials, weight, lengths, size and balance.

The theory on head speed proposed by PRGR is a fundamental concept and is commonly recognized in modern golf. Originating from fresh and innovative ideas and approaches, PRGR products have a strong following in Japan and overseas as a brand that is making its mark and is admired by golfers.



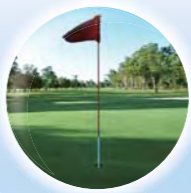
PRGR brand products

Golf clubs

Golf balls

Golf goods

etc.



Yokohama Rubber Group's CSR

Yokohama Rubber's corporate philosophy can be summed up as a drive "To enrich people's lives and contribute to their greater happiness and well-being by devoting our wholehearted energies and advanced technology to the creation of beneficial products." We believe that true corporate social responsibility (CSR) springs from the pursuit of business activities that are based on these concepts. In working toward "the creation of a sustainable society" and in accordance with the basic policies of the GD100 medium-term management plan, we will undertake efforts to develop corporate activities that build a trusted identity as a company, and in turn, further contribute to society.

CSR Management Vision

**To build a trusted identity
as a contributing member
of the global community**

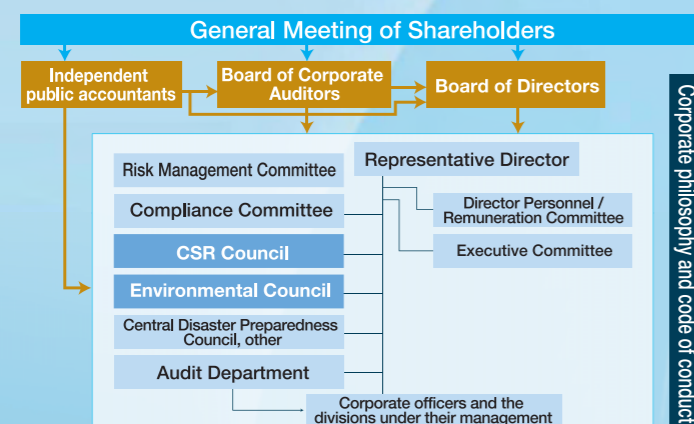
CSR Action Guidelines

- Identify continually changing social trends.
- Spot ways of contributing.
- Act swiftly to earn firm trust.
- Practice CSR in one's own work.

◆ Corporate Governance

YRC has built a framework for corporate governance aimed at ensuring responsible, effective and transparent management based on its corporate philosophy, and the Company continues working to strengthen that framework. Sound corporate governance is central to YRC's efforts to maximize corporate value and to earn and retain the confidence of all the Company's stakeholders. We are also working to further improve internal controls by conducting reviews annually in line with the internal-control mechanisms mandated by Japanese law.

YRC Framework for Corporate Governance



◆ Risk Management

We have formed a Risk Management Committee to manage and address risks with potential to significantly affect operations across the organization. The Committee has the dual functions of responding to emergency situations in a prompt manner and assessing planned responses to possible risks as part of an effort to develop risk management structures that ensure an appropriate level of vigilance.

◆ Compliance

The Compliance Committee meets four times each year to consider and assess compliance-related events and the state of educational and awareness-raising activities. The Committee is chaired by the President and assisted by the Compliance Department, which handles its administrative affairs.

Our Stakeholders

Following the establishment of our CSR Division, we have organized the social responsibility issues we need to address in our day-to-day and future activities, and also we have appointed our stakeholders as listed below.

During our selection process, we consulted the GRI Guidelines, ISO26000, and Nippon Keidanren's Charter of Corporate Behavior, and other descriptions thereto.

Customers

We will enrich people's lives and contribute to their greater happiness and well-being by devoting our wholehearted energies and advanced technologies; this basic philosophy is our declaration to put our customers first. We seek to develop a corporate culture where the customer's interests are the top priority.

Employees

We believe that being considerate to the rights and safety of the workers and providing an environment to maximize their potential are the greatest driving forces for a corporation with sustainable growth. This is clearly stated in our management policies that reads, “create a workplace that values, improves, and energizes people”.

Business Partners and Suppliers

We are expanding our businesses by working together with a variety of suppliers and partners who procure raw materials, parts, equipment, and so on. By practicing fair and free trading, we will continue to build relationships of mutual sustainment and being beneficial to each other.

Shareholders and Investors

By taking up on any challenges to develop innovative technologies to generate new value, we will realize our sustainable growth and return of reasonable profits. Also, we will be happy to provide any information in an appropriate manner to meet the expectations of all of our shareholders and investors.

Local Communities

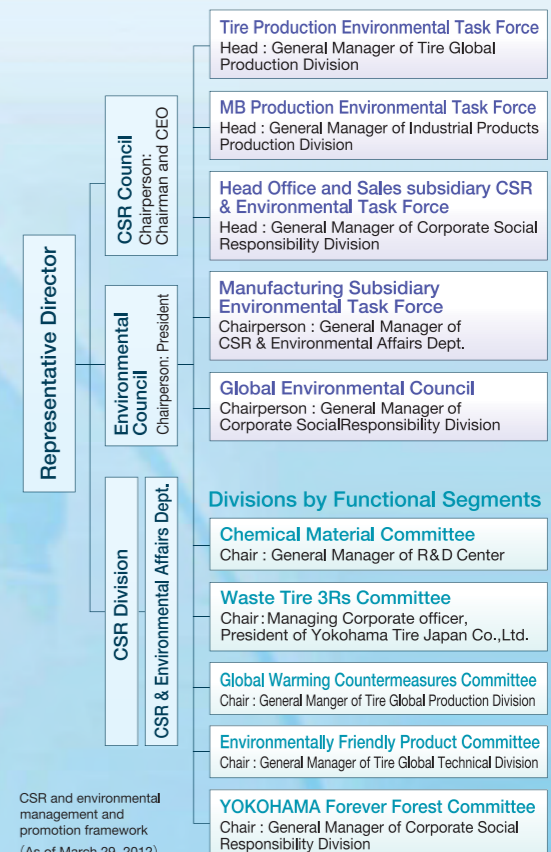
As a globally active business, we relate to local communities in a number of domains – the natural environment, law, culture, customs and the economy. We will strive to build a healthy relationship for various local communities together with our both domestic and overseas offices.

CSR and Environmental Promotion Framework

The CSR Council, which is chaired by the Chairman and CEO, and the Environmental Council, which is chaired by the President, meet twice each year. The CSR Council was set up to discuss and develop plans for addressing CSR issues facing the Yokohama Rubber Group, with the ultimate goal of earning trust by making a positive contribution to the global community. Three task forces, five committees, and two sub-councils report to the Environmental Council and are responsible for pursuing the company's environmental activities. At their biannual meetings, the CSR Council and Environmental Council evaluate the performance of the Group's CSR activities and develop plans for improvement.

Additionally, a Global Environment Council consisting of managers from all of the Group's overseas manufacturing companies meets annually to ensure that sound, sophisticated environmental management practices are followed consistently at all facilities worldwide. Going forward, Yokohama Rubber is committed to redoubling its CSR activities while implementing sound environmental management practices across all of its operations.

Divisions by Business Segments



CSR and environmental
management and
promotion framework
(As of March 29, 2012)

Environment

To truly contribute to enriching society, the environment must also be considered. To swiftly address pressing environmental issues, we have established three policies—“Continued improvement of environmental management,” “Action to combat global warming” and “Contribution to the creation of a sustainable recycling society”—as the GD100 Basic Policy on the Environment to “be a leading company in contributing to the environment.” These policies will help us to achieve our goal of asserting world-class strengths in technologies for protecting the environment, which is the core policy of the management plan.

We are promoting global environmental management to carry out advanced and consistent environmental initiatives at all of our business sites worldwide. Specific measures include the development of environmentally sound products as well as the recycling of industrial waste and reduction of CO₂ emissions. Each and every employee is acting to ensure that YOKOHAMA becomes trusted around the world as a company that does not pollute the environment and places a high value on people.

Environmental Efforts

Practicing Global Environmental Management

Acquisition of ISO 14001 Certification at Domestic and Overseas Production Bases

YOKOHAMA promotes activities for the acquisition of ISO 14001 certification on the basis of conducting globally advanced environmental management, in which all domestic plants and overseas consolidated manufacturing companies (Philippines, United States, Thailand, Taiwan and Hangzhou, China) have acquired certification to date. We will continue to undertake efforts with the aim of acquiring certification at all overseas production bases.

Global Environmental Council Meeting Held Annually

The General Manager of the CSR Division has hosted the Global Environmental Council meeting annually since fiscal 2008 as a means of bringing together all persons in charge of managing overseas production bases with the aim of strengthening global environmental management. Additionally, CSR & Environmental Affairs Department staff members have been visiting overseas production bases since 2006 to carry out audits on relevant matters such as environmental management and environmental performance.



Yokohama Tire Philippines, Inc.

Contributing to Society through Manufacturing

Minimizing the Environmental Impact in All Products

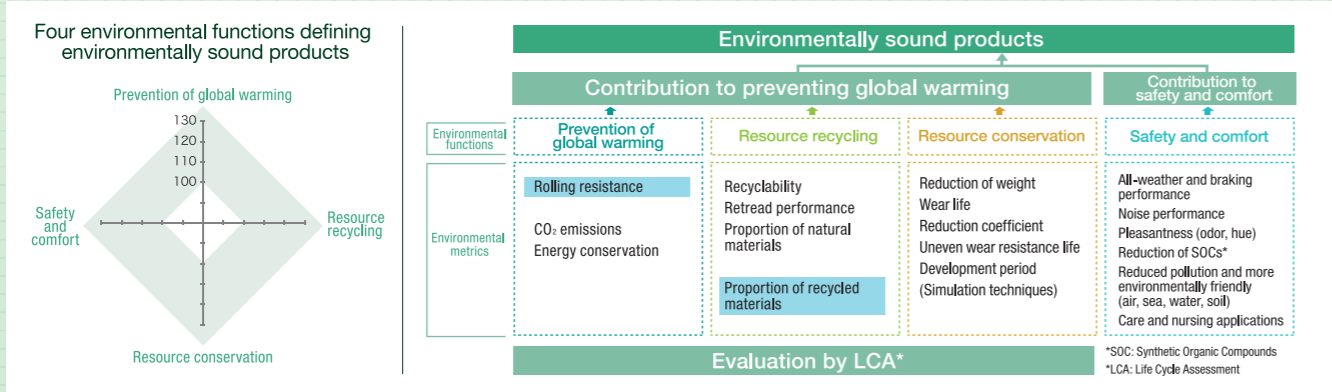
YOKOHAMA's history of developing “environmentally sound products” goes back 50 years when a floating pneumatic fender that uses rubber to prevent collision of ships was developed in the 1950s. Today, this valued product still commands the top global market share. Furthermore, as evidenced by products such as tires that realize low fuel consumption, tires that do not depend on oil resources and hoses that do not emit hazardous gases during combustion, YOKOHAMA develops products that consider the environment starting from raw materials. Product development with superior environmental performance is realized through reducing environmental loads in all stages of production, sales and disposal. Currently, the proportion of environmentally sound products is 75% across our entire lineup and 100% for new products.



Chlorine-free hose ECOFINELEX
Chlorine-free hose that does not emit harmful gases when incinerated after use

Definition of Environmentally Sound Products

From fiscal 2007, YOKOHAMA has designated four environmental functions (prevention of global warming, resource recycling, resource conversion, safety and comfort) as an evaluation standard for defining all products as environmentally sound products. In addition, an environmental radar chart is used to objectively evaluate products' environmental performance.



GD100 Guidelines for Action on the Environment

For the sake of future generations and this irreplaceable planet, we shall act to protect the environment.

Practice of global environmental management
We will adopt consistent, high-level environmental management practices at all operations worldwide.

Contribution to society through manufacturing
We will take action to minimize the environmental impact in all products.

We will take action to protect the environment as a duty to society by practicing top-level environmentally conscious production.
All industrial waste will be recycled.

Improvement of communication with society and local communities

eco MOTION

“eco MOTION” is the name given to the many and varied environmental initiatives being undertaken since 2006 based on promoting global environmental management in order to adopt consistent environmental management at operations worldwide; develop environment-friendly products to minimize environmental impact in all products; and at plants and other operations, implement measures to promote reduction, reuse and recycling of all waste. Under the “eco MOTION” slogan, YOKOHAMA will bolster its efforts to realize resource and energy savings as well as support community-based, environment-related activities.



“eco MOTION” Logo

The design for the “eco MOTION” logo is imbued with YOKOHAMA's belief that “small environmental contributions made by employees and companies (MOTION) produce great benefits over time and infinitely (∞) amplify efforts to promote a sustainable society and preserve the global environment.”
Note: Currently being conducted in Japan

Practicing Top-Level Environmentally Conscious Production

Zero Emissions and Industrial Waste

YOKOHAMA has been continuously promoting zero emissions since 2006 directed toward eliminating all landfill disposal. Additionally, five bases among the total of eight domestic production bases have achieved 100% recycling of industrial waste two years ahead of schedule.

Reduction of Greenhouse Gases

In designating global warming countermeasures as a major issue, YOKOHAMA established and designates committees to exclusively address such issues and is developing various initiatives, including the introduction of cogeneration systems, the shift toward clean energy and intensive energy-conservation activities. Greenhouse gas emissions in fiscal 2008 were 13.4% lower than in the base year* and have surpassed the emissions reduction targets set for Japan under the Kyoto Protocol for three consecutive years while also achieving the target of reducing emissions by 12% versus the base year by fiscal 2010 two years ahead of schedule. In the future, we will undertake efforts to further reduce emissions by setting higher targets.



Mie Plant cogeneration system

*Base year: CO₂, CH₄, N₂O = 1990 HFC, PFC, SF₆ = 1995 (Pursuant to Kyoto Protocol)

Improving Communication with Society and Local Communities

The “YOKOHAMA Forever Forest” Project Goes Global

The “YOKOHAMA Forever Forest” project was launched in 2007 as a project to plant a total of 500,000 seedlings at domestic and overseas plants by 2017, the year in which YOKOHAMA will celebrate the centennial of its founding. Under the guidance of Dr. Akira Miyawaki, a plant ecologist and Professor Emeritus at Yokohama National University, employees and local communities carry out the entire process of tree-planting activities based on the concept of potential natural vegetation with the aim of creating “forests of life” that will contribute to community safety, local environments and biodiversity.



Tree-planting event for the YOKOHAMA Forever Forest project

The YOKOHAMA Group is deepening ties with local communities around the world.

Japan

Local schoolchildren are given tours of the plant to make manufacturing fun.
(Nagano Plant)

Japan

Exhibition at an environmental fair held by Onomichi City to showcase YOKOHAMA's environmental activities
(Onomichi Plant)

Korea

10 employees planting trees in the desert region of Inner Mongolia to prevent storms of “yellow sand”
(Yokohama Tire Korea Co., Ltd.)

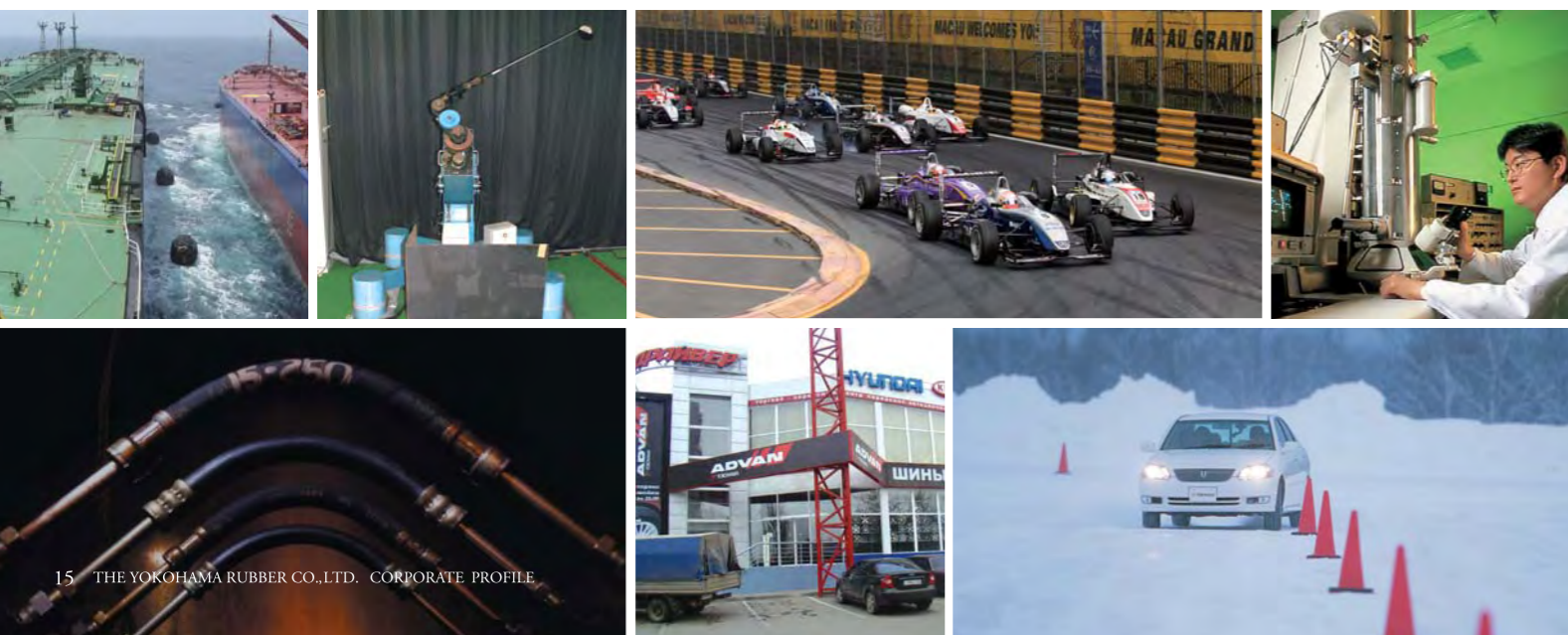
China

Regular cleanup activities around plant
(Hangzhou Yokohama Tire Co., Ltd.)



YOKOHAMA contributes to happiness and prosperity through manufacturing based on heartfelt enthusiasm and technology, from research and development through production and sales.

We have strived to make the most of the potential of a variety of technologies throughout our history. Today, our research and development, production, and sales operations encompass everything from tire-related materials such as rubbers and compounds to a broad range of new materials such as carbon fiber, metals, and lightweight composites as we offer innovative products in a variety of fields including industrial products, aircraft parts, and sports supplies.



RESEARCH AND DEVELOPMENT

Reliable technology based on research and development is essential in providing products that maximize safety and offer environmental features. Aiming to “assert world-class strengths in technologies for protecting the environment,” YOKOHAMA has constantly worked to develop macromolecular and other technologies through ingenuity, application and greater innovation and more advanced technologies. The goal of these efforts is to develop materials and products taking a multi-faceted, comprehensive approach from the design, testing and assessment stages.

With regard to tire technology, tire prototypes are produced by formulating a rubber compound suited for various uses as well as designing a tire structure and tread patterns. Finished tires are then brought to respective test course sites, including D-PARC, T*MARY and the TIRE TEST CENTER OF ASIA in Thailand, for conducting multiple tests such as test runs under various road surface conditions. Data gathered at these facilities is utilized in the developmental stages of next-generation tires.

In other fields, YOKOHAMA also pursues development with innovative ideas. Relying on its pioneering facilities and technologies, YOKOHAMA transcends conventional approaches in carrying out materials development and product design with the aim of creating Japan-first and world-first technologies.



»»»» Motorsports »»»»

YOKOHAMA participates in a wide range of motorsports events including races and rallies. While achieving a superb legacy in various categories, YOKOHAMA also provides ADVAN tires to teams in Japan and overseas with excellent results. Motorsports activities play a vital role in contributing to tire development. The cutting-edge macromolecular and design technologies for tires installed on racing vehicles are being employed in the development of tires sold in the broader market and greatly contribute to improvements to produce high-performance tires. The motorsports arena, marked by fierce competition between the latest technologies, serves as a crucial testing medium for creating tires of the future.



Research and Development Center and Test Courses

RADIC

RADIC (Research and Development Integrated Center) was established within the Hiratsuka Factory in 1991 to serve as a leading-edge R&D base for YOKOHAMA, and has functioned as the core R&D base ever since.

RADIC employs such instruments as supercomputers, electron microscopes, ESCA (electron spectroscopy for chemical analysis) systems and a nuclear magnetic resonance spectrometer for use in materials development, product design and simulations under diverse conditions. In addition, analysis of the physical properties of newly developed materials that will become the basis for new products and assessment of products from various angles using state-of-the-art instruments to evaluate the static and dynamic properties of tires are conducted.



Name : Research and Development Integrated Center (RADIC)
Location : 2-1 Oiwake, Hiratsuka City, Kanagawa Prefecture

T*MARY

Located in Takasu-cho, Hokkaido, T*MARY (Takasu Motoring and Researching Yard) is a test course for studless and other winter tires. The expansive site enables comprehensive testing and evaluation for braking, maneuverability, cornering, frictional force and hill-climbing on icy roads.

Takasu-cho, which has an extremely frigid winter climate, offers the ultimate conditions in which to test and assess tires to ensure they meet the standards for safety and comfortable driving in wintry conditions. Testing is carried out from December through February.



Name : Takasu Motoring and Researching Yard (T*MARY)
Location : 14-18 Takasu-cho, Kamikawa-gun, Hokkaido

D-PARC

D-PARC (Daigo Proving-ground and Research Center), located in Daigo-cho, Ibaraki Prefecture, is YOKOHAMA's comprehensive tire test course. D-PARC boasts several test courses including a speed oval course, steering and stability track, a comfort test track with various types of road surfaces built of materials gathered from around the world and a handling test track simulating winding road conditions.

In addition to road surface testing, we also measure muscle contractions of drivers and develop methods for quantitatively evaluating sensations such as the ease of driving. Through these initiatives, we are developing tires that make driving easier.



Name : Daigo Proving-ground and Research Center (D-PARC)
Location : 695 Shimokanazawa, Daigo-cho, Kuji-gun, Ibaraki Prefecture

TIRE TEST CENTER OF ASIA

TIRE TEST CENTER OF ASIA is a large-scale proving ground that uses peripheral road tracks to recreate general roads found around the world, with the overriding aims of raising quality, strengthening performance evaluations, improving quality and enhancing high-speed driving testing of tires for passenger cars, light trucks, and trucks and buses. Special test courses and wet test courses simulating various road conditions enable multi-faceted tests covering all aspects of driving ranging from handling stability, fuel economy and durability to noise, vibration and riding comfort. The proving ground was built adjacent to Yokohama Rubber (Thailand) Co., Ltd., a tire production and sales company in Thailand. This close location enhances the ease of collaboration with production and development divisions and better enables the results of driving and evaluation testing to be applied to the development of new tires.



Name : TIRE TEST CENTER OF ASIA
Location : 135 Moo 2, Tambol Tasit, Amphur Pluakdaeng, Rayong Province 21140, THAILAND

PRODUCTION

We believe that the mission of a manufacturer is to “deliver the best products at competitive prices and on time.” To deliver the highest quality products, we carry out production activities under comprehensive quality management at our manufacturing bases, which have introduced cutting-edge technologies. Moreover, each employee is actively involved in quality improvement proposal activities. As the number of overseas manufacturing bases operated by Yokohama Rubber continues to grow, we are striving to anchor the production activities of each in its local community, for example by selling products manufactured in locations such as the United States and China locally in those countries.YOKOHAMA ensures production activities are maintained at a high level through acquiring certification for the international quality management standard ISO 9001 at all tire production bases. Certification for the international quality management standard ISO/TS 16949 for the automobile industry has also been acquired by all domestic and overseas production bases.We have set up production structures that consider the environment not only at newly established production plants but also at existing production facilities as well.At our domestic production bases, we have also introduced clean-fuel, high-efficiency cogeneration systems that enable a significant reduction in CO₂ emissions. Also, all domestic production bases have achieved zero emissions and the complete elimination of landfill waste, and in the future, we will aim for 100% recycling of industrial waste.

Global Production and Sales Companies

- 1

YOKOHAMA TIRE CORPORATION
1500 Indiana Street, Salem, VA 24153, U.S.A.
TEL : +1 (540) 389-5426 FAX : +1 (540) 375-0213
- 2

GTY TIRE COMPANY
Mount Vernon Plant, Highway 142, South Mount Vernon, IL.
62864-1029, U.S.A.
TEL : +1 (618) 246-2263
- 3

SAS RUBBER COMPANY
474 Newell Street, Painesville, OH 44077, U.S.A.
TEL : +1 (440) 352-3321 FAX : +1 (440) 352-6975
- 4

YH AMERICA, INC.
105 Kuhlman Drive, Versailles, KY 40383, U.S.A.
TEL : +1 (859) 873-2188 FAX : +1 (859) 873-8943
- 5

SUZHOU YOKOHAMA TIRE CO., LTD.
No.158, Huaqiao Road, Xuguan Industrial Park,
Suzhou National New & Hi-Tech Industrial
Development Zone Suzhou, Jiangsu Province, 215151, CHINA
TEL : +86 (512) 6818-1008 FAX : +86 (512) 6818-1007
- 6

HANGZHOU YOKOHAMA TIRE CO., LTD.
Hangzhou, Economic Technological Development Zone
(Xiasha) M18-0-4, HETZ(Xiasha), Hangzhou, 310018, CHINA
TEL : +86 (571) 8672-5885 FAX : +86 (571) 8672-5753
- 7

YOKOHAMA TIRE PHILIPPINES, INC.
IE5 Clark Freeport Zone 2023, PHILIPPINES
TEL : +63 (45) 599-3603-9 FAX : +63 (45) 599-3613
- 8

YOKOHAMA TIRE MANUFACTURING (THAILAND) CO., LTD.
7/216 Moo 6 Amata City Industrial Estate, Tambol Mapyangporn,
Amphur Pluakdaeng, Rayong Province 21140, THAILAND
TEL : +66 (38) 650-350 FAX : +66 (38) 650-319
- 9

YOKOHAMA TYRE VIETNAM INC.
No.17, Street 10, Vietnam Singapore Industrial Park,
Thuan An District, Binh Duong Province, VIETNAM
TEL : +84 (650) 3767909 FAX : +84 (650) 3767029
- 10

SHANDONG YOKOHAMA RUBBER INDUSTRIAL PRODUCTS CO., LTD.
Xinzhai Local Town, Linq County, Weifang City,
Shangdong Province, CHINA 262610
TEL : +86 (536) 344-0237 FAX : +86 (536) 334-2597

- 11

YOKOHAMA HOSES & COUPLING (HANGZHOU) CO., LTD.
No.12 Avenue No.18 Hangzhou Economic &
Technological Development Zone Xiasha Hangzhou,
CHINA
TEL : +86 (571) 8685-2591 FAX : +86 (571) 8685-2592
- 12

YOKOHAMA HAMATITE (HANGZHOU) CO., LTD.
No.12 Avenue No.18 Hangzhou Economic &
Technological Development Zone Xiasha Hangzhou,
CHINA
TEL : +86 (571) 8672-5870 FAX : +86 (571) 8672-5793
- 13

SC KINGFLEX CORPORATION
No.99 Hsiyuan Road, Jungli IND. Park, Jungli,
Taoyuan, 32057, TAIWAN R.O.C.
TEL : +886 (3) 451-4015 FAX : +886 (3) 451-2969
- 14

YOKOHAMA RUBBER (THAILAND) CO., LTD.
Eastern Seaboard Industrial Estate, (Rayong) 64
Moo 4 Tambol Pluakdaeng, Ampur Pluakdaeng
Rayong 21140, THAILAND
TEL : +66 (38) 954-625 FAX : +66 (38) 954-636
- 15

YOKOHAMA R.P.Z. L.L.C.
TEL : +7 (4742) 51-5703 FAX : +7 (4742) 54-0168

Domestic Production Sites

- Hiratsuka Factory**
2-1 Oiwake, Hiratsuka City,
Kanagawa Prefecture 254-8601
TEL: 0463-35-9501

HAMATITE Plant
1-7-7 Shinomiya, Hiratsuka City,
Kanagawa Prefecture 254-0014
TEL: 0463-31-3003

Mie Plant
1038 Takabuku, Misono-cho, Ise City,
Mie Prefecture 516-8530
TEL: 0596-28-3151

Mishima Plant
8-1 Minami Futsuka-machi, Mishima City,
Shizuoka Prefecture 411-0832
TEL: 055-975-0800

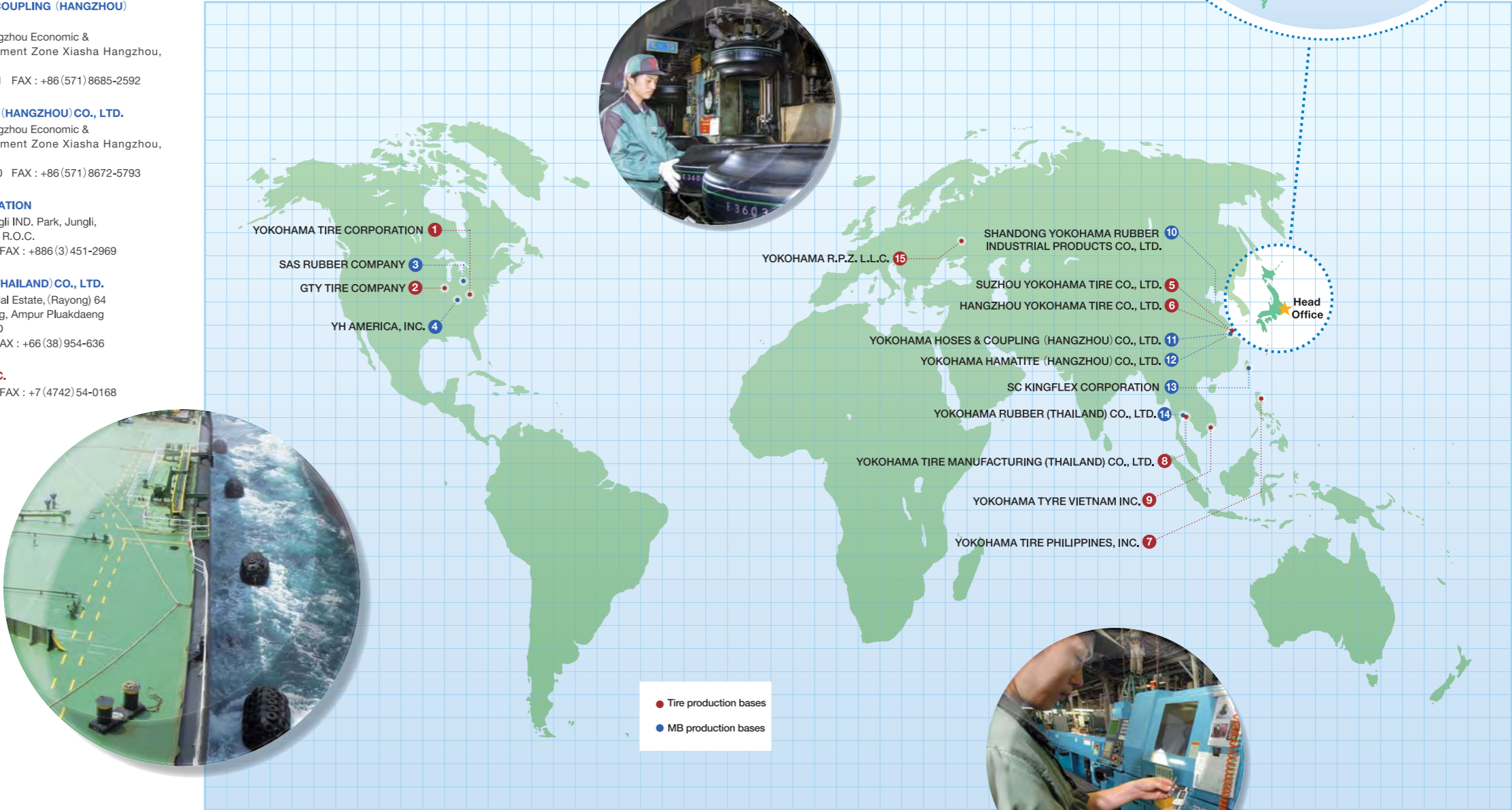
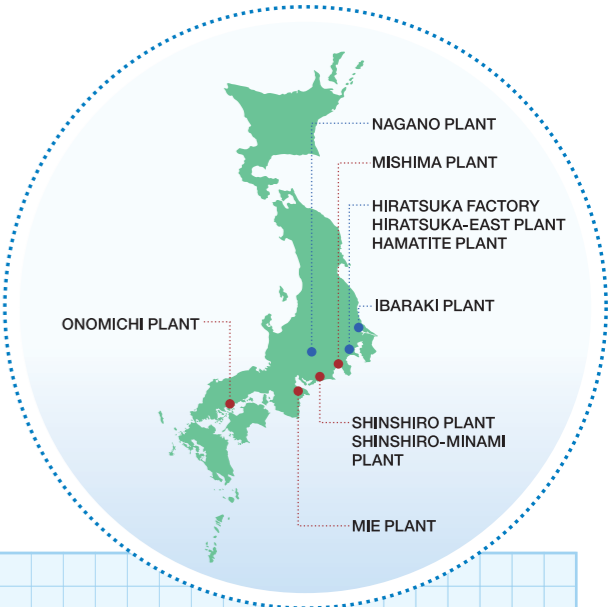
Shinshiro Plant
1 Furuyashiki, Noda-Aza, Shinshiro City,
Aichi Prefecture 441-1343
TEL: 0536-22-2251
- Ibaraki Plant**
1 Hatori-Nishi, Omitama City,
Ibaraki Prefecture 319-0198
TEL: 0299-46-1111

Onomichi Plant
20 Higashi-Onomichi, Onomichi City,
Hiroshima Prefecture 722-0051
TEL: 0848-46-4580

Nagano Plant
548 Yoshida, Takamori-cho, Shimoina-gun,
Nagano Prefecture 399-3102
TEL: 0265-35-3211

Shinshiro-Minami Plant
10-24 Oiri, Hitokuwada-Aza, Shinshiro City,
Aichi Prefecture 441-1338
TEL: 0536-26-2100

Hiratsuka-East Plant
4-6-40 Higashi-Yawata, Hiratsuka City,
Kanagawa Prefecture 254-0016
TEL: 0463-23-0336



The marketing of passenger car tires and golf products for consumer use is very significant in that it offers an opportunity to interact with customers at retail outlets and event venues. In addition to retail outlets, YOKOHAMA also participates in various motor shows enabling consumers to carefully take a look at tires and wheels on a stand-alone basis as well as vehicles equipped with these tires and wheels, while also pursuing close communication with customers. For golf products, we help users choose suitable products by holding events for trying out products at sales outlets, offering rental golf clubs for trial use and deploying fitting staff. Customer feedback gained at retail outlets and event venues is quickly communicated as well as reflected in product improvements and product development.

Overseas Sales Companies/Operating Companies

1 YOKOHAMA TIRE (CANADA) INC.

#500-9325 200th Street, Langley, BC. V1M3A7, CANADA
TEL : +1 (604) 564-9656 FAX : +1 (604) 513-8162

2 YOKOHAMA TIRE CORPORATION

601 South Acacia Avenue, Fullerton, CA 92831, U.S.A.
TEL : +1 (714) 870-3800 FAX : +1 (714) 870-3806

3 YOKOHAMA AEROSPACE AMERICA, INC.

18401 72nd Avenue, South Kent, WA 98032-1010, U.S.A.
TEL : +1 (253) 395-1112 FAX : +1 (253) 395-1113

4 YOKOHAMA RUBBER LATIN AMERICA INDÚSTRIA E COMÉRCIO LTDA.

Alameda Campinas n°463 - Conj. 01C - 1°Andar,
01404-000 Jardim Paulista São Paulo/SP, BRASIL
TEL : +55 (11) 3284-3484 FAX : +55 (11) 3284-3484

5 YOKOHAMA RUBBER (CHINA) CO., LTD.

10F, Gubei International Fortune Center,
1452 Hongqiao Road, Shanghai, 201103, CHINA
TEL : +86 (21) 3209-1717 FAX : +86 (21) 6167-1816

6 YOKOHAMA TIRE SALES (SHANGHAI) CO., LTD.

10F, Gubei International Fortune Center,
1452 Hongqiao Road, Shanghai, 201103, CHINA
TEL : +86 (21) 3209-2727 FAX : +86 (21) 6167-1800

7 YOKOHAMA INDUSTRIAL PRODUCTS SALES-SHANGHAI CO.,LTD.

3209-10,32F,New Town Center NO.83 Loushanguan-rd.,
Changning district,Shanghai, CHINA
TEL : +86 (21) 6236-8811 FAX : +86 (21) 5606-7165

8 YOKOHAMA TIRE TAIWAN CO., LTD.

Suite 601 6th Floor No.88, Sec 2,
Chung Hsiao E. Road, Taipei, TAIWAN R.O.C.
TEL : +886 (2) 2356-8528 FAX : +886 (2) 2391-9242

9 YOKOHAMA TIRE KOREA CO., LTD.

Shinseung B/D 11F, 1676-1, Seocho-Dong, Seocho-Gu,
Seoul City, KOREA
TEL : +82 (2) 588-1533 FAX : +82 (2) 588-3711

10 YOKOHAMA ASIA CO., LTD.

11th Bangkok Business Building, 54 Sukhumvit 21 Road
(Asoke), Kwaeng North Klongtoey, Khet Wattana,
Bangkok 10110, THAILAND
TEL : +66 (2) 664-0450 FAX : +66 (2) 664-0451

11 YOKOHAMA INDIA PRIVATE LIMITED

4th Floor, Mohandev Building, 13 Tolstoy Marg,
New Delhi-110 001, INDIA
TEL : +91 (11) 6603-2066 FAX : +91 (11) 6603-2067

12 YOKOHAMA TIRE SALES PHILIPPINES, INC.

Unit A2, First Midland Building, 109 Gamboa Street,
Legaspi Village, Makati City, PHILIPPINES
TEL : +63 (2) 8175031 FAX : +63 (2) 8175035

13 YOKOHAMA TIRE SALES (THAILAND) CO., LTD.

12th Floor, Zone A, Thanapoom Tower, 1550 New Petchburi
Road, Makasan, Ratthewi, Bangkok 10400, THAILAND
TEL : +66 (2) 652-6996 FAX : +66 (2) 652-6998

14 YOKOHAMA EUROPE GmbH

Monschauerstrasse 12, D-40549 Düsseldorf, GERMANY
TEL : +49 (211) 5374050 FAX : +49 (211) 53740523

15 YOKOHAMA SCANDINAVIA AB

Datavägen, 3A Box 910, SE-175 29, Järfälla, SWEDEN
TEL : +46 (8) 445-7888 FAX : +46 (8) 761-7075

16 YOKOHAMA RUSSIA L.L.C.

Khimki, Khimki-Center, Panfilova Street 19 Building,
1, 3rd Floor, 141407 Moscow region, RUSSIA
TEL : +7 (495) 739-4844 FAX : +7 (495) 739-4843

17 YOKOHAMA DANMARK A/S

Hammerholmen 12, DK-2650, Hvidovre, DENMARK
TEL : +45 (3645) 0046 FAX : +45 (3645) 4549

18 YOKOHAMA H.P.T. LTD.

Dawson Road, Mount Farm Blechley, Milton Keynes,
Buckinghamshire MK1 1AH UNITED KINGDOM
TEL : +44 (1908) 625625 FAX : +44 (1908) 625637

19 YOKOHAMA REIFEN GmbH

Monschauerstrasse 12, D-40549 Düsseldorf, GERMANY
TEL : +49 (211) 52940 FAX : +49 (211) 529446

20 N.V. YOKOHAMA BELGIUM S.A.

Bosstraat 54 bus 8 3560 Lummen BELGIUM
TEL : +32 (0) 13 61 99 00 FAX : +32 (0) 13 61 99 09

21 YOKOHAMA AUSTRIA GmbH

A-1230 Wien, Deutschstrasse 19, AUSTRIA
TEL : +43 (1) 61631500 FAX : +43 (1) 616315090

22 YOKOHAMA SUISSE SA

1562 Corcelles-Pres-Payerne,
La Maladaira 16, SWITZERLAND
TEL : +41 (26) 6624000 FAX : +41 (26) 6624001

23 YOKOHAMA IBERIA S.A.

1C/LANZAROTE, 24 Poligono Industrial Norte,
28700 San Sebastian de Los, Madrid, SPAIN
TEL : +35-252-249070 FAX : +35-252-249079

24 YOKOHAMA INDUSTRIAL PRODUCTS EUROPE GmbH

1Monschauerstrasse 12, D-40549 Düsseldorf, GERMANY
TEL : +49 (211) 53740570 FAX : +49 (211) 53740579

25 YOKOHAMA TYRE AUSTRALIA PTY., LTD.

123-129 Silverwater Road, Silverwater, N.S.W. 2128, AUSTRALIA
[P.O. Box 6002, Silverwater, N.S.W. 1811, AUSTRALIA]
TEL : +61 (2) 8748-2600 FAX : +61 (2) 9737-8014

Multiple Business products as well as our truck and bus and off-the-road tires all originated based on customers' desires. Continually interacting with customers on site and ascertaining their needs leads to the creation of each new product.

We have built Tire and Multiple Business group networks in regions throughout the world and established sales networks under which domestic and overseas bases work in unison. We are working to further enhance the value of the YOKOHAMA brand in line with global marketing strategies.

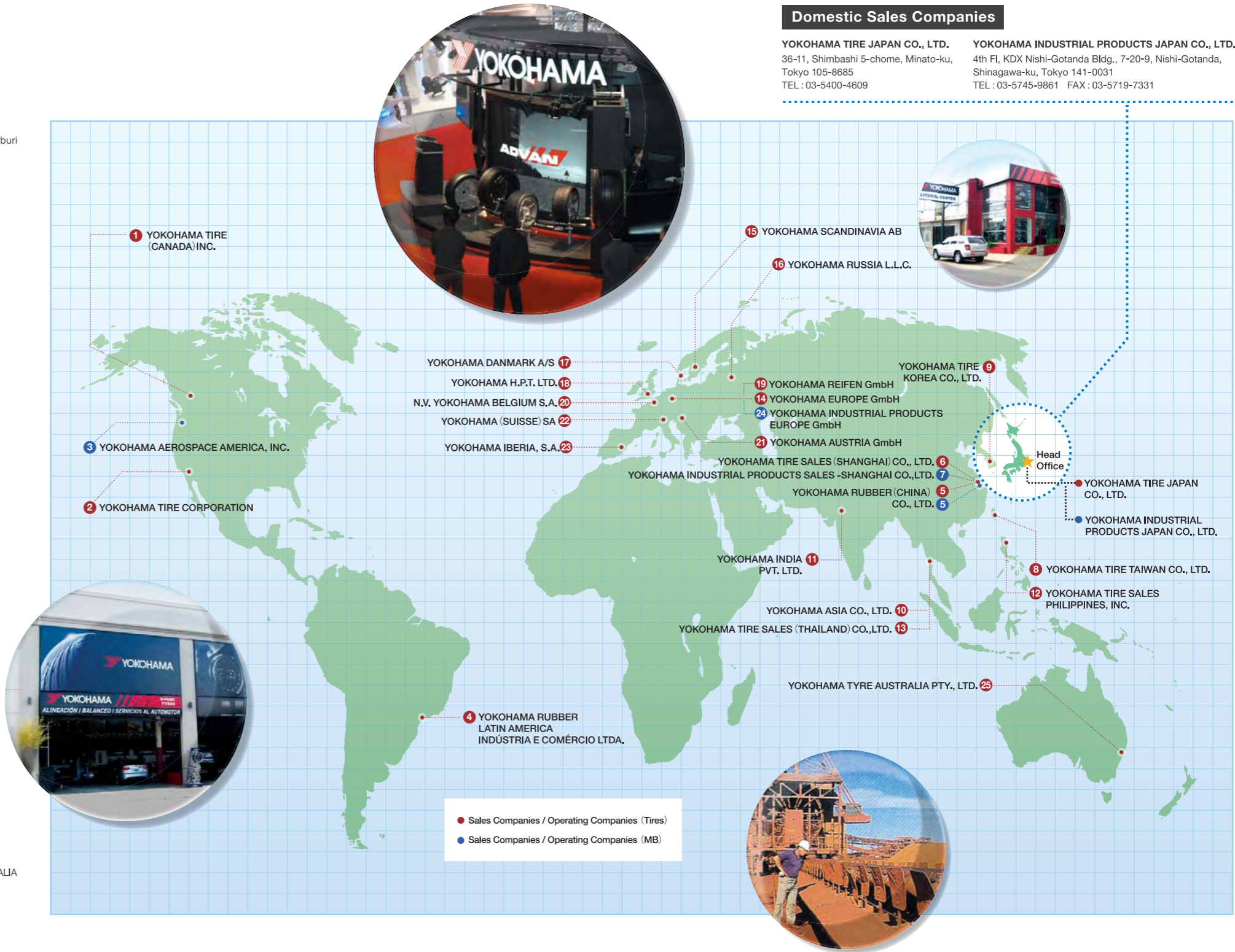
Domestic Sales Companies

YOKOHAMA TIRE JAPAN CO., LTD.

36-11, Shimbashi 5-chome, Minato-ku,
Tokyo 105-8685
TEL : 03-5400-4609

YOKOHAMA INDUSTRIAL PRODUCTS JAPAN CO., LTD.

4th Fl, KDX Nishi-Gotanda Bldg., 7-20-9, Nishi-Gotanda,
Shinagawa-ku, Tokyo 141-0031
TEL : 03-5745-9861 FAX : 03-5719-7331



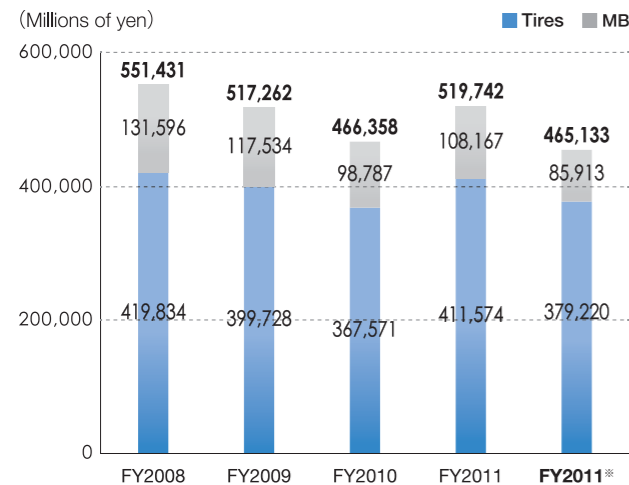
Financial Highlights

(Millions of yen)

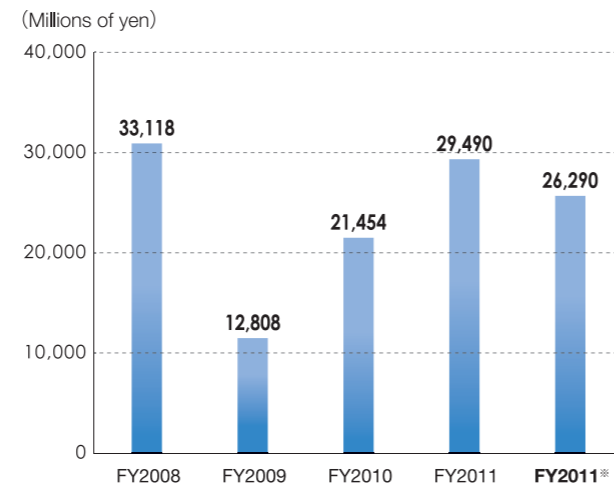
	FY2008	FY2009	FY2010	FY2011	FY2011* (April 1, 2011–December 31, 2011)
Net sales	551,431	517,262	466,358	519,742	465,133
■ Tires	419,834	399,728	367,517	411,574	379,220
■ MB	131,596	117,534	98,841	—	—
■ Industrial Products	—	—	—	83,835	68,179
■ Others	—	—	—	24,332	17,734
Operating income	33,118	12,808	21,454	29,490	26,290
Net income (loss)	21,060	△5,654	11,486	13,923	11,618
Total assets	526,191	473,376	466,973	478,915	501,786
Net income (loss) per share (Yen)	62.81	△16.87	34.27	41.55	34.68
Net assets per share (Yen)	525.96	417.45	475.26	489.27	484.04
Equity ratio (%)	33.5	29.6	34.1	34.2	32.3
Capital expenditures	27,292	43,340	17,471	24,944	22,433
Number of consolidated subsidiaries	155	156	127	120	120
Number of employees	16,099	16,772	17,566	18,473	19,272

* Effective fiscal 2011, the end date of the company's fiscal year changed from March 31 to December 31.
The fiscal 2011 figures in italics represent results from April 1 through December 31, 2011, reflecting this change.

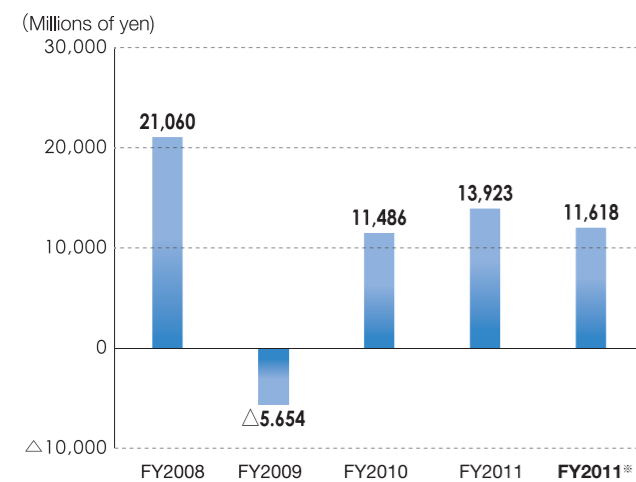
► Net sales



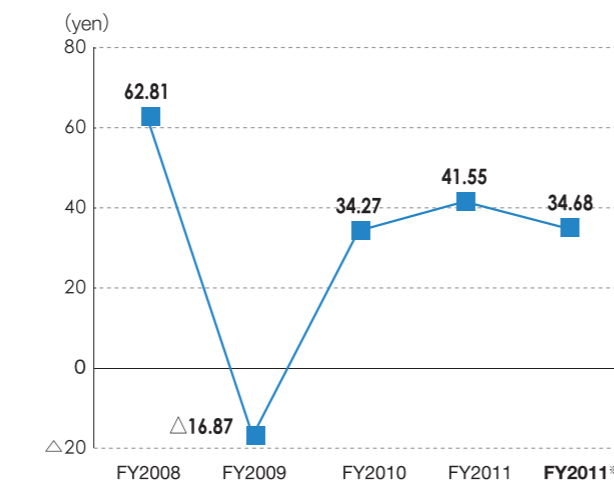
► Operating income



► Net income (loss)



► Net income (loss) per share



DATA BOOK 2012

Corporate Data

Company Name	The Yokohama Rubber Company, Limited
Established	October 13, 1917
Paid-in Capital	¥38,909 million (As of December 31, 2011)
Net Sales	¥465,133 million (Consolidated basis, year ended December, 2011)
Fiscal Year-end	December 31
Chairman and CEO and Representative Director	Tadanobu Nagumo
Head Office	36-11, Shimbashi 5-chome, Minato-ku, Tokyo 105-8685, Japan
Factory and Plants	Hiratsuka, Mie, Mishima, Shinshiro, Ibaraki, Onomichi, Nagano, Shinshiro-Minami, Hiratsuka-East
Tire Test Courses	Daigo Proving-ground and Research Center (D-PARC) / Ibaraki Takasu Motoring and Researching Yard (T*MARY) / Hokkaido TIRE TEST CENTER OF ASIA / Thailand
Overseas Subsidiaries	Yokohama Tire Corporation (U.S.) Yokohama Tire (Canada) Inc. (Canada) Yokohama Tyre Australia Pty., Ltd. (Australia) Yokohama Europe GmbH (Germany) Yokohama Tire Philippines, Inc. (The Philippines) Yokohama Tyre Vietnam Inc. (Vietnam) Hangzhou Yokohama Tire Co., Ltd. (China) Yokohama Tire Manufacturing (Thailand) Co., Ltd. (Thailand) Yokohama Rubber (Thailand) Co., Ltd. (Thailand) and others
Overseas Representative Offices (Branch Office)	Dubai, Jeddah, Singapore
Number of Employees	5,454 (Non-consolidated basis, as of the end of December 2011) 19,272 (Consolidated basis, as of the end of December 2011)



Mainstay Products

◆ Tires

Tires and tubes for passenger cars, trucks and buses, light trucks and industrial vehicles, aluminum alloy wheels and automobile-related components

◆ Industrial Products

Conveyor belts, marine fenders, marine hoses, rubber support, highway joints, industrial air springs, sound-and vibration-proof materials, accessibility products (air cell cushion), sealants, polyurethane-based waterproofing materials, various of high pressure hoses and couplings.

◆ Others

Aerospace products (lavatory module, water tank, couplings), advanced electrical materials (hard coat, heat conductive adhesive, sealant for PV module, encapsulant for LED), golf-related products, information processing services, real estate and others.

Board of Directors

As of May 1, 2012

◆Directors

Chairman and CEO and Representative Director	Tadanobu Nagumo	
President and Representative Director	Hikomitsu Noji	
Director and Vice President	Norio Karashima	Chief Global Marketing Officer
Director and Vice President	Tooru Kobayashi	in charge of Corporate Planning Dept., Global HR Dept, Secretariat, GD100 Promotion Dept., President of Multiple Business Group
Director and Senior Managing Corporate Officer	Yuji Goto	President of Tire Group, General Manager of Tire Global Business Planning Div., General Manager of Tire Global Logistics Div.
Director and Managing Corporate Officer	Kinya Kawakami	General Manager of Corporate Social Responsibility Div., General Manager of R&D Center,President of YOKOHAMA TECHNO RESEARCH CO.,LTD.
Director and Managing Corporate Officer	Takao Oishi	General Manager of Industrial Products Business Group, General Manager of Aerospace Div., General Manager of Industrial Products Sales Div.
Director and Managing Corporate Officer	Fumio Morita	in charge of Sports Business Div., Corporate Finance & Accounting Dept., Internal Audit Dept., MIS Dept., Global Procurement Div., President of Yokohamagomu Finance Co., Ltd.

◆Board of Corporate Auditors

Board of Corporate Audidor	Takashi Fukui
Board of Corporate Audidor	Hideo Fujiwara
Board of Corporate Audidor	Naozumi Furukawa
Board of Corporate Audidor	Yoshiki Sato
Board of Corporate Audidor	Go Kajitani

◆Corporate Officers

Senior Managing Corporate Officer	Koichi Tanaka	Chairman and President of Yokohama Rubber (China) Co., Ltd.
Managing Corporate Officer	Shinichi Suzuki	General Manager of Russia Tire Plant Div., President of Yokohama R.P.Z. L.L.C.
Managing Corporate Officer	Hirohiko Takaoka	in charge of Tire Japanese Replacement Sales & Marketing , President of Yokohama Tire Japan
Managing Corporate Officer	Yasushi Tanaka	President of Yokohama Tire Corporation, President of Yokohama Corporation of America, President of Yokohama Corporation of North America
Corporate Officer	Shigeo Komatsu	President of Yokohama Mold Co., Ltd.
Corporate Officer	Toshiyuki Nishida	Deputy General Manager of Industrial Products Business Group, General Manager of Industrial Products Technical Div., General Manager of Hiratsuka Factory
Corporate Officer	Takaharu Fushimi	General Manager of Global O.E. Tire Sales & Marketing Div., President of Yokohama Continental Tire Co., Ltd.
Corporate Officer	Tadashi Suzuki	General Manager of Tire Global Production Div., General Manager of Tire Production HR Dept.
Corporate Officer	Hideto Katsuragawa	General Manager of Tire Overseas Sales & Marketing Div.
Corporate Officer	Hirohisa Hazama	General Manager of Tire Global Technical Div.
Corporate Officer	Tetsuya Kuze	President of Yokohama Tire Philippines, Inc.
Corporate Officer	Yasushi Kikuchi	General Manager of Global Procurement Div.
Corporate Officer	Kazuya Nakazawa	Vice President and Representative Director of Yokohama Industrial Products Japan Co., Ltd.
Corporate Officer	Atao Kishi	General Manager of Tire Global Product Planning Div., Deputy General Manager of Tire Global Technical Div., General Manager of Tire Global Marketing Research and Planning Dept.

Head Office and Manufacturing Sites

◆Head Office

	Address	TEL	FAX
Head Office	36-11, Shimbashi 5-chome, Minato-ku, Tokyo 105-8685	(03) 5400-4531	(03) 5400-4570

◆Domestic Manufacturing Facilities

	Address	TEL	Total Site Area (m ²)	Main products
Hiratsuka Factory	2-1 Oiwake, Hiratsuka City, Kanagawa Prefecture 254-8601	(0463) 35-9501	998,000	Various types of belts, rubber lining products, marine fenders, various types of water-repellent products, other industrial products, aerospace products, sporting goods
HAMATITE Plant	1-7-7 Shinomiya, Hiratsuka City, Kanagawa Prefecture 254-0014	(0463) 31-3003		Sealing materials, adhesives
Mie Plant	1038 Takabuku, Misono-cho, Ise City, Mie Prefecture 516-8530	(0596) 28-3151	264,000	Tires for trucks, buses, light trucks, passenger cars
Mishima Plant	8-1 Minami Futsuka-machi, Mishima City, Shizuoka Prefecture 411-0832	(055) 975-0800	112,000	Tires for passenger cars and light trucks, racing tires
Shinshiro Plant	1 Furuyashiki, Noda-Aza, Shinshiro City, Aichi Prefecture 441-1343	(0536) 22-2251	217,000	Tires for passenger cars and light trucks
Ibaraki Plant	1 Hatori-Nishi, Omitama City, Ibaraki Prefecture 319-0198	(0299) 46-1111	152,000	High-pressure hoses, sealing materials
Onomichi Plant	20 Higashi-Onomichi, Onomichi City, Hiroshima Prefecture 722-0051	(0848) 46-4580	193,000	OR tires, tires for industrial vehicles
Nagano Plant	548 Yoshida, Takamori-cho, Shimoina-gun, Nagano Prefecture 399-3102	(0265) 35-3211	26,000	Oil pressure hose joints, oil pressure hose assemblies
Shinshiro-Minami Plant	10-24 Oiri, Hitokuwada-Aza, Shinshiro City, Aichi Prefecture 441-1338	(0536) 26-2100	111,000	Tires for passenger cars
Hiratsuka-East Plant	4-6-40 Higashi-Yawata, Hiratsuka City, Kanagawa Prefecture 254-0016	(0463) 23-0336	17,000	Couplings for air-conditioning equipment, oil pressure hose joints, oil pressure hose assemblies

*Total site area of Hiratsuka Factory includes HAMATITE Plant,D-PARC (Daigo-cho,Kuji-gun,Ibaraki Prefecture) and T*MARY (Takasu-cho,Kamikawa-gun,Hokkaido) as of the end of December 2011.

History

1900～

Oct.1917 Yokohama Rubber Manufacturing established with a capital of ¥2.5 million in Uratacashima-cho, Yokohama, Kanagawa Prefecture, as a joint venture between Yokohama Cable Manufacturing Co., Ltd. (currently Furukawa Electric Co., Ltd.) and BF Goodrich of the U.S. for conducting import sales of tires and industrial products

Apr. 1921 Hiranuma Plant built in Yokohama and started production of industrial products (including belts and hoses)

Sept.1923 Operations suspended at the Hiranuma Plant due to Great Kanto Earthquake, and head office transferred to Kojimachi-ku in Tokyo

Aug.1943 Mie Plant built in Watarai-gun in Mie Prefecture

Apr .1945 Head office transferred to Minato-ku in Tokyo

Mar .1946 Mishima Plant built in Mishima City, Shizuoka Prefecture

Apr .1950 Listed on the First Section of the Tokyo Stock Exchange and Osaka Securities Exchange

Aug.1952 Hiratsuka Factory built in Hiratsuka City, Kanagawa, and respective plants integrated throughout the Kanto region

Jan .1957 Started production of aerospace products (fuel tanks, hoses)

Oct .1961 Listed on the First Section of the Nagoya Stock Exchange

Oct .1963 Company name changed to “The Yokohama Rubber Company, Limited”

June.1964 Shinshiro Plant built in Shinshiro City, Aichi Prefecture

Nov. 1969 Yokohama Tire Corporation (currently a consolidated subsidiary) established as a tire distributor in the U.S.

June.1973 Ibaraki Plant built in Higashi-Ibaraki-gun, Ibaraki Prefecture

July .1973 Metal Department related to hoses spun off and Yokohama Aeroquip Co. (later became Yokohama Hydex Co. and merged operations with YRC on Oct. 1, 2004) established jointly with U.S.-based Aeroquip Corporation

Oct. 1974 Onomichi Plant built in Onomichi City, Hiroshima Prefecture

Nov.1983 Sports Complex Co., Ltd. (currently a consolidated subsidiary, PRGR Co., Ltd.) established as a distributor of sports-related goods

Nov.1986 Comprehensive tire test course D-PARC built in Daigo-cho, Kuji-gun, Ibaraki Prefecture

Nov.1988 Tire manufacturer GTY Tire Company established in the U.S. as a joint venture with General Tire of the U.S. (currently Continental General Tire Inc.) and Toyo Tire & Rubber Co., Ltd.

Jan .1989 Winter tire test course T*MARY built in Takasu-cho, Kamikawa-gun, Hokkaido

Oct .1989 Acquired U.S. tire manufacturer The Mohawk Rubber Company

Apr .1991 Research and Development Integrated Center (RADIC) facility constructed within the Hiratsuka Factory

July .1992 The Mohawk Rubber Company merged with Yokohama Tire Corporation to integrate the manufacturing and sales of tires in the U.S.

June.1996 Yokohama Tire Philippines, Inc. (currently a consolidated subsidiary) established jointly with Kawatetsu Shoji Trade Corporation (currently JFE Shoji Trade Corporation) as a tire manufacturer and distributor in the Philippines

July .1996 Yokohama Rubber (Thailand) Co., Ltd. established as a manufacturer and distributor of automotive windshield sealants and for assembling high-pressure hoses and couplings in Thailand

Nov.1997 Yokohama Tyre Vietnam Inc. established as a joint venture with Southern Rubber Industry Company and Mitsubishi Corporation as a manufacturer and distributor of tires in Vietnam

2000～

Apr.2002 Yokohama Continental Co., Ltd. (currently an affiliated company) established jointly with Continental AG of Germany in Minato-ku, Tokyo

May.2003 Production of tires started at Hangzhou Yokohama Tire Co., Ltd. (currently a consolidated subsidiary), which was established in China as a manufacturer and distributor of tires jointly with YHI and Hangzhou Rubber Group Corporation

Jan.2004 Yokohama Tire Manufacturing (Thailand) Co., Ltd. (currently a consolidated subsidiary) established as a joint venture with distributor T. Siam Commercial Co., Ltd. in Thailand

Oct.2004 YRC merged operations of its subsidiary, Yokohama Hydex Co.

Nov.2005 Yokohama Rubber (China) Co., Ltd. (currently a consolidated subsidiary) established in Shanghai to oversee business operations in China

Jan.2006 Shandong Yokohama Rubber Industrial Products Co., Ltd. established as a manufacturer and distributor of conveyor belts jointly with Yokohama Rubber (China) Co., Ltd., which is overseeing business operations in China, and Shandong Yuema Rubber Belt Co., Ltd., a Chinese manufacturer of conveyor belts

Apr.2006 Suzhou Yokohama Tire Co., Ltd. established to manufacture and distribute steel radial tires for trucks and buses as a wholly owned subsidiary of Yokohama Rubber (China) Co., Ltd., which is overseeing business operations in China

Jan.2007 Yokohama India Private Limited established in India

Aug.2008 Yokohama Asia Co., Ltd. (currently a non-consolidated subsidiary) established to handle operations including tires sales and purchases of raw materials in Thailand

Apr.2009 TIRE TEST CENTER OF ASIA constructed as a comprehensive tire proving ground in Thailand

Apr.2009 Yokohama Industrial Products Europe GmbH (currently a non-consolidated subsidiary) established as an industrial product marketing company in Germany

Jul. 2009 Yokohama Tire Japan Co., Ltd. (currently a consolidated subsidiary) established with the merger of 19 domestic companies including replacement tire sales companies

Oct.2010 Eight industrial products sales companies nationwide and certain functions of the Industrial Products Sales Division at the Head Office integrated and Yokohama Industrial Products Japan Co., Ltd. (currently a consolidated subsidiary) newly established.

May.2011 Yokohama Industrial Products Sales - Shanghai Co., Ltd., established in Shanghai, China, as a sales company for hoses, adhesives, conveyor belts, and other MB products.