

The Yokohama Rubber Group in Overview

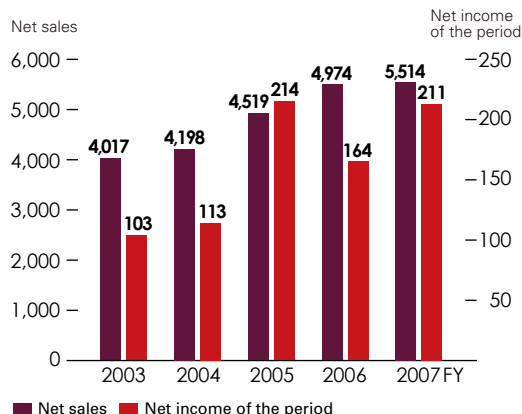
91 years after its establishment, Yokohama Rubber is now a global company with net sales of ¥551.4 billion and a combined group workforce of 16,099.

Yokohama Rubber at a Glance (as of 31 March, 2008)

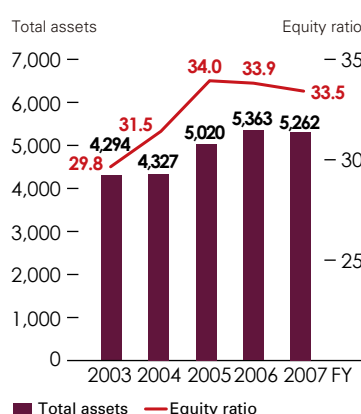
Company name: The Yokohama Rubber Co., Ltd.	Consolidated Workforce: 16,099
Established: October 13, 1917	Number of Shareholders: 17,037
Head Office: 36-11, Shimbashi, 5-chome, Minato-ku Tokyo 105-8685, Japan	Number of Shares Issued and Outstanding: 342,598,162
Paid-in Capital: ¥38,900 million	Number of Consolidated Group Subsidiaries: 155
Consolidated Net Sales: ¥551,400 million	Number of Affiliates Accounted for by the Equity Method: 2
	Listed Stock Exchanges: Tokyo, Osaka, Nagoya

Net sales, Total Assets, and Number of Employees

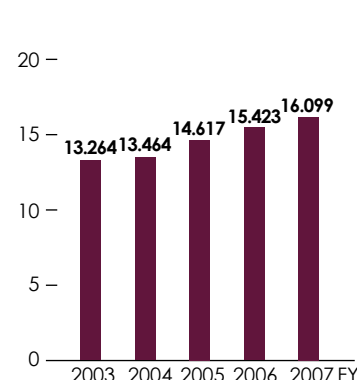
Trends in net sales and net income of the period (Unit: ¥100 million)



Trends in total assets and equity ratio (Unit: ¥100 million)



Changes in consolidated workforce (Unit: Persons)



Economic dividends to stakeholders

The economic dividends to stakeholders were estimated by grouping the revenues and expenses given in our financial statements according to stakeholder based on GRI recommendations and practice at other companies. Data on society and the environment were estimated independently by Yokohama Rubber. In FY2007, the economic dividend to business partners rose in tandem with growth in net sales compared with the previous fiscal year, while the dividend to employees and government increased due to growth in revenue. The economic dividend to shareholders also rose due to the increase in the annual dividend paid by Yokohama Rubber.

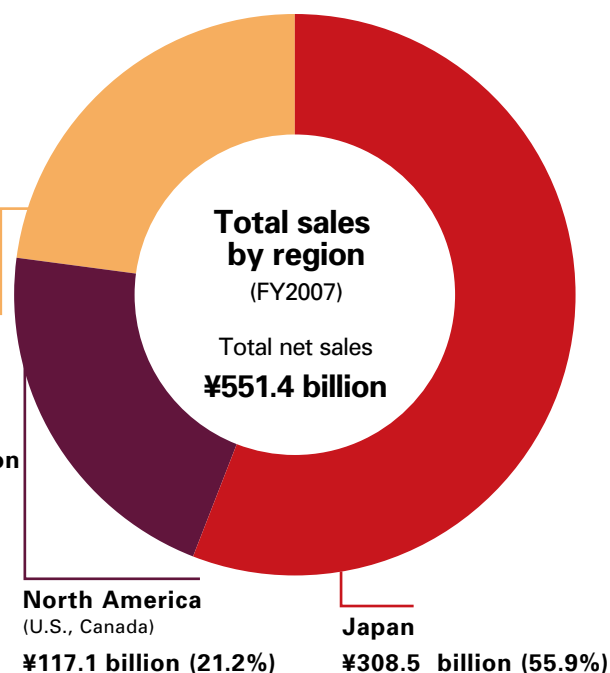
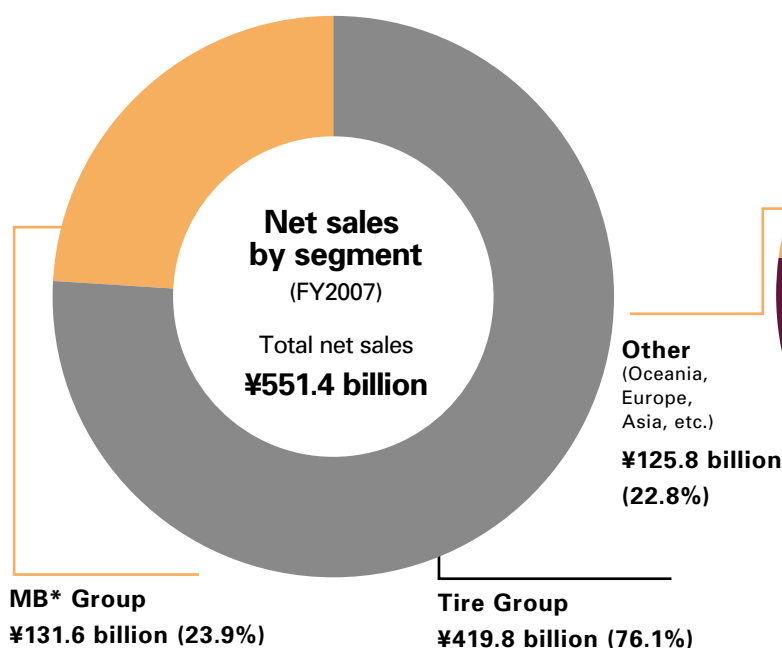
Economic dividend to stakeholders

Category of stakeholder	Value (million yen)		Method of calculation
	FY2007	FY2006	
Business partners*	295,393	266,090	Cost of sales (excluding personnel costs) and selling, general, and administrative expenses (excluding personnel costs)
Employees*	49,571	48,432	Cost of sales and payroll component of selling, general, and administrative expenses
Shareholders	4,693	3,356	Payment of dividends according to cash flow statement
Creditors	3,898	3,247	Interest expense component of non-operating expenses
Government	5,334	2,734	Corporation income tax, etc.
Society	32	18	Expenditure contributing to society as estimated by Yokohama Rubber
Environment	4,315	3,794	Expenditure contributing to the environment as estimated by Yokohama Rubber (see p. 35)
Internal	16,367	13,007	Net current profit less dividend payments

*Based on non-consolidated results.

**Tires account for 76%
and MB products for 24%
of net sales**

**56% of net sales in Japan,
44% overseas**



*"MB" stands for "multiple business" (i.e., diversified and expanded operations).

Tire Group



Segment content

Manufacture and distribution of Yokohama brand tires, tubes, aluminum wheels, and automotive products for passenger cars, trucks and buses, light trucks, construction and mining equipment, and air craft, etc.

Subsidiaries and Affiliates: 193

10 manufacturing and sales companies, including
Yokohama Tire East Japan Retread Co., Ltd.
Yokohama Tire Corporation
Yokohama Tire Philippines, Inc.
Hangzhou Yokohama Tire Co., Ltd., etc.
183 distributors, including
Yokohama Tire Tokyo Hanbai Co., Ltd.
Yokohama Tire Kinki Hanbai Co., Ltd.
Yokohama Tire (Canada) Inc., etc.

MB Group



Segment content

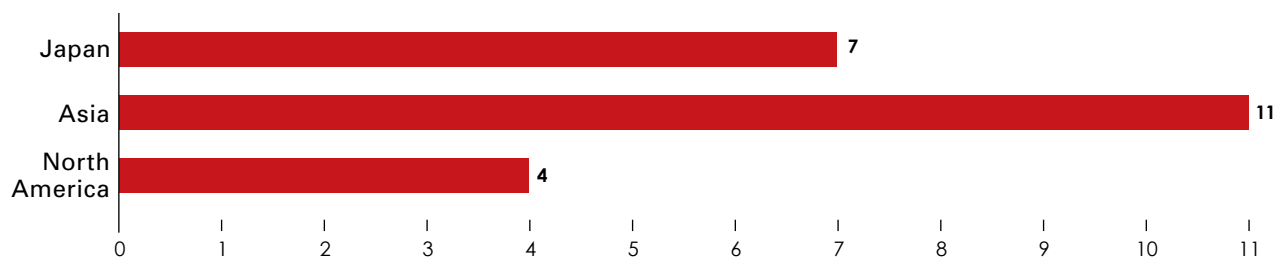
Manufacture and distribution of conveyor belts, hoses, pneumatic fenders, marine hoses, bridge rubber bearings, noise- and vibration-proofing products, adhesives, sealants, aerospace products, and PRGR brand golf products.

Subsidiaries and affiliates: 40

Subsidiaries and affiliates: 40
11 manufacturing and sales companies, including
SAS Rubber Company
YH America, Inc.
SC Kingflex Corporation, etc.
11 distributors, including
Yokohama Rubber MBE Co., Ltd.
PRGR Co., Ltd., etc.
18 other operations, including
Hamagomu Aicom Inc.
Hamagomu Real Estate Co., Ltd., etc.

22 manufacturing and sales companies in Japan, Asia, and North America

Number of core manufacturing and sales companies by region



History

	Key developments in business	Key developments in globalization	Key developments in CSR
1917	Established under the name "Yokohama Rubber Manufacturing" in Uratakasima-cho, Yokohama, Kanagawa Prefecture, as a joint venture between Yokohama Cable Manufacturing Co., Ltd. and BF Goodrich of the United States		
1920	Hiranuma Plant established in Yokohama City, Kanagawa Prefecture		
1929	Yokohama Plant established in Yokohama City, Kanagawa Prefecture		President Suekichi Nakagawa explains the "founding spirit"
1943	Mie Plant established in Watarai-gun, Mie Prefecture		
1946	Mishima Plant established in Mishima City, Shizuoka Prefecture		
1952	Hiratsuka Factory established in Hiratsuka City, Kanagawa Prefecture		
1958			First environmentally sound product developed (pneumatic fender)
1964	Shinshiro Plant established in Shinshiro City, Aichi Prefecture		
1969		Yokohama Tire Corporation established in the U.S.	
1973	Ibaraki Plant established in Higashi-Ibaraki-gun, Ibaraki Prefecture		Environmental Improvement Dept. established
1974	Onomichi Plant established in Onomichi City, Hiroshima Prefecture		
1987		YH America, Inc. established in U.S.	
1988		GTY Tire Company established in U.S.	
1989		U.S. tire manufacturer The Mohawk Rubber Company acquired	
1990		Stake acquired in SC Kingflex Corporation in Taiwan	
1992	Basic philosophy of "contributing to happiness and affluence through spirited and skillful manufacturing" adopted	SAS Rubber Company in U.S. established	Environmental Conservation Dept. established
1996		Yokohama Tire Philippines, Inc. established in the Philippines Yokohama Rubber (Thailand) Co., Ltd. established in Thailand	
1998			Mishima Plant is first in the Yokohama Rubber Group to be ISO14001 certified Launch of DNA eco-tire
2001		Hangzhou Yokohama Tire Co., Ltd. established in China	ISO14001 certification of all eight production sites in Japan completed
2002	"Grand Design" (GD10) announced		
2003	Shinshiro-Minami Plant established in Shinshiro City, Aichi Prefecture		
2004		Yokohama Tire Manufacturing (Thailand) Co.,Ltd. established in Thailand Yokohama HAMATITE (Hangzhou) Co., Ltd. and YOKOHAMA Hoses& Coupling (Hangzhou) Co., Ltd. established in China	Action to achieve ISO14001 certification of all overseas manufacturing and sales companies begins in earnest
2005		Yokohama Rubber (China) Co., Ltd. established in China	Corporate Compliance Dept. established
2006	"GD100" new medium-range management plan unveiled	Suzhou Yokohama Tire Co., Ltd. and Shandong Yokohama Rubber Industrial Products Co., Ltd. established in China	Goal of "asserting world-class strengths in technologies for protecting the environment" announced "Yokohama Rubber Code of Conduct" established Zero emission target achieved by eight domestic production operations
2007	Second plant established at Onomichi Plant	Yokohama India Pvt. Ltd. established in India	Internal Control Dept. and Health & Safety Management Dept. established YOKOHAMA Forever Forest project launched
2008		Yokohama Rubber Latin America Comercio Ltd. established in Brazil	CSR & Environmental Affairs Council, CSR Div., and CSR & Environmental Affairs Dept. established ISO14001 certification of 10 overseas manufacturing and sales companies completed