Corporate Governance

Yokohama, in accordance with its corporate creed and guiding principles, seeks to maximize corporate value through sound and transparent management. Corporate governance at Yokohama focuses on shaping the Company’s management framework and its corporate organization to fulfill that goal. Adopting related measures and policies promptly and effectively is an overriding priority in management at Yokohama.

Progress in strengthening corporate governance

1. Directors and corporate officers
In 1998, Yokohama began shrinking its Board of Directors in stages to promote vigorous debate in regard to pressing management issues and to speed decision making. In 2003, the Company shortened the nomination-and-election cycle for directors to one year, from two years, to reinforce the review process for management performance. In 2004, Yokohama adopted the corporate-officer format to differentiate clearly between operational responsibility, invested in the corporate officers, and oversight responsibility, invested in the Board of Directors. Dividing responsibilities in that manner was a measure for increasing speed in making decisions and in putting the decisions into practice.

2. Management Council
The Company’s Management Council, established in 2004, has strengthened senior management’s capabilities in formulating strategy. The council comprises the chairman, president, other selected members of the Board of Directors, and other executives. It monitors progress in achieving management plans and reviews matters of operational strategy.

3. Corporate Officer and Director Personnel/Remuneration Committee
Transparency and fairness are core emphases in appointing corporate officers and directors and in determining their compensation. Appointments and compensation receive thorough consideration in the Corporate Officer and Director Personnel/Remuneration Committee and then go to the Board of Directors for a decision.

4. Corporate auditors
The Company has five corporate auditors, including three from outside the Company to ensure objectivity in the auditing function. The standing corporate auditors attend meetings of the Board of Directors and of the Management Council and other important gatherings. They voice their opinions at those gatherings and monitor activity in principal sectors at the parent company and at subsidiaries in accordance with their auditing program. The Company supports that activity by assigning an assistant to the corporate auditors. In addition, the auditors maintain close communication with the independent public accounting firm retained by the Company and exchange opinions with that firm in regard to pertinent matters. They also review the results of the accounting and operational audits performed by the five members of the Company’s Audit Office in accordance with the office’s annual program.

The Company retains Ernst & Young ShinNihon as its independent public accountants. No common interests of any financial significance exist between the Company and its independent public accounting firm, and the Company engages in no business transactions with the firm or with any of its members apart from the accounting services performed by the firm for the Company. Nor does the Company engage in any business transactions with any of its corporate auditors from outside the Company.
Compliance and Risk Management Committees

Along with strengthening the function of corporate governance, Yokohama continues working to establish a solid framework for ensuring rigorous compliance with social expectations for corporate reliability. The two committees outlined below are part of that commitment.

1. Compliance Committee
Yokohama’s Compliance Committee, chaired by the president of the Company, oversees corporate activity with an eye to ensuring compliance with laws and regulations and with general standards of corporate ethics and to promoting the fulfillment of every phase of corporate social responsibility. It also conducts consciousness-raising activities for employees in the name of promoting ethical behavior.

Yokohama established its Corporate Compliance Department in 2005 to strengthen the framework for ensuring ethical compliance at its operations worldwide. In the same year, the Company established the Personal Information Protection Committee under the Compliance Committee to ensure integrity in handling personal information at Yokohama and its subsidiaries.

2. Risk Management Committee
Yokohama’s Risk Management Committee conducts consciousness-raising activities and evaluates categories of risk to fortify the Company’s preparedness against potential exigencies. The Company’s Central Disaster Preparedness Committee and its Environmental Protection Committee further reinforce Yokohama’s capacity for dealing with risk.
Directors, Corporate Auditors, and Corporate Officers
As of June 28, 2007

Board of Directors

Yasuo Tominaga
Chairman and Representative Director
Tadanobu Nagumo
President and Representative Director
Keigo Ueda
Director and Senior Managing Corporate Officer
In charge of Corporate General Affairs Dept., Internal Audit Dept., General Manager of Hiratsuka Factory, General Manager of Corporate Compliance Dept., President of Hamagomu Real Estate Co., Ltd.
Takashi Sugimoto
Director and Senior Managing Corporate Officer
In charge of Business Development in BRICs, Chairman of Yokohama Rubber (China) Co., Ltd.
Takashi Yamashita
Director and Senior Managing Corporate Officer
In charge of Quality Assurance, President of Sports Group, General Manager of Original Equipment Tire Sales Div.
Tetsuya Mizoguchi
Director and Managing Corporate Officer
President of Multiple Business Group, General Manager of R&D Center
Tatsunari Kojima
Director and Managing Corporate Officer
In charge of Secretariat, Corporate Planning Dept., Corporate Communications Dept., Corporate Finance & Accounting Dept., MIS Dept., Internal Control Dept., President of Yokohama Corporation of North America
Tooru Kobayashi
Director and Corporate Officer

Corporate Auditors

Michio Yuge
Seiichi Suzuki
Junnosuke Furukawa
Yuzuru Fujita
Naoyumi Furukawa

Corporate Officers

Akihisa Takayama
Managing Corporate Officer
General Manager of Tire Production Div.
Koichi Tanaka
Managing Corporate Officer
General Manager of Tire Domestic Sales & Marketing Div.
Takashi Fukui
Managing Corporate Officer
General Manager of Tire Overseas Sales & Marketing Div.
Norio Karashima
Managing Corporate Officer
In charge of Tire North America Business, President of Yokohama Tire Corporation, President of Yokohama Corporation of America
Toshio Izawa
Corporate Officer
In charge of MB Production, General Manager of Hoses and Coupling Div.
Yasuhiro Mizumoto
Corporate Officer
In charge of Environmental Conservation Dept., General Manager of Tire Technical Div.
Shinichi Suzuki
Corporate Officer
Vice President of Yokohama Tire Corporation
Toshihiko Suzuki
Corporate Officer
General Manager of Shinshiro Plant
Hideo Fujiwara
Corporate Officer
In charge of Corporate Personnel Dept., Corporate Purchasing Dept., Safety & Health Management Dept.
Ichiro Kondo
Corporate Officer
President of Yokohama Rubber (China) Co., Ltd., Chairman of Yokohama Tire Sales (Shanghai) Co., Ltd.
Hajime Yamazaki
Corporate Officer
Chairman & CEO of FH America, Inc., Chairman of SAS Rubber Company
Seiji Takai
Corporate Officer
General Manager of Aerospace Div.
Yuji Goto
Corporate Officer
In charge of TB Tire Business
Etsuji Hanatate
Corporate Officer
In charge of PC and LT Tire Business, General Manager of PC and LT Tire Product Planning Dept.
Misao Hiza
Corporate Officer
In charge of MB Technical, General Manager of Hamatite Div., General Manager of Hamatite Technical Dept.

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Global Network

- Yokohama Scandinavia AB
- Yokohama Danmark A/S
- Yokohama Reifen GmbH
- Yokohama Europe GmbH
- N.V. Yokohama Belgium S.A.
- Yokohama H.P.T Ltd.
- Yokohama Iberia, S.A.
- Yokohama (Suisse) SA
- Yokohama Italia S.P.A.
- Yokohama Austria GmbH

- Head Office
- Yokohama Continental Tire Co., Ltd.
- SC Kingflex Corporation
- Yokohama Tire Taiwan Co., Ltd.
- Yokohama Tyre Australia Pty. Ltd.
- Yokohama Tire Sales Philippines, Inc.
- Yokohama Tire Philippines, Inc.
- Yokohama Tyre Vietnam Inc.
- Yokohama Tyre Manufacturing (Thailand) Co., Ltd.
- Yokohama Rubber (Thailand) Co., Ltd.
- Asia Representative Office (Bangkok)

- Hangzhou Yokohama Tire Co., Ltd.
- Yokohama HAMATITE (Hangzhou) Co., Ltd.
- Yokohama Hoses & Coupling (Hangzhou) Co., Ltd.
- YH America, Inc.
- Yokohama Rubber (Thailand) Co., Ltd.
- Yokohama Hoses & Coupling (Hangzhou) Co., Ltd.
- Shandong Yokohama Rubber Industrial Products Co., Ltd.
- Yokohama Russia L.L.C.

- Yokohama Rubber (China) Co., Ltd.
- Yokohama Tire Sales (Shanghai) Co., Ltd.
- Yokohama H.P.T Ltd.
- Yokohama Italia S.P.A.
- Yokohama (Suisse) SA
- Yokohama Danmark A/S
- Yokohama Reifen GmbH
- Yokohama Europe GmbH
- N.V. Yokohama Belgium S.A.
- Yokohama H.P.T Ltd.
- Yokohama Iberia, S.A.
- Yokohama (Suisse) SA
- Yokohama Italia S.P.A.
- Yokohama Austria GmbH

- Jeddah Office
- Dubai Office
- Yokohama India Pvt. Ltd.
- Head Office
- Yokohama Continental Tire Co., Ltd.
- SC Kingflex Corporation
- Yokohama Tire Taiwan Co., Ltd.
- Yokohama Tyre Australia Pty. Ltd.
- Yokohama Tyre Vietnam Inc.
- Yokohama Tyre Manufacturing (Thailand) Co., Ltd.
- Yokohama Rubber (Thailand) Co., Ltd.
- Asia Representative Office (Bangkok)
Overseas Subsidiaries and Affiliates

Production and sales of tires and related products
- Yokohama Tire Corporation
- Hangzhou Yokohama Tire Co., Ltd.
- Yokohama Tire Philippines, Inc.
- Yokohama Tyre Vietnam Inc.
- Yokohama Tire Manufacturing (Thailand) Co., Ltd.
- GTY Tire Company

Sales of tires and related products
- Yokohama Tire (Canada) Inc.
- Yokohama Corporation of America
- Yokohama Tyre Australia Pty. Ltd.
- Yokohama H.P.T Ltd.
- Yokohama Italia S.P.A.
- Yokohama (Suisse) SA
- Yokohama Scandinavia AB
- Yokohama Reifen GmbH
- Yokohama Austria GmbH
- Yokohama Danmark A/S
- Yokohama Iberia, S.A.
- Yokohama Russia L.L.C.
- N.V. Yokohama Belgium S.A.
- Yokohama Tire Sales (Shanghai) Co., Ltd.
- Yokohama Tire Sales Philippines, Inc.
- Yokohama Tire Taiwan Co., Ltd.
- Yokohama Tire Korea Co., Ltd.
- Yokohama India Pvt. Ltd.

Holding company for shares of YTC and other companies
- Yokohama Corporation of North America

Marketing support and services for European sales company
- Yokohama Europe GmbH

Overall control of Yokohama Rubber’s subsidiaries in the tire and MB market in China
- Yokohama Rubber (China) Co., Ltd.

Production and sales of windshield sealants and hoses
- YH America, Inc.
- Yokohama Rubber (Thailand) Co., Ltd.

Production and sales of windshield sealants
- Yokohama HAMATITE (Hangzhou) Co., Ltd.

Production and sales of hoses
- SAS Rubber Company
- SC Kingflex Corporation
- Yokohama Hoses & Coupling (Hangzhou) Co., Ltd.

Production and sales of conveyor belts
- Shandong Yokohama Rubber Industrial Products Co., Ltd.

Sales of aircraft components
- Yokohama Aerospace America, Inc.

Overseas offices and branch
- Jeddah Office, Dubai Office, Panama Office, Singapore Branch, Asia Representative Office (Bangkok)
Investor Information
As of March 31, 2007

Company Name
The Yokohama Rubber Co., Ltd.

Head Office
36-11, Shimbashi 5-chome, Minato-ku, Tokyo 105-8685, Japan

Established
October 13, 1917

Paid-in Capital
¥38,909 million

Settlement Date
March 31

General Meeting of Shareholders
June

Transfer Agent
The Chuo Mitsui Trust and Banking Company, Limited
33-1, Shiba 3-chome, Minato-ku, Tokyo 105-8574, Japan

Stock Exchange Listings
Tokyo, Osaka, Nagoya

Contact Points for Investors
PR/IR section, Corporate Communications Department
36-11, Shimbashi 5-chome, Minato-ku, Tokyo 105-8685, Japan
Phone: 81-(0)3-5400-4531 Facsimile: 81-(0)3-5400-4570

Yokohama’s Investor Relations Website
www.yrc-pressroom.jp/ir_en/
Stock Information
As of March 31, 2007

Authorized number of shares: 700,000,000
Number of shares issued and outstanding: 342,598,162 (unchanged from fiscal 2006 year-end)
Number of shareholders: 16,995 (down 3,723 from fiscal 2006 year-end)

Ownership

<table>
<thead>
<tr>
<th>Year</th>
<th>Japanese financial institutions</th>
<th>Other Japanese companies</th>
<th>Japanese Individuals and others</th>
<th>Foreigners</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>47.9%</td>
<td>21.0%</td>
<td>17.6%</td>
<td>13.5%</td>
</tr>
<tr>
<td>2006</td>
<td>46.9</td>
<td>18.3</td>
<td>16.5</td>
<td>16.2</td>
</tr>
<tr>
<td>2007</td>
<td>46.8</td>
<td>20.1</td>
<td>14.2</td>
<td>16.8</td>
</tr>
</tbody>
</table>

Principal Shareholders

<table>
<thead>
<tr>
<th>Name</th>
<th>Percentage of Voting Rights</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASAHI MUTUAL LIFE INSURANCE COMPANY</td>
<td>8.0%</td>
</tr>
<tr>
<td>ZEON CORPORATION</td>
<td>6.1%</td>
</tr>
<tr>
<td>Master Trust Bank of Japan, Ltd. (trust account)</td>
<td>4.6%</td>
</tr>
<tr>
<td>Japan Trustee Service Bank, Ltd. (trust account)</td>
<td>3.9%</td>
</tr>
<tr>
<td>Mizuho Corporate Bank, Ltd.</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

Common Stock Price Trends

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>790</td>
<td>700</td>
<td>480</td>
<td>387</td>
<td>350</td>
</tr>
<tr>
<td>Low</td>
<td>439</td>
<td>403</td>
<td>342</td>
<td>272</td>
<td>235</td>
</tr>
<tr>
<td>Fiscal Year-end</td>
<td>724</td>
<td>612</td>
<td>425</td>
<td>357</td>
<td>304</td>
</tr>
</tbody>
</table>

Common Shares Issued 342,598,162