Management at the Company regards strengthening governance as absolutely essential to earning the confidence of shareholders and other stakeholders. In that spirit, management is working to increase speed and transparency in the decision-making process.

Management structure
The Company adopted the corporate officer system in 2004 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. The Board of Directors is thus responsible for making management decisions and for overseeing the performance of the directors and the corporate officers in carrying out those decisions. Presently, the senior management team comprises the president, who is authorized to make decisions as a legal representative of the Company; seven other members of the Board of Directors, including members who serve concurrently as corporate officers; and 13 corporate officers, not including officers who serve concurrently as directors.

The Company’s Management Council, established in 2004, has strengthened senior management’s capabilities in formulating strategy. The council comprises the president and other selected members of the Board of Directors and other executives. It reviews overall operational policy, matters crucial to the performance of work, and matters crucial to risk management from the perspective of fundamental management policy.

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 decisions.

Corporate auditors
The Company has five corporate auditors, including three from outside the company. 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 Company’s Audit Office in accordance with the office’s annual program.

Presently, 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.
Ethical Compliance

Rigorous compliance with the highest standards of corporate ethics is the cornerstone of transparent and effective corporate governance. It is the defining element of commitment to fulfilling corporate social responsibility. The Company undertook multiple measures in the past fiscal year to reinforce its framework for ensuring ethical compliance.

Organization
Established in 2003 and chaired by the president of the Company, the Company’s Compliance Committee oversees activity at the Company with an eye to ensuring compliance with laws and regulations. It also conducts consciousness-raising activities in the name of promoting ethical behavior.

The Company established its Corporate Compliance Department in 2005 to strengthen the framework for ensuring ethical compliance at operations worldwide. In the same year, the Company established a hotline to allow employees to raise concerns and questions about corporate ethics anonymously. That hotline is accessible to employees from inside or outside the Company’s workplaces. The Company expanded the hotline in April 2006 to accommodate queries and notifications from employees of affiliated companies and from employees of suppliers and other business partners.

Monitors
Each sector of operations at the parent company and each subsidiary has named a compliance monitor in connection with the establishment of the compliance hotline. The monitors take part in stepped-up efforts to detect ethical breaches, to deal effectively with problems that occur, and to prevent the recurrence of problems. Each monitor submits a monthly report to the compliance secretariat at the Company’s headquarters. That reporting helps ensure an up-to-date grasp of issues and potential issues and a prompt response to ethical issues that require attention.

Training
The compliance monitors receive training in regard to compliance guidelines, and they conduct training in corporate ethics for groups of employees in each sector of operations. Corporate ethics, meanwhile, became part of the parent company’s online learning program for employees in 2006.
Rigorous compliance with the highest standards of corporate ethics is the cornerstone of transparent and effective corporate governance. It is the defining element of commitment to fulfilling corporate social responsibility. The Company undertook multiple measures in the past fiscal year to reinforce its framework for ensuring ethical compliance.

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### Directors, Corporate Auditors, and Corporate Officers

As of June 27, 2008

#### Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tadanobu Nagumo</td>
<td>President and Representative Director</td>
</tr>
<tr>
<td>Tatsunari Kojima</td>
<td>Director and Senior Managing Corporate Officer</td>
</tr>
<tr>
<td>Takashi Yamashita</td>
<td>in charge of Quality Assurance, General Manager of Original Equipment Tire Sales Div.</td>
</tr>
<tr>
<td>Tooru Kobayashi</td>
<td>Director and Managing Corporate Officer</td>
</tr>
<tr>
<td>Toshihiko Suzuki</td>
<td>Director and Managing Corporate Officer</td>
</tr>
<tr>
<td>Hideo Fujiwara</td>
<td>General Manager of Tire Technical Div.</td>
</tr>
<tr>
<td>Kinya Kawakami</td>
<td>in charge of Corporate Purchasing Dept., General Manager of R&amp;D Center</td>
</tr>
</tbody>
</table>

#### Corporate Auditors

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michio Yuge</td>
</tr>
<tr>
<td>Seiichi Suzuki</td>
</tr>
<tr>
<td>Junnosuke Furukawa</td>
</tr>
<tr>
<td>Yuzuru Fujita</td>
</tr>
<tr>
<td>Naozumi Furukawa</td>
</tr>
</tbody>
</table>

#### Corporate Officers

<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Akihisa Takayama</td>
<td>Managing Corporate Officer</td>
</tr>
<tr>
<td>Koichi Tanaka</td>
<td>Managing Corporate Officer</td>
</tr>
<tr>
<td>Takashi Fukui</td>
<td>Managing Corporate Officer</td>
</tr>
<tr>
<td>Shinichi Suzuki</td>
<td>Managing Corporate Officer</td>
</tr>
<tr>
<td>Seiji Takai</td>
<td>Managing Corporate Officer</td>
</tr>
<tr>
<td>Toshiro Izawa</td>
<td>Corporate Officer</td>
</tr>
<tr>
<td>Yuji Goto</td>
<td>Corporate Officer</td>
</tr>
<tr>
<td>Misao Hiza</td>
<td>Corporate Officer</td>
</tr>
<tr>
<td>Hirohiko Takaoka</td>
<td>Corporate Officer</td>
</tr>
<tr>
<td>Takao Oishi</td>
<td>Corporate Officer</td>
</tr>
<tr>
<td>Shigeo Komatsu</td>
<td>Corporate Officer</td>
</tr>
<tr>
<td>Hikomitsu Noji</td>
<td>Corporate Officer</td>
</tr>
<tr>
<td>Yasushi Tanaka</td>
<td>Corporate Officer</td>
</tr>
</tbody>
</table>

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47
Overseas Subsidiaries and Affiliates

Production and sales of tires and related products
Yokohama Tire Corporation
Hangzhou Yokohama Tire Co., Ltd.
Suzhou Yokohama Tire Co., Ltd.
Yokohama Tyre 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 LLC.
N.V. Yokohama Belgium S.A.
Yokohama Tire Sales (Shanghai) Co., Ltd.
Yokohama Tire Taiwan Co., Ltd.
Yokohama Tire Sales (Thailand) Co., Ltd.
Yokohama India Pvt. Ltd.
Yokohama Rubber Latin America Comercio Ltda.

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 Head Office, Singapore Branch Office
Investor Information
As of March 31, 2008

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 Dept.
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 Web Site:
http://www.yrc-pressroom.jp/ir_en/
**Stock Information**

As of March 31, 2008

Authorized number of shares: 700,000,000
Number of shares issued and outstanding: 342,598,162 (unchanged from fiscal 2007 year-end)
Number of shareholders: 17,037 (up 42 from fiscal 2007 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>Non-Japanese investors</th>
<th>Treasury stock</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>46.9%</td>
<td>18.3%</td>
<td>16.5%</td>
<td>16.2%</td>
<td>2.1%</td>
</tr>
<tr>
<td>2007</td>
<td>46.8</td>
<td>20.1</td>
<td>14.2</td>
<td>16.8</td>
<td>2.1</td>
</tr>
<tr>
<td>2008</td>
<td>44.7</td>
<td>22.1</td>
<td>14.0</td>
<td>17.0</td>
<td>2.2</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>7.1</td>
</tr>
<tr>
<td>Master Trust Bank of Japan, Ltd. (trust account)</td>
<td>4.8</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>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>¥944</td>
<td>¥790</td>
<td>¥700</td>
<td>¥480</td>
<td>¥387</td>
</tr>
<tr>
<td>Low</td>
<td>436</td>
<td>439</td>
<td>403</td>
<td>342</td>
<td>272</td>
</tr>
<tr>
<td>Fiscal Year-end</td>
<td>477</td>
<td>724</td>
<td>612</td>
<td>425</td>
<td>357</td>
</tr>
<tr>
<td>Shares of Common Stock Issued and Outstanding</td>
<td>342,598,162</td>
<td>342,598,162</td>
<td>342,598,162</td>
<td>342,598,162</td>
<td>342,598,162</td>
</tr>
</tbody>
</table>

**Stock Price Range and Trading Volume on the Tokyo Stock Exchange**

[Graph showing stock price and trading volume trends over time]