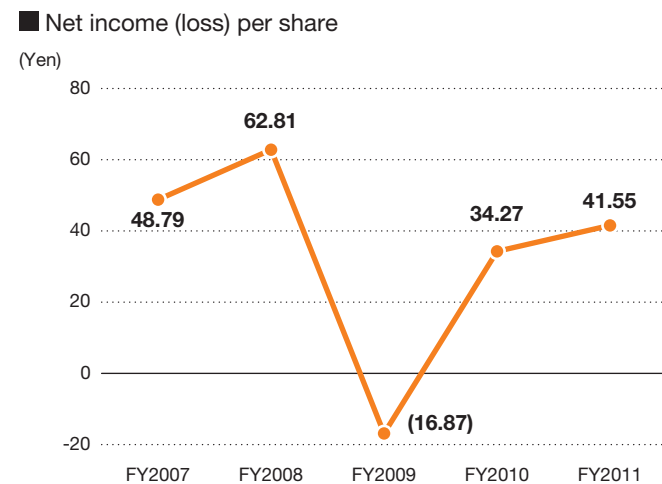
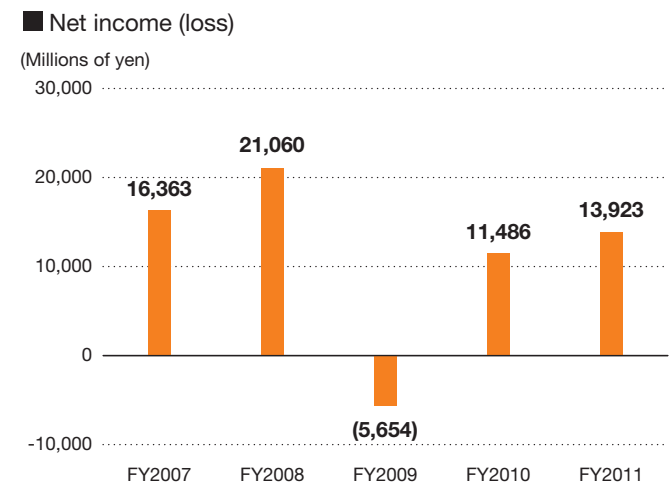
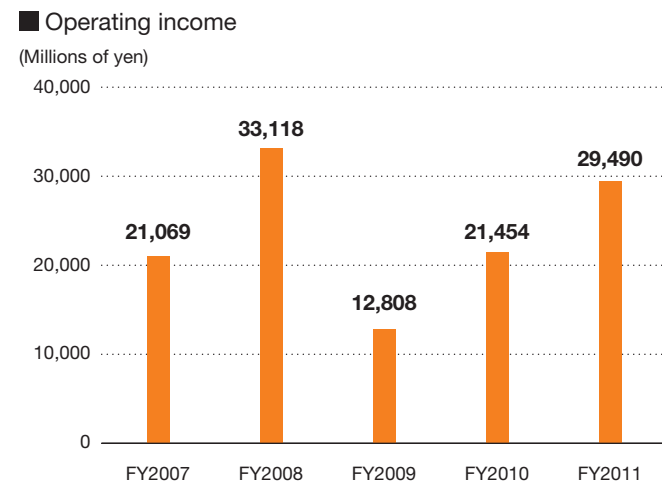
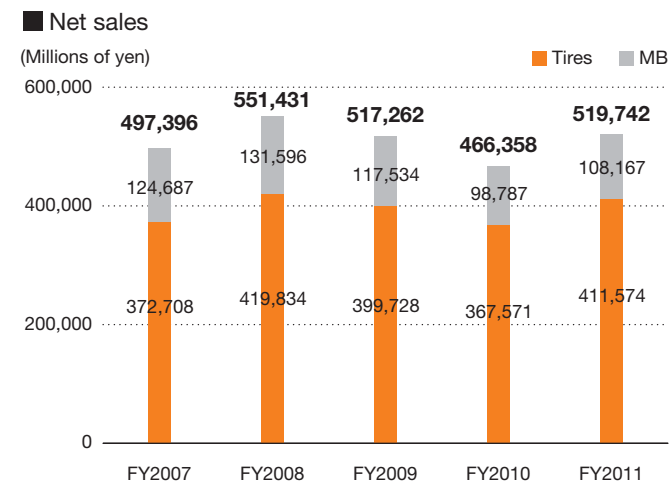


Financial Highlights

	FY2007	FY2008	FY2009	FY2010	FY2011
Net sales	497,396	551,431	517,262	466,358	519,742
Tires	372,708	419,834	399,728	367,571	411,574
MB	124,687	131,596	117,534	98,787	108,167
Industrial Products	—	—	—	73,967	83,835
Others	—	—	—	24,819	24,332
Operating income	21,069	33,118	12,808	21,454	29,490
Net income (loss)	16,363	21,060	(5,654)	11,486	13,923
Total assets	536,322	526,191	473,376	466,973	478,915
Net income (loss) per share (Yen)	48.79	62.81	(16.87)	34.27	41.55
Net assets per share (Yen)	542.10	525.96	417.45	475.26	489.27
Equity ratio (%)	33.9	33.5	29.6	34.1	34.2
Capital expenditure	40,638	27,292	43,340	17,471	24,944
Number of consolidated subsidiaries	157	155	156	127	120
Number of employees	15,423	16,099	16,772	17,566	18,465



Corporate Communications Department The Yokohama Rubber Company, Limited

36-11, Shimbashi 5-chome, Minato-ku, Tokyo 105-8685, Japan
TEL: (03) 5400-4531 FAX: (03) 5400-4570
URL: <http://www.yrc.co.jp/>

THE YOKOHAMA RUBBER CO., LTD.

DATA BOOK 2011



Corporate Data

Company Name	The Yokohama Rubber Company, Limited
Established	October 13, 1917
Paid-in Capital	¥38,909 million (As of March 31, 2011)
Net Sales	¥519,742 million (Consolidated basis, year ended March 31, 2011)
Fiscal Year-end	December 31 (Change in fiscal year-end)
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	5,498 (Non-consolidated basis, as of the end of March 2011) 18,465 (Consolidated basis, as of the end of March 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, rubber plates, various hoses, marine fenders, oil spill containment booms, marine hoses, rubber molded products, air springs, highway joints, rubber support, water-repellent materials, anti-seismic laminated rubber sheets for buildings, water-proof materials, sound- and vibration-proof materials, adhesives and sealants

Others

Aerospace products, golf-related products, information processing services, real estate and others

Directors

Chairman and CEO and Representative Director	Tadanobu Nagumo	
President and Representative Director	Hikomitsu Noji	President of Tire Group
Director and Vice President	Norio Karashima	Chairman and President of Yokohama Rubber (China) Co., Ltd., Chairman of Yokohama Tire Sales (Shanghai) Co., Ltd.
Director and Vice President	Tooru Kobayashi	President of Multiple Business Group, General Manager of Electric Material Div.
Director and Managing Corporate Officer	Kinya Kawakami	In charge of Global HR Dept, General Manager of Corporate Social Responsibility Div.
Director and Managing Corporate Officer	Yuji Goto	General Manager of Tire Global Business Planning Div.
Director and Managing Corporate Officer	Takao Oishi	General Manager of Industrial Products Business Group
Director and Corporate Officer	Fumio Morita	In charge of Corporate Finance & Accounting Dept., Internal Audit Dept., General Manager of Corporate Finance & Accounting Dept., in charge of Global Procurement Div., President of Yokohamagomu Finance Co., Ltd.

Corporate Officers

Senior Managing Corporate Officer	Koichi Tanaka	Deputy President of Tire Group., President of Yokohama Tire Japan Co., Ltd.
Managing Corporate Officer	Shinichi Suzuki	General Manager of Tire Global Production Div., General Manager of Russia Tire Plant Div., General Manager of Tire Production HR Dept.
Managing Corporate Officer	Misao Hiza	General Manager of Aerospace Div., General Manager of R&D Center
Managing Corporate Officer	Hirohiko Takaoka	In charge of Sports Business Div., Corporate Planning Dept., Secretariat, GD100 Promotion Dept., President of Acty Corporation
Corporate Officer	Shigeo Komatsu	General Manager of Tire Global Product Planning Div., General Manager of Tire Global Marketing Research and Planning Dept.
Corporate Officer	Yasushi Tanaka	President of Yokohama Tire Corporation, President of Yokohama Corporation of America, President of Yokohama Corporation of North America
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 Tire Overseas Sales & Marketing Div.
Corporate Officer	Tadashi Suzuki	In charge of MIS Dept., General Manager of Tire Global Logistics Div.
Corporate Officer	Hideto Katsuragawa	General Manager of Global O.E. Tire Sales & Marketing Div., President of Yokohama Continental Tire Co., Ltd.
Corporate Officer	Hirohisa Hazama	General Manager of Tire Global Technical Div., General Manager of Tire R&D Dept.
Corporate Officer	Tetsuya Kuze	President of Yokohama Tire Philippines, Inc.
Corporate Officer	Yasushi Kikuchi	General Manager of Global Procurement Div.
Corporate Officer	Kazuya Nakazawa	General Manager of Industrial Products Sales Div., General Manager of Industrial Products Sales 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 March 2011.

1900-

- Oct. 1917 Yokohama Rubber Manufacturing established with a capital of ¥2.5 million in Uratake-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 Hydrex 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 Hydrex 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.