

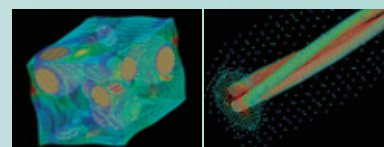
Message from the Top	4
The Yokohama Rubber Group in Overview	6
Corporate Philosophy, CSR Managing Vision and Medium-range Management Plan (GD100)	8

## < What We Want You to Know (I) >

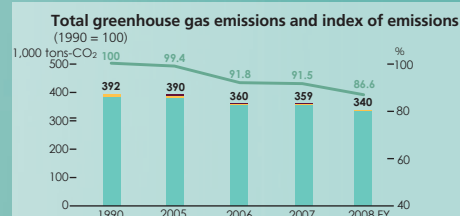
Contributing to the Environment through Manufacturing	10
<b>Manufacturing Cycle</b>	
Upward Spiraling Environmental Management	11
<b>Product Development</b>	
Developing Systems Capable of Creating Only Environmentally Friendly Products	12
State-of-the-art Simulation Techniques That Make Visible an Invisible World	14
Used on Land, Sea, and Air in a Wide Range of Industries	16
<b>Procurement of Raw Materials</b>	
Growing Global Procurement	18
<b>Production</b>	
Japan's Kyoto Protocol Targets Cleared Three Years Running	19
100% Recycling of Industrial Waste Achieved at Five Plants in Japan	19
Pursuing Uniformly Advanced Environmental Management Worldwide	20
<b>Physical Distribution</b>	
12.1% Reduction in CO <sub>2</sub> Emissions and 4.1% Improvement in Energy Efficiency in Three Years	22
<b>Sales</b>	
Eco-tires Account for Around 70% of Sales, Distributors Growing More Environmentally Conscious	22
<b>Customer Feedback</b>	
Global Gathering and Analysis of Customer Feedback	22

## < What We Want You to Know (II) >

Building a Trusted Identity as a Contributing Member of the Global Community	24
<b>Valuing People</b>	
Ensuring the Transmission of Skills through the Skills Meister Program	25
<b>Improving People</b>	
More Than 1,000 Employees a Year Receive Basic Training to Assist Their Education and Self-development	26
<b>Creating a Workplace That Energizes People</b>	
Creating a Workplace That Values Diversity and Where More Than One in Three is Employed Overseas	27
<b>Ties with People and Society</b>	
The Yokohama Rubber Group is Deepening Ties with Local Communities Around the World	28
YOKOHAMA Forever Forest Project	28
Corporate Governance	30
Environmental Management Systems	32
Medium to Long-range CSR and Environmental Plans	34
CSR Website Map	36
Communication with Communities and Results of Questionnaire on 2008 CSR Report	38
Third-party Opinion	39
On the Third-party Opinion	39



State-of-the-art Simulation Techniques That Make Visible an Invisible World (P14~15)



Japan's Kyoto Protocol Targets Cleared Three Years Running (P19)



Pursuing Uniformly Advanced Environmental Management Worldwide (P20~21)



Global Gathering and Analysis of Customer Feedback (P22~23)



More Than 1,000 Employees a Year Receive Basic Training to Assist Their Education and Self-development (P26)



The Yokohama Rubber Group is Deepening Ties with Local Communities Around the World (P28~29)