

# Yamaha News

No. 4

BIMONTHLY

## Wet and Wild and Yamaha!

*In July, the eyes of the world focussed on the main pool of the 9th FINA World Swimming Championships – Fukuoka 2001.*

*And what they were seeing besides the hot competition was the world's first FRP pre-fab temporary-facility pool ever certified for international competition.*

*Who build it? Yamaha Motor's Pool Operations!*



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*Special temporary pool "Swim 21" keeps competition afloat*

# Yamaha FRP Pool Used for World Swimming Championships



The assembly work proceeds at full speed to meet the opening of the World championship at Fukuoka

From July 16 to 29, those same swimming stars who thrilled the world at last year's Sydney Olympics gathered again at the "9th World Swimming Championships - Fukuoka 21" and turned the main pool at the Marine Messe Fukuoka in Japan's westernmost island of Kyushu into the hottest water in the world. Spectators who watched from around the globe were probably not aware, however, that the main pool where the action took place at this, the first world championship meet ever held in Asia, was the Yamaha-built "Swim 21," a FRP (Fiberglass Reinforced Plastic) prefab pool installed as a temporary facility just for this competition.



Yamaha's the first certified 50-meter FRP competition pool in the world

**Prefab temporary pools save critical time and money**

When the organizing committee for the Fukuoka meet sat down to plan Asia's first-ever world swimming championships, one of the central ideas they put forth for making it a success in all meanings of the word was to use prefabricated temporary-installation pools. Having pools that could be assembled in two weeks and removed in one week would mean they could choose from a number of existing buildings or facilities and thus greatly reduce the cost of holding the com-

petition. Purchasing such temporary pools also meant that after the competition they could be installed in different facilities or even sold again to other operators. With the freedom to choose from existing facilities, it would not be difficult to find one that would hold the required 10,000 or more spectators. And, choosing one in an ideal location would also increase the number of spectators the organizers could expect to turn out for the competition.

In the past, 25-meter temporary-facility pools have been used in the world swimming championships, but due to the techni-

cal difficulties of building a regulation 50-meter pool, no one had ever attempted to make use of a temporary facility 50-meter pool. With the success of Yamaha Motor's "Swim 21," holding a world championship competition has become a much more affordable proposition that cities in many countries can now consider.

The international swimming federation, FINA, has recently decided to hold the world swimming championships once every two years, and this fact has brought the attention of many member nations to Yamaha's "Swim 21."

### Withstanding water pressure for millimeter-level dimensional accuracy

The qualifications are very strict for international certification as a competition 50-meter pool, and dimensions must be accurate to within a few millimeters. Says Mr. Hiroshi Yagura, Senior Manager of pool marketing for Yamaha Motor's Pool Operations, where most of the work for the Fukuoka competition pool project took place, "The margin of error permissible for a 50-meter dimension of a competition pool is up to +10 millimeters, with absolutely no margin of negative error allowed. In order to achieve that kind of accuracy, we subjected the pool plans to thorough analysis before the pool body and lane designs were completed. What caused us the most headaches was the 3-meter depth of the main pool, which must be used for synchronized swimming as well as the race competition. This depth calculates into phenomenal water pressure on the sides of the pool. With a solid concrete pool that doesn't really present a problem, but with a temporary pool like ours that had to be assembled from parts and then removed afterwards, attaining the kind of dimensional accuracy we are talking about demanded all the technical expertise at our disposal."

In the Marine Messe Fukuoka where the main pool was to be installed, we were not able to drill anchors directly into the facility's flooring to stabilize the pool. What's more, under the facility's architectural regulations, there was a limit of weight that could be applied to the floor of 3.5 tons per meter<sup>2</sup>. For this reason, we decided to lay out concrete slabs to create a platform to absorb the weight of the pool. We also created a computer simulation program to analyze the pressures that would come to bear.

Meanwhile, maintaining water quality was another important problem. Since there would be no space under the pool floor for drains to take water out through the pool bottom for circulation through the filtering system as in most pools, we had to design a drain and filtration system that drew water from the sides of the pool. And, because we were instructed by the competition organizers to achieve a water clarity factor of perfect transparency, we employed 3-layer "sand filters" that used activated charcoal and sand as the filtering elements, and we also created a computer simulation program for thorough analysis of factors like the water volumes and number and positioning of filter drains that would be necessary.

Overcoming complex problems like these to successfully build the first prefab temporary-facility 50-meter regulation pool ever was a testament not only to the dauntless efforts of the staff of Yamaha's Pool Operations but

also their apt application of state-of-the-art IT technologies.

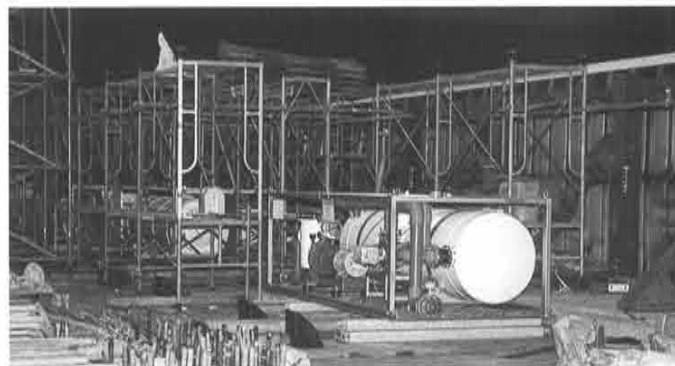
"Behind this success lies 25 years of Yamaha experience in building FRP pools, and a business record of having supplied some 20,000 units to customers over the years," says Mr. Yagura. He goes on to add that, "This project could also not have been completed without drawing on Yamaha's FRP molding expertise garnered from our four decades of leisure-use boat manufacturing. And, we are certain that our efforts to actually test-build a prefab temporary pool and run tests on it helped convince the competition organizers of its reliability."

### Yamaha's FRP Challenge

Since joining Yamaha Motor's Pool Operations in 1982 Mr. Yagura has been working on the cutting edge of FRP pool marketing and promotion for years. "At the time I was first assigned to the pool division, we were still in an age when concrete pools were the norm and it was very difficult for those of us in marketing to get customers to consider a pool made of fiberglass reinforced plastics (FRP). But, having worked in the marketing of our boats, I knew very well the outstanding material qualities of FRP. So, I was determined to succeed in promoting it as a material for pools."

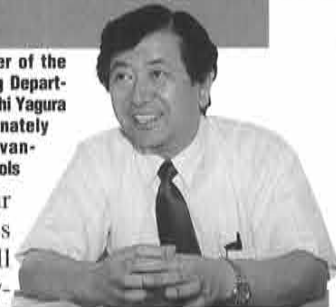
His efforts paid off, and gradually more and more commissions were won for school pools and swimming club pools. However, by the time that about 100 FRP pools had been installed at schools, a problem arose. The surfaces of the pools began to show purple stains.

Recalling that time, Mr. Yagura says, "We were really perplexed by this problem. Analysis revealed that the cobalt which was an essential ingredient in the FRP was reacting with chlorine to produce the purple stains, and we were able to solve the problem by reducing this phenomenon to an absolute minimum. As it turned out, the development of this advanced technology won us a strong reputation in Japan.



Constructing the filtration system that achieved perfect water transparency

Senior Manager of the Pool Marketing Department, Mr. Hiroshi Yagura Speaks passionately about the advantages of FRP pools



In those days, our pool technicians were traveling all over Japan removing the stains from pools. Because there were people using the pools in the daytime, I recall having to often work at night taking out the stains. Looking back these are now fond memories."

### Meeting high environmental standards, at Fukuoka and next worldwide

In 1999, Yamaha Motor's FRP pool manufacturing system was accredited under the international ISO14001 standard for environmental management systems. FRP manufacturing involves the use of numerous chemical substances, and the environmental effects of some of them have still not been completely determined. But we are working to use the absolute minimum necessary of these chemicals with full attention to the possible effects on people and the environment. At Yamaha we are dedicated to a 3-R policy of Reducing FRP waste by extending product life, promoting Reuse (disassembling and reassembly) and Recycling (shredding for use in cement manufacture) of used FRP so we can truly claim that ours are "people-friendly and environment-friendly pools."

Following our success at Fukuoka, Yamaha's Pool Operations are receiving an increasing number of inquiries not only domestically, from universities and organizers of Japan's National Sports Festival, but also from overseas. Inquiries have come from arid regions like Kazafstan and Tunisia, and representatives of the Canadian swimming federation have even paid a visit directly to the Arai factory where our Pool Operations are located.

"Up until now we have exported a few pools to China and Taiwan, but I want to help promote our FRP pool manufacturing and sales worldwide from now on," says Mr. Yagura with pride and big hopes for the future.



FRP materials on display at Yamaha Motor's Pool Operations



## U.S.A. Yamaha top in state of Georgia

General

On April 16, Yamaha Motor Manufacturing Company (YMMC), based in Newnan, Georgia, was named best large manufacturer in the state by the Georgia Economic Developers Association (GEDA).

YMMC President Casey Yoshida and General Manager Stu Horlak accepted the prestigious

award at the GEDA luncheon at the Georgia World Congress Center. They were joined by several representatives from the Newnan-Coweta Chamber of Commerce and 21st Century Coweta, and local officials.

GEDA recognizes existing industry every year, commending small and large manufacturers separately by region and then statewide. The awards recognize best practices among businesses, and YMMC was commended for a number of initiatives, which are seen as a tribute to YMMC's management. These include employee enrichment programs, such as 100% tuition reimbursement, small group competitions, employee assistance programs, and the company's Kaizen Improvement Awards, as well as community service projects, including participation and financial contribution to chari-

ties such as Habitat for Humanity, March of the Dimes, and the United Way. They are also steward environmental awareness.

A GEDA official said, "Since its startup in 1986, the Newnan plant has continually expanded in both size and employment. The company's employment rate has risen over 300% during that time, and their facility now provides jobs for approximately 1,000 workers in the area. The company's economic impact in Coweta County is valued at more than US\$200 million through wages and salaries, inventory purchases, operating expenditures and annual property taxes."

YMMC's Stu Horlak was honored to receive the award, commenting, "I'm wondering how many years in a row we can do this."

*From Ken Matsutake of YMMC, U.S.A*

WINE LARGE MANUFACTURER AWARD

## Yamaha tops in state



**BY CASEY YOSHIDA**  
Yamaha Motor Manufacturing Company (YMMC) is proud to have been named the best large manufacturer in the state of Georgia for the 16th year. This honor was bestowed upon us by the Georgia Economic Developers Association (GEDA) at a luncheon held at the Georgia World Congress Center in Atlanta on April 16, 2001. I was joined by General Manager Stu Horlak and several representatives from the Newnan-Coweta Chamber of Commerce and 21st Century Coweta, and local officials. GEDA recognizes existing industry every year, commending small and large manufacturers separately by region and then statewide. The awards recognize best practices among businesses, and YMMC was commended for a number of initiatives, which are seen as a tribute to YMMC's management. These include employee enrichment programs, such as 100% tuition reimbursement, small group competitions, employee assistance programs, and the company's Kaizen Improvement Awards, as well as community service projects, including participation and financial contribution to charities such as Habitat for Humanity, March of the Dimes, and the United Way. They are also steward environmental awareness. A GEDA official said, "Since its startup in 1986, the Newnan plant has continually expanded in both size and employment. The company's employment rate has risen over 300% during that time, and their facility now provides jobs for approximately 1,000 workers in the area. The company's economic impact in Coweta County is valued at more than US\$200 million through wages and salaries, inventory purchases, operating expenditures and annual property taxes." YMMC's Stu Horlak was honored to receive the award, commenting, "I'm wondering how many years in a row we can do this."

The awards were reported in local newspapers

## IRAN

## Yamaha motorcycle production starts again in Iran

General

By 2002, Yamaha brand motorcycles will again be manufactured in Iran after a 20-year break, following a recent technical assistance agreement between Yamaha Motor Co., Ltd. (YMC) and the nationally run Iranian motorcycle maker Docharkh va Motorcycle Sazi Iran S.A. (DMI) in Teheran. A signing ceremony for the agreement was held recently at YMC's head office in Iwata, Japan.

The motorcycle to be manufactured by DMI is the 4-stroke 125cc YBX presently manufactured by YMC's Indian joint venture compa-

ny, Yamaha Motor Escorts Limited (YMEL, now YMI). YMC will supply technical assistance in manufacturing technology, quality control, and the introduction of manufacturing equipment and facilities, while parts for the



manufacturing will be supplied by YMEL, with the goal of achieving 40% local supply of parts in Iran.

DMI previously manufactured three Yamaha brand motorcycles in the 80cc, 100cc and 125cc classes under a technical assistance agreement with YMC between 1971 and 1981. Operations were halted by the Iranian Revolution, but YMC supplied Yamaha parts for models manufactured and sold by DMI under the DMI brand name. In light of rising demand for motorcycles in recent years, DMI and YMC began considering local production for the Iranian market, resulting in the revival of production in Iran after 20 years.

## NEW ZEALAND

## New beginning for Yamaha in NZ

General

A new beginning for Yamaha in New Zealand began on May 11 with the official opening ceremony for the new Yamaha Motor New Zealand Ltd. (YMNZ). Company representatives from Japan, Australia and New Zealand gathered in Auckland, including Director Yoshio Mabuchi from YMC, Japan, Masato Adachi and Bill Vivian from Yamaha Motor Australia (YMA), and Russell and Peter Moller from Moller Yamaha Ltd. Moller Yamaha Limited has imported and dis-

tributed Yamaha Motor products such as motorcycles, farm ATVs, marine engines, karts and golf cars, in New Zealand since 1975. The company was purchased by YMA on April 1, and the new YMNZ, located in Mt. Wellington, was formed to take its place. Mr. Mabuchi cut a ceremonial ribbon at the official opening ceremony, and joined Moller Yamaha Ltd. Chairman Russell Moller in signing the changeover documents. Mr. Mabuchi said that the time and effort the

Directors and staff at Moller Yamaha Ltd. had put into importing and distributing Yamaha products was most appreciated, and that he was looking forward to working with the Directors and staff of the new company.

*From PERRY FRANCIS of YMNZ, New Zealand*



Yamaha officials at the opening ceremony

## U.S.A.

## Debut of New Models for 2002 at U.S. Dealers Meeting

General

YMUS (United States) sponsored the Dealer's Meeting held on June 11 and 12 in Las Vegas. In spite of the fact that June is their busiest



sales month, 3,000 people from 1,200 dealerships attended, making this the largest meeting ever held at this time. In his address, YMC's President Hasegawa said, "Our technology and innovation dominates our competitors in many categories... (and) we have been working on a global Supply Chain Management program." In addition, YMUS President Kato also announced their English translation of the Kando Sozo corporate philosophy, "Be the Leader in Creating a Lifetime of Exciting and Memorable Experiences."

This year the Road Star Warrior and RAPTOR 80 led the lineup of new motorcycles and ATVs for the North American market in 2002, and the marketing strategy for the Warrior was also unveiled at the same time. There was a rush of excitement at the site when Yamaha riders McGrath and Fonseka rode in on YZ series machines, and one could see the high expectations the dealers have of the company. Later on the 12<sup>th</sup> and 13<sup>th</sup>, YMCA (Canada) held their business meeting at the same venue.

## SWITZERLAND Yamaha Day promotes racing and business

General

Yamaha Day, the popular customer event hosted every year by Yamaha's Swiss distributor Hostettler, was again a great success. This year, the mid-May event attracted over 7,000 visitors on the grounds of Hostettler's company at Sursee in the center of Switzerland. The highlight of the event was without doubt top GP500 rider Garry McCoy, who gave a detailed interview and held a long autograph session for the crowd. He enjoyed himself so much that he vowed he would be back at Yamaha Day once he became World Champion! Having top riders at Yamaha Day is one of the many attractions for visitors, and in past years riders such as Scott Russell, Andrea Bartolini and Carlos Checa have attended Hostettler's Yamaha Day.

The visitors could also enjoy a variety of activities such as off-road riding on Yamaha ATV's, mini bike riding for kids and other fun games. During the day the visitors were thrilled by demonstrations of the Swiss Supermoto and Scooter-Race Championship as well as Freestyle Cross jumps.

And to experience their excellent qualities, every model of Yamaha's wide range was ready to be taken out for a test ride. A barbecue and a live band invited the visitors to take a break from the program of the Yamaha Day.

As well as being a great day out for customers, the event promotes Yamaha racing activities, in line with the work of promotional agency YRC, and has been covered in Swiss magazines and



Garry McCoy receives his fans

other media. Such an event is a good example of how racing can contribute to distributor programs and create promotional benefits for commercial business.

*From Laurens Klein Koerkamp of Yamaha Motor Racing B.V.*

## INDIA Start of new era for India

General



Official announcement is made of the founding of YMI

Yamaha Motor is entering a new era in motorcycle manufacturing and marketing in the vital Indian market with the emergence of Yamaha Motor India Private Limited (YMI), the first

100% Yamaha owned manufacturing and marketing company ever in Asia.

Yamaha Motor Co., Ltd. (YMC) and its joint venture partner in India, Escorts Limited have recently come to an agreement whereby YMC acquires Escorts' 26% share in their motorcycle manufacturing and marketing joint venture Yamaha Motor Escorts Ltd. (YMEL). This will make YMEL a wholly-owned YMC subsidiary, to be renamed YMI.

The aim of the move is to streamline managerial and business decisions, to improve product development capabilities and production efficiency, while strengthening the marketing

organisation.

YMI, located in the suburbs of New Delhi, is well placed to service the growing Indian motorcycle market, now the second largest in the world, with new products with greater appeal, and a distribution network that can respond more quickly to user needs. Several new models are planned, along with specific annual production increases, including projected sales for fiscal year 2003 of 550,000 units. Further, YMI will be developed as an exporter of business motorcycles to countries within the region, as well as in Africa and Latin America.

## U.S.A. Yamaha corporate video wins Gold Camera Award

General

Yamaha Motor's new corporate video "Touching Your Heart" has won the Gold Camera Award at the U.S. International Film & Video Festival in Chicago in June. The 18-minute DVD promotional video, which took a year to produce, was recognised as the best in the PR Division: Corporate Image Category. In use since May 2001, the video was released in seven languages - Japanese, Chinese, English, Italian, French, Spanish and German.

The U.S. International Film & Video Festival began in 1968, and in this its 34th year, is the largest film festival in the world. 1500 works

were submitted from 33 countries including Great Britain, the United States, Canada, Australia, Sweden and Germany. The judges,



numbering several hundred, are all experts in a range of areas. They evaluate in 26 categories ranging from Advertising, Public Relations, Animation, Education, Government, History, and Sports, to television

programs and documentaries. The ultimate award is the Gold Camera Award, followed by the Silver Camera Award and Creative Excellence Award. This year only 7% of entrants received the coveted Gold Camera Award.

Yamaha Motor created the award-winning "Touching Your Heart" with the aim of clarifying the role of corporations in the 21st century, and interestingly included European animation. It is being shown regularly to visitors to the Yamaha Communication Plaza at Yamaha Motor head office in Japan, and is making its way around the world to various Yamaha sites.

## CHINA NYM Roles Out New Models

General

On June 5 and 6 at Zhu Hai in Guangzhou, Yamaha's Chinese joint venture Nanfang Yamaha Motor (NYM) unveiled its new 2001 model "Xun Ying" and other new products at a gala new-product introduction. On the 5th, members of the press and the 6th brought many of the country's leading dealers. In their addresses to the gathered guests, NYM's Liu Di Qun stressed that motorcycle ownership is still low in China, making it a

market with huge potential and, with China joining the World Trade Organization, competition is certain to intensify. Meanwhile, YMC's Senior Managing Director Iio spoke about the social responsibility of a maker to supply quality products and said "YMC is determined to maintain the highest levels of quality and take on the challenge of new fields with NYM."

Finally, at the banquet that ended the dealer

meeting on the 6th, outstanding dealers were given awards and the promotional image characters for the new model launches made appearances amid appreciative applause.



## JAPAN

### 1st Global Information System Meeting

General

The 1st Global Information Systems Meeting was held at the Communication Plaza, spanning four days from May 22 to 25. From the standpoints of "Best for All", twenty information system managers from twelve overseas units, and eleven from three domestic Japanese production companies took part in this

meeting on the development of global IT strategies. Along with management issues, the future structure and operation of information systems and networks was discussed, as well as a plan that provides mutual recognition of what the IT sections in each company should accomplish.



## TAIWAN

### SV Max debuts at YMT dealer meeting

Motorcycle

On April 19, the long-awaited new model SV Max 125cc scooter was introduced at the Yamaha Motor Taiwan (YMT) dealer meeting in



"SV MAX" PR Character featuring Taiwan's prominent movie star

Taizhong, along with a very exciting special guest.

After presentations of awards to outstanding dealers, the Chairman of Yamaha Motor Co., Ltd. (YMC), Mr. Hasegawa, visiting from Japan, addressed the 2400 participants. Mr. Hasegawa said that YMT was on its way to becoming the world scooter production base for the Yamaha Group, and that YMT products, well-received around the world for their high quality, could indeed become the number one industry in terms of customer satisfaction in Taiwan.

Next was the highlight of the dealer meeting; participants were in for a treat with the introduc-

tion of the SV MAX, appearing with popular movie star Chang Chen (who starred in the recent world hit movie Crouching Tiger, Hidden Dragon).

Afterwards, participants enjoyed the new products on display, and the bustle of the venue must have had dealers looking forward to sales potential back on the job.

The major share of the Taiwan motorcycle market is shifting toward the higher end 125cc scooters. The SV MAX, well-regarded by dealers, is targeted to this market segment, and expectations are high that this is a good move for YMT.

*From YMT Sales Div*

## KAZAKHSTAN

### Showroom on Silk Road a country first

Motorcycle

The mid-point on the Silk Road is the Republic of Kazakhstan, where an opening ceremony for the new showroom of Yamaha distributors Sakura Motor was held on April 20 this year in the industrial city of Alma-Ata.

Kazakhstan is a young country that gained independence from the Soviet Union in 1991. A country 7 times the area of Japan, its southern border is a 6,000m mountain range, and far to the East is the Caspian Sea.

Sakura Motor carries most products, including motorcycles, outboard engines, snowmobiles, and generators, and is the first shop of its kind in Kazakhstan to specialize in these products. Plenty of invited guests visited the showroom on the

opening day, and each day brings more visitors. These products are still a rarity in Kazakhstan, with most people never having touched, let alone ridden or used such machines.

So, on the day after the showroom opening, a



Many visited this central Asian motor show

very special experience was arranged for the people. Mr. Fuji, motorcycle riding instructor of YMC's Motorcycle Sport's Promotion Activities, offered riding lessons for beginners, giving a large group of people their first experience of motorcycle riding, and giving instruction on safe riding techniques and practices. General Manager of Sakura Motor, Mr. Sadvakas V. Sultanov said that while the people of Kazakhstan are not yet accustomed to Yamaha products, he expressed his hope of building the market, and that in the near future Yamaha products would become common-place in the towns, in the mountains and on the lakes.

*From Ryosuke Nishijima of YMC*

## GERMANY

### Readers vote Yamaha best in 3 categories

Motorcycle

Readers of two industry magazines in Germany have voted Yamaha motorcycles as their favourites in 2001.

PS, Germany's leading magazine for sports bikes, had their readers vote for 'The Best Sports Bike 2001' from January 26 to March 23. PS is a monthly publication with a circulation of 90,000, and they received 26,498 responses from readers wanting to cast votes. Categories were based on type and size of bike. Yamaha Fazer 1000 was the winner of the 'Best Sporty All-round Bike' category, with 12.5% of votes. Yamaha YZF-R6 was easily voted as the "Best Sports Bike up to 600cc" with more than 30% of votes.

Mopped, a general motorcycle magazine, is

also published monthly with a circulation of 90,000. Their readers voted for 'The Best Bikes 2001' from January 12 to March 12, and received an amazing 37,131 responses. Categories were based on price. The Yamaha Fazer 600 was winner of the "Motorcycles up to 15,000DM" category, receiving 14.2% of votes. The large number of responses to the magazines' "elections" shows the healthy public interest in motorcycles in Germany. Both magazines have published the results, and they show that Yamaha bikes are well-regarded in the German market.

*From Karlheinz Vetter of YMG, Germany*

**PS**  
Die Sport-Motorrad  
Magazin

**LESERWAHL**  
DIE BESTEN  
SPORT-MOTORRÄDER 2001



SPAIN

## Tennis Stars Take Ride of Their Lives

Motorcycle



Arantxa Sanchez Vicaro and Yamaha YZR500

Spanish tennis stars Arantxa Sanchez Vicaro and Juan Carlos Ferrero recently got a ride they won't soon forget. Taking time from a charity tennis match at the Montmelo circuit, they donned riding helmets and leathers and hopped on the back of a specially modified two-seat Yamaha YZR500 GP machine behind two-time vice-World Champion Randy Mamola.

Sanchez, ranked 8th in the world, had been scheduled to take this ride with Mamola on race day at last year's Catalonia GP, only to have it cancelled because of rain.

Finally getting her dream ride with speeds

approaching 300 km/h, she was thrilled. "Incredible," she told Marlboro Team Yamaha's Spanish rider, Carlos Checa after dismounting. "You have to be on the bike to get a feeling for what it's like. It's hard to describe." Was once enough? Apparently not for Sanchez. She says she wants to do it again as soon as possible.

Ferrero, a semi-finalist in the French Open the week before, was equally impressed. "That was amazing," he said. "Braking into turn one was the most impressive thing. I was so nervous at the beginning but now I want more. Randy is a real star."

AUSTRALIA

## Yamaha powers Australian Fishing Boat of the Year 2001

Marine

The 13th Sanctuary Cove International Boat Show, held over four days from May 24 to 27, 2001, saw the "Fishing Boat of the Year 2001" award going to Southwind's new dream boat SF640. Making the SF640 all the more spectacular a display at this annual event, which is a highlight of the Australian boating industry calendar, was its big Yamaha F225, an immensely powerful engine boasting exclusive 4-stroke technology in an incredibly slim profile.

In Australia, fishing and boating are well-established markets, so it is high praise indeed for the SF640 to receive the award, and the Sanctuary

Cove International Boat Show, itself winning a regional tourism award, is a prestigious venue that offers great exposure to the SF640.

Sanctuary Cove is located near the beach and boating paradise of the Gold Coast, in the south-east corner of the state of Queensland, and the warm Queensland weather is ideal for a boat show. This year, crowds of 43,020 people, 11% over last year, came to see more than 358 exhibitors displaying over 180 boats on water, 280 boats on land, and 80 water vehicles and canoes. Visitors came from all over Australia, as well as Great Britain, the U.S., New Zealand,

Canada, Europe and Asia to enjoy the boating smorgasbord and the many supporting events.

From Tony Kato of YMA, Australia



## YMG Inaugurates New Home Office

On 6 July 2001, YAMAHA Motor Germany held the official inauguration of its long-awaited new home office building in Neuss.

After 29 years in which the technical and the sales administration departments of YAMAHA Motor Germany were located about 220 kilometres apart from each other, the new building will finally bring all the company's departments together under one roof. This integration will undoubtedly mean an improvement in the efficiency of YMG's work, internal communication and also communication with our dealers and customers.

The new building was built in only 13 months on the new 15,000 square-metre site. The main building with its three floors has over 7,000 square metres of floorspace to house the administrative departments workshops, warehouse and training rooms. In all, 120 YAMAHA employees will work in the new YMG building.

Joining the German YAMAHA staff for the inauguration ceremony were numerous honourable guests from YME, Mitsui group, YMENV, the city of Neuss and the press.

After speeches by Mr. Toru Iribe, president

Guide tour through offices, YMG's President, Mr. T. Hasegawa (center)



of YAMAHA Motor Germany, Mr. Klaus Gravemann, financial officer and head of the economic department of the town of Neuss, Mr. Toru Hasegawa, president of YAMAHA Motor Co. Ltd., Japan and Mr. Motokazu Yoshida, director of Mitsui & Co. Ltd., Japan, there was a traditional Japanese cherry tree planting ceremony executed by Mr. Toru Hasegawa, Mr. Klaus Gravemann, Mr. Herbert Napp (mayor of city of Neuss) and Mr. Tesuya Matsuoka (President of Mitsui & Co., London).

Then came the tape cutting and a guided tour for all through the new premises. Next, following a Kagamiwari (sake keg opening) ceremony executed by Mr. Toru Iribe (President of YMG), Mr. Manfred Weihe and Mr. Hisashi Fujii, the two vice-presidents of YMG, lunch was served.

Everyone agreed it was a promising start to a new era for YAMAHA Motor in Germany and a milestone in YMG's history.

Meanwhile, in Southern Germany, children and adults alike are enjoying a Yamaha product in a completely unexpected way. A Bavarian company has selected the ATV YFM400FW, a Big Bear ATV, to pull its small novelty railways.

The 'Choo-Choo Railways' is a fun form of transportation for tourist areas and amusement parks that transports passengers to the next attraction at "express train speed." The railway tracks are styled like an old Santa Fe train, and two or three coaches carrying eight passengers each can be easily pulled by their hard-working YMF400FW "Engines." Children in particular are happy to make any trip on these fun trains, and the driver says, "Everyone wants to ring the big brass bell because the Yamaha Big Bear doesn't have a steam pipe."

From Karsten Neumann of YMG, Germany



Choo-Choo-Railways, ATV YFM400FW

# 挑戦

Challenge spirit,  
it's YAMAHA!

# Yamaha, a His

## "2nd Yamaha Challenge

If there is one expression that captures the essence of Yamaha Motor Company better than any other, it is certainly the "spirit of challenge."

Beginning last year, our proud history of challenges in many fields has been celebrated by exhibitions held at the Communication Plaza of YMC's home offices in Iwata in July, the month of our company's founding in 1955. This year's "2nd Yamaha Challenge Exhibition" focused on challenges in four areas:

- (1) challenges that strive to take humankind into new unexplored realms and
- (2) those that create products which open up new markets and demand,
- (3) the challenge to cultivate new markets in ways that help enrich people's lives
- (4) the struggle to excel in competitions that define world class.

Although some of these challenges are now history, they still live on, not only in the technologies they gave birth to but also as important parts of heritage of challenges that have shaped the corporate culture we pride ourselves in today, a culture that encourages free, innovative thought and doesn't fear failure.



Yamaha machines powered to nine victories in 20 years of the desert rally



Central to Yamaha Motor's corporate mission is the desire to build products that touch people's hearts and create the special excitement and deep satisfaction that in Japanese is called "Kando." So, it is only natural that when adventurers like Japanese actress Masako Izumi, the first woman ever to reach the North Pole, and motorcycle adventurer Shinji Kazama came to Yamaha asking for the machines to help them realize their dreams, we responded.

### Helping the world's first woman to ever reach the North Pole

It was in the year 1984 that Ms Izumi decided that she wanted to "stand at the top of the world." When she approached Yamaha Motor with the request for support, saying that she wanted to make the trip with a Japanese snowmobile, YMC's president at the time, Hideto Eguchi said, "It's a bright and courageous challenge. Let's do it." That was the start of what would indeed be a long and courageous challenge.

The machine that Yamaha's engineers prepared and tested for her was a modified Yamaha snowmobile "Excel II."

In her first attempt to reach the North Pole in April of 1985 it took her 65 days to reach latitude 84°40' before Izumi was forced to turn back just 148 km from her goal. Four years later she returned for a second try pulling a wooden sled laden with 500 kg of supplies with her Yamaha snowmobile.

Masako Izumi realized her dream on her second attempt at the North Pole



This time she realized her dream in 62 arduous days crossing areas of upheaved ice and exposed patches of arctic sea along the way.

### First to reach both Poles by motorcycle

Five years after world famous adventure rider Shinji Kazama became the first ever to reach the North Pole by motorcycle, riding a Yamaha TW200 modified with Yamaha cold-weather and extreme technologies, Kazama set out to reach the South Pole in January of 1992. This time, Kazama was determined to use the South Pole expedition to help raise awareness of environmental problems and to make a wide appeal for the coexistence of motorized vehicles and nature.

As a company dedicated to "Uniting Ecology and Excitement," Yamaha Motor embraced Kazama's mission and our engineers set themselves to the task of developing a bike that stretched the limits of low-noise, low-emissions performance. The product was named the "Yamaha OU70 Whisper Dancer." In 34 days of riding, Kazama covered some 2,000 km of the frozen continent on his liquid-cooled, 2-stroke 200cc machine to become the first man to reach both poles by motorcycle.



The modified TW200 was packed full of Yamaha extreme-condition technologies



# History of Challenge Exhibition"



One of Yamaha Motor's founding principles is to take a global perspective while working to create demand and develop markets. And we believe that one of the best ways to create demand is by creating high-quality, original products that contain some type of entirely new value that naturally attracts new customers. Over the years Yamaha Motor has developed numerous products that were world firsts and whose introduction opened up new product categories. One of the most memorable of these was the Yamaha Trail DT-1, a 250cc bike that can be called the first production model developed specifically as an offroad sports motorcycle. Its release in the U.S. in March of 1968 also marked the beginning of Yamaha's wide-ranging efforts for the development of offroad sports that continue to this day.

## The Yamaha trail DT-1 and the development of offroad sports

The latter half of the 1960s saw the emergence of a new type of motorcyclist in the USA. In addition to the traditional core of mainly young male users who rode street bikes around town or cruisers for longer distance touring, a new group of riders concentrated especially in the western part of the United States were discovering the joys of riding offroad, on dirt tracks or trails in the mountains or the wide-open expanses of desert regions. This type of riding also began to gain popularity as a sport that the whole family could join in and love.

But, this new trend brought with it a need for a different kind of motorcycle. The "scrambler" bikes of the day that many riders modified themselves from Japanese road sports models by raising the muffler to get more ground clearance and changing the handlebars and tires, were not really well suited for the kind of offroad riding people wanted to enjoy. Going out to the trails in the countryside around Los Angeles, which were one of the early offroad meccas, to experience the same type of riding conditions as this growing new group of motorcyclists, Yamaha engineers and designers set to work on the development of a completely different type of model. The product of their efforts was the DT-1, the first purebred offroad model. Immediately after its release, many riders knew that this was exactly the type of machine they had been looking for. The other makers soon came out with similar models and an entirely new genre was born, and along with it a sport that would attract participants and fans all over the world. In Japan, the 1968 release of the DT-1 was quickly followed by the opening of "Yamaha Trail Lands" riding

Offroad riding became popular on the West Coast of the USA in the latter half of the 1960s



facilities and "Yamaha Trail Schools" to teach people the joys of offroad riding. Today our efforts to promote the sport of offroad riding continue around the world.

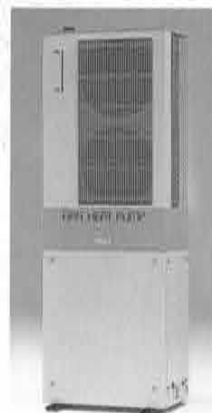
## World's first Gas Heat-Pump air-conditioner creates a new market

It was in August 1987 that Yamaha Motor launched its Gas Heat-Pump air-conditioner, the world's first air-conditioning system to use urban-supply gas or propane gas for its energy source.

Here was another example of innovative application of the small engine technology that is Yamaha's core competence to create a "world first" product. The research and development efforts for this new type of air-conditioning system actually originated in 1979 from a Japanese government policy at the time to reduce the country's reliance on petroleum by promoting the use of other types of fuel. YMC joined in the development efforts with several urban gas companies and years of research followed.

Yamaha's first GHP unit was revolutionary because it used a small gas-powered engine for an air-conditioning unit for home use. Due to the low running cost compared to electric air-conditioners and the fact that it was an environment-friendly system that ran on clean-burning gas and had the capability to recycle the heat from the engine, a market for GHP systems grew rapidly. As the market grew Yamaha continued to innovate the technology, developing "inverter" cooling/heating units and innovations like the "Y-HOT" system that prevented a drop in heating performance when outside temperatures fell. As we worked to develop demand we also expanded our product line at a rapid pace to include larger multi-outlet models for buildings. These products would win environmental and design awards and production at Yamaha's factory would top 100,000 units.

Eventually, however, amid a prolonged deterioration of market conditions, Yamaha was forced to withdraw from the GHP business in January 2000. Nevertheless, the challenge spirit of the GHP staff and the fruits of their 20 years of research and development and 12 years of product and market development live on today in numerous branches of the company.



Yamaha's GHP lineup grew each year to include models for the home, stores and buildings

**The Challenge of Product Development.**

The Yamaha spirit has always sought to enrich peoples lives through quality products and pioneer new markets globally without limitations of borders or nationalities. And it is our corporate destiny that this spirit should lead to a strong sense of social commitment.



**The Challenge of expanding and pioneering new outboard markets**

At the time Yamaha Motor built its first FRP (Fiberglass Reinforced Plastics) boat in 1960, leisure boating had only just begun to take root in Japan and many coastal fishermen were still using un-motorized wooden boats. In that same year Yamaha applied its already proven motorcycle engine technology to the development of its first outboard motor, the P-7. This 7hp model powered by a 124cc 2-stroke engine and sporting a bright yellow cowl soon won a strong reputation for performance and reliability and became the faithful companion of many boat owners under the nickname "Yamaha's Yellow Cap." At the time, who could have imagined that one day Yamaha marine engines would be used and loved throughout the world for a wide range of needs in leisure boating, fishery and transport.

Today, Yamaha is one of the world's top outboard makers building models that come in some 1,800 variations ranging in size from 2hp to 250hp and boasting a strong record of customer satisfaction in the roughly 180 countries around the globe. This unprecedented degree of product variation and user trust can be attributed to none other than the combined challenge spirit of the Yamaha business, service and product development staff over the years. Their efforts have led to an unending line of new models developed around the real needs of users in all types of markets worldwide. But quality products alone are not enough to achieve a business record like this. At Yamaha, product development always went hand-in-hand with the development of customer-oriented business practices based on the principle that we now call CCS (Customer and Community Satisfaction).

**The birth of OMDO**

Overseas market development activities begin with knowing the local people and their lives



The Yamaha spirit has always sought to enrich people's lives through quality products and pioneer new markets globally without limitations of borders or nationalities.

As seen in the establishment of our first overseas company, Yamaha Motor de Mexico, just three years after the 1955 founding of Yamaha Motor, we moved aggressively to develop overseas markets from very early in our corporate history. This was a natural extension of our founding ideal of helping to enrich the lives of people around the world through quality products, and it led us to begin developing markets for products like our outboard motors, power products and fishing boats beginning in the latter half of the 1960s. And, when these marketing efforts began, our staff went not only to the industrialized countries but also into the developing nations, where other manufacturers were not likely to go, but where products like generators, water pumps, multi-purpose engines and outboard motors could make a big contribution to people's lives.

In 1991, these marketing activities for the developing nations were concentrated into one of Yamaha Motor's few non-product divisions, the Overseas Market Development Operations, or OMDO. Today, OMDO is handling a growing number of products in some 137 developing countries under the spirit of CCS and in ways that contribute to local industrial development and the quality of people's lives. And OMDO's cross-trade efforts are now helping to bring products built at Yamaha manufacturing bases around the world to an increasing number of markets, thus ensuring that our customers worldwide get the quality products they want at the right price.



Environment friendly, light and compact, Yamaha outboards have been used and loved by people around the world down through the years

# ory of Challenge

Exhibition”

Another of the founding principles of Yamaha Motor that was especially dear to the company's founding president, Genichi Kawakami, was the determination to build world-class products. And, from the very first Yamaha motorcycle and virtually every Yamaha product down through the years, taking on the challenge of competition at the very highest level of each field has been an integral part of Yamaha's quest to define world class. In motor sports, marine sports and many other sports arenas, this challenge goes beyond just the desire to beat our rivals. It is eventually a challenge to take ourselves to the next level of excellence.



Yamaha Motor built 5 high-tech yachts in Japan's two challenges

## 20 years of challenge in the Paris-Dakar Rally



Jean-Claude Olivier (right) was the inspiring force behind the Yamaha challenge in the Paris-Dakar

Born in 1978, the Paris-Dakar Rally grew over the years to become one of the world's most famous motor sports events, the epitome of the struggle to push back the limits of performance and endurance for man and machine. In this, the greatest overland race of them all, Yamaha Motor joined with

Yamaha Motor France (Sonauto until 1991) and its intrepid leader, Mr. Jean-Claude Olivier, participating from the inaugural race and over the years winning the motorcycle division an amazing nine times.

This was another case where a new category of motorcycle would evolve around a new sport, the desert rally. As Olivier led the challenge of this grueling race, himself finishing 2nd once in 1985 on a Yamaha XT600, YMC worked constantly with him to develop and improve the rugged big-displacement machines like the XTZ850TRX that would carry Yamaha Motor France riders like 6-time champion Stéphan Peterhansel to victory on courses that crossed some 16,000 kilometers of desert.

Even more important than these victories, however, was the technical data we at YMC garnered from competition in such adverse conditions and then fed back into our production models, the unrelenting challenge spirit shown by the riders and mechanics and, perhaps more than anything, the reputation for reliability that they won for the Yamaha brand the world over. It was this priceless heritage that we came away with when YMC ended its participation in the Paris-Dakar in 1998 after 20 fruitful years.

## Challenge of the America's Cup, the pinnacle of Yacht Racing

As one of the world's leading all-around marine manufacturers, Yamaha Motor has also sought to define "world class" on the sea. In the arena of sailboat racing no competition defines world class like the America's Cup. Tracing its roots back to the year 1851, when a race around the Isle of Wight was held to commemorate the holding of the first World Exposition in Great Britain and a boat from the United States came away with the race trophy, a 3.8 kg silver cup standing 68.5 cm in height that later came to be known as the

America's Cup, many of the world's leading maritime nations have competed once every four years with state-of-the-art yacht design technology and sailing technique, not to mention national pride, to bring home the Cup. Beginning with the 28th America's Cup races in 1992, Japan also took up the challenge. For that race and the next

one, Yamaha Motor took charge of building Japan's challenge boat, applying CFD flow analysis, FEM structural analysis and VPP (Velocity Prediction Program) performance analysis technologies to achieve optimum hull, keel and rudder designs. State-of-the-art boat-building technologies using Nomex honeycomb and pre-pregged carbon fiber construction were also employed successfully by Yamaha for the first time ever in Japan. The resulting "Nippon" challenge boat immediately won the attention of marine sports fans around the world by qualifying first for the semi-finals of the challengers' competition, the Louis Vuitton Cup, in the 28th America's Cup and returning again to the semi-finals in the 29th Cup as well.



## Whitbread Round The World Yacht Race

If the Paris-Dakar is the toughest endurance race on land, the Whitbread Round The World Race is surely the ultimate test of yachting endurance on the sea. Contestants start from Southampton in the U.K. and complete a circumnavigation of the globe that takes them down the Atlantic Ocean, past the Cape of Good Hope and through the treacherous Southern Ocean before returning to the Atlantic to sail up the east coasts of the South and North American continents and then across the north Atlantic to Southampton again. Divided into six legs, this supreme test of man and boat covers a total sailing distance of about 32,000 miles (59,218 km) in a drama-filled eight months.

Yamaha Motor took on the challenge of this race in 1993-94, forming the "Yamaha Round The World" syndicate with a largely New Zealand crew and Yamaha management. The Yamaha employee who joined the crew, Kazunori Komatsu, would not only become the first Japanese ever to complete this grueling race but also share in the glories of victory, as the race boat "Yamaha Round the World" won the W60 class of the race in its very first attempt.



The performance of the "YAMAHA" put a fresh face the Yamaha spirit for marine Fans everywhere

## Stefan keeps on winning

After a five-week break in the World GP MX500, series leader Stefan Everts of the Yamaha Motocross Team returned to his winning ways at round seven, held on July 1 at the Uddevalla track in Sweden.

After a good start, Everts and Peter Johansson [KTM] staged a seesaw battle for the lead that allowed Evert's biggest rival, Joel Smets [KTM], to catch up. Smets went by Everts once, but fell when Stefan came right back to put the pressure on.

This victory was Evert's 5th of the season in just seven rounds (in the other two he finished 2nd!) and it brings his total GP wins to 48, just two short of the all-time record. Evert's career has had a big boost this year since he signed with Yamaha and has been able to compete on the amazing YZ500FM machine. Evert's teammate Marnicq Bervoets also had a great race and joined Stefan on the podium with a 3rd place finish.



Stefan Everts celebrates his victory

## Biaggi takes thriller at Assen

The Dutch TT, 7th round of the MotoGP held at Assen circuit in the Netherlands on 30 June, turned out to be a race against the rain, and Marlboro Yamaha ace Max Biaggi came away victorious with his second win of the season.

Last year's Dutch GP had been stopped by rain in the 5th lap and Biaggi knew the same thing could happen again, so he was determined to get into the lead and control the race as soon as possible. After taking the lead from Alex Barros [Honda] in lap seven, Biaggi led until lap 15, when he was passed momentarily by his Italian rival Valentino Rossi. But Biaggi dug down and re-passed Rossi just in time to regain 1st place before the rain came and the race was red-flagged.

Two other Yamaha stars were not so lucky. Biaggi's Marlboro Yamaha teammate Carlos Checa pushed too hard and crashed on lap three, taking a hot Norick Abe of Antena 3 Yamaha d'Antin down with him. Meanwhile, Shinya Nakano of Gauloises Yamaha Tech ran another solid race to finish a respectable 5th.



Norick Abe of Antena 3 Yamaha

### World Supersport (WSS)

## Teuchert wins hot contest at Misano

The 7th round of the World Supersport Championship, contested on June 24 at the Misano circuit in Italy, came down to a hot three-man battle between Iain Macpherson [Kawasaki] and two Yamaha riders, J. G. Teuchert and series leader Paolo Casoli. The race came down to the final lap 23, where Teuchert [Wilbers Suspension Yamaha] slipped past Macpherson to take the checkered, his first win of the 2001 season. Casoli [Yamaha Belgarda] finished a strong 3rd to maintain his lead over 2nd place Teuchert in the point standing.

The dramatic last-lap move that gave Teuchert the win was actually a calculated one. Knowing that his two rivals were losing tire performance on the fast lefts onto the back straight, he got on Macpherson's



Battle to the final flag

tail and waited for the right moment to go past him on the brakes. Meanwhile, Casoli's Yamaha Belgarda

teammate James Whitman finished a respectable 7th after battling his way up through the pack.



First 2001 win for Teuchert (above)