

CSR SECTION

Customers	34
Employees	36
Shareholders and Investors	38
Business Partners	39
The Community	40
The Environment	42



Basic Policies of CSR



The Yamaha Motor Group strives to contribute to the sustainable development of society through our business activities based on our corporate philosophy and to always abide by the letter and spirit of domestic and international laws and regulations. We are dedicated to earning the trust of the global community, and we place great value on communicating with all stakeholders.

We expect all of our business partners to share our principles and to act in accordance.

Customers

- We offer new excitement and a more fulfilling life for people all over the world through high-quality products and services that combine safety and innovation.
- We provide practical, helpful information about products and services to customers.
- We make every effort to protect the personal information of our customers and others involved in our business.

Shareholders and Investors

- We aim to deliver stable, long-term growth to enhance corporate value.
- We disclose appropriate corporate operational results and financial status in a timely manner.

Employees

- We provide equal employment opportunities to build a diverse and discrimination-free workforce.
- We provide fair working conditions while maintaining and improving a safe and healthy working environment.
- We maintain respect for human rights and never tolerate child labor or forced labor in any form.
- We work toward building success for both our employees and the Company through honest communication and dialogue founded on mutual trust.

Business Partners

- We respect our suppliers, dealers, and other business partners and aim to build mutual long-term growth founded on mutual trust.
- We maintain an open door to new business partners around the world and choose companies based on comprehensive value, regardless of nationality or size.
- We respect the competition laws of each nation and region and maintain fair business practices.

The Community

- We honor the culture and customs of every country and community, and we strive as a corporate citizen to act in balance with society.
- We work to contribute to the development of sound communities by providing means of mobility, creating employment opportunities, and fulfilling our tax obligations.
- We promote social action programs including personal mental and physical development, environmental preservation and safety activities, as well as supporting private initiatives undertaken by employees.
- We maintain honest and fair relationships with government agencies and public authorities.

The Environment

- We develop environmental technologies to create products that balance economic needs with environmental well-being.
- We aim to minimize the environmental impacts of our operations and make efficient use of limited natural resources.
- We form wide-ranging partnerships with communities around the world to perform environmental conservation activities.

*Kando is a Japanese word for the simultaneous feelings of deep satisfaction and intense excitement that we experience when we encounter something of exceptional value.

Customers



Aiming to be an engineering, manufacturing and marketing enterprise that gives customers a sense of *Kando**

The Yamaha Motor Group's product quality and *Monozukuri* (engineering, manufacturing and marketing) are based on maintaining ongoing, close relationships with our customers. Going forward, we believe we must continue to strive to enhance this product quality by taking a customer-oriented approach. To do this, all divisions are striving to raise the quality of the work they perform.

The Yamaha Motor Group will continue to undertake activities that provide a sense of excitement to customers. We will strive to achieve the best quality possible and realize safety and reliability, based on a customer-oriented approach that emphasizes a deep sense of emotion in accordance with the spirit of the Yamaha Brand Charter.

**Kando* is a Japanese word for the simultaneous feelings of deep satisfaction and intense excitement that we experience when we encounter something of exceptional value.

Offering New Excitement

Yamaha Motor aims to be a "*Kando* Creating Company" through products and services that are in harmony with society and the environment, and that provide customers around the world with joy and unexpected exhilaration of the kind that enriches their lives with new fulfillment.

To achieve this, we want to continue to be an excellent engineering, manufacturing and marketing enterprise with a prominent presence in the global market. Product creation is a process that begins with customers. Our mission is to create products that are attractive, reliable, and cost competitive, to maximize and optimize the value we provide our customers in ways that exceed their expectations.

Reliable *Monozukuri* that makes dreams come true
<https://global.yamaha-motor.com/about/brand/>



Some of the products and technologies that provide a new sense of excitement are introduced on our corporate website.

Working to Improve Quality

The Yamaha Motor Group places its highest priority on customer safety. In addition to enhancing product quality, we continue to put our maximum effort into activities that provide customers with appropriate explanations on how to use our products properly, to ensure that customers do not suffer any injury or accidents.

Specifically, since 2015 we have been implementing the "I am Yamaha" activities, in which each employee plays a leading role, with the aim of having their customers say, "I'll purchase a Yamaha again," or "My next purchase will be a Yamaha." These activities encourage a strong sense of ownership in every employee, so that each individual believes, "It is I, and no one else, who is personally responsible for making the Yamaha brand shine." This attitude, along with a customer-oriented approach, allows employees to refine their powers of perception (ability to make discoveries) and to enhance the quality of their work. Both as an organization and as individuals, we will strive to

further improve quality by working to: 1) enhance our customer sense; 2) increase interaction; 3) learn from mistakes (see TOPICS); and 4) do high-quality work.

Customer Service

The Yamaha Motor Group views opinions and requests from customers as expressions of their expectations for our products and services, so we carefully respond to each opinion and request we receive, in the belief that raising the level of customer satisfaction will lead to trust. We are continuously working to strengthen our services to learn how customers view and use our products, so that we can use this insight to improve product quality and create new products for the future.

Our Customer Communication Center handles customer inquiries related to our products and services, including motorcycles, marine products, electrically power assisted bicycles, generators, and snow throwers. Comments received from customers are stored in a database, and are made available within the Company so that they can be used to

develop and improve our products and enhance our services.

In addition, in order to enhance the skills of active motorcycle service technicians throughout the world and to further increase customer satisfaction, we hold the "YAMAHA World Technician GP" once every two years. Elite technicians, comprising winners from each region's preliminary competitions, are brought together in Japan for a contest to determine the world's top technician.

Riding Safety Promotion Activities

Customer safety is our first priority, and in addition to enhancing product quality, we continue to put our maximum effort into activities which explain to customers in an appropriate manner how to use our products correctly.

These efforts include the publication of catalogs and brochures that convey the attractiveness of our products and product manuals that explain correct product use, as well as safety promotion activities such as riding schools that allow customers to gain first-hand knowledge about using our products.

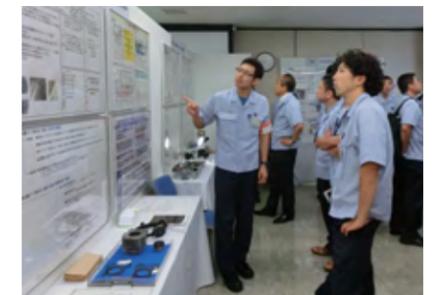
> TOPICS

Exhibition of failure case studies

Our engineering, manufacturing and marketing has grown thanks to our predecessors, who embraced challenges without the fear of failure. However, quality defects cause great inconvenience to our customers and lower the value of our brand.

Since 2016, Yamaha Motor has been holding an exhibition of failure case studies as one of the "I am Yamaha" activities launched in 2015. This is an initiative to enhance our ability to predict and prevent failure by seeking the true causes of mistakes, and conveying that knowledge and experience by means of panel presentations, exhibits of actual objects, and explanations by the persons in charge of cases involving quality defects.

By continuing to implement this initiative, Yamaha Motor will cultivate people and a corporate culture that allows us to learn from the failures that inconvenience our customers and to use those lessons to nourish growth and success.



Employees



Global perspective and respect for diversity

The Yamaha Motor Group strives to create workplaces that respect diversity, with the aim of achieving an organizational structure that is based on the sharing of ideas and equally high ambitions and spirit, cooperation, and joy in our work among the Company and its employees from a global perspective.

Nurturing Personnel

As our business becomes increasingly global in scale, we believe we need to step up our efforts in areas such as human resources development. In terms of human resources development in particular, each year we are enhancing our human resources development programs, which are aimed at various groups of employees.

Workplaces Thriving on Diversity

Based on our fundamental belief that “all corporate activity originates first of all with and for people,” the Yamaha Motor Group has clearly defined its stance on human rights in the Basic Policies on CSR and the Code of Ethics. Moreover, to maintain continuous growth, we believe it is important that our workforce incorporates diverse viewpoints and values, reflecting different experiences, skills, and attributes.

We have therefore established a Global Human Resources Development Division at our headquarters to develop and implement common management development programs around the world, and introduced global human resources systems to train and hire talented staff. We are also working to build an organization that utilizes global experience and knowledge. We will recruit superior management personnel regardless of their nationality or place of birth, and aim to have local managers fill 60% of management positions at overseas subsidiaries by 2018.

In addition, to promote the participation of women, we have set out and are pursuing a goal of doubling the number of female managers

from the 2014 level by 2020, and tripling the 2014 level by 2025. Furthermore, we are striving to further diversify our workforce by hiring non-Japanese managers at headquarters, promoting employment of non-Japanese personnel, and expanding on alternative work styles.

For people with disabilities, in October 2015 we established Yamaha Motor MIRAI Co., Ltd., to provide a place where they can participate actively in accordance with their capabilities, and to promote their social independence. The company began its full-scale operations in 2016.

Supporting Work-Life Balance

The Yamaha Motor Group defines its relationship with employees as a business partnership, and the Company's role as providing an attractive workplace for autonomous individuals. We aim to create workplaces that maintain a positive work-life balance by supporting career advancement plans based on mutual assumptions.

We are enhancing our systems so that employees can work in ways that suit their individual circumstances, by providing childcare leave, nursing care leave, and family illness leave, as well as systems such as flexible work time, short working hours, and the rehiring of employees who resigned to accompany their spouse on overseas postings.

With the aim of reducing overtime, and in consideration of maintaining mental and physical health, we established the Rules Regarding Overtime Work, which are stricter than the legal requirements, based on labor-management consultations. In addition, the Labor-Management Committee on Working Hours, comprising

participants from both the labor union and the Company, meets every month to confirm the present state of working hours.

Regarding the use of paid leave, we make efforts to encourage our employees to take time away from work by setting targets for both employees and management, and sending special notices to those eligible for five consecutive days of paid leave.

Workplace Safety and Health

Under the leadership of the Central Safety and Health Committee, with authority delegated by the President and Chief Executive Officer, Yamaha Motor is promoting the establishment of a safe and healthy working environment around the world.

For example, we strive to prevent occupational accidents by performing risk assessment in accordance with the Occupational Safety and Health Management System (OSHMS), to detect potential dangers and harmful conditions in the workplace. In addition, we are focused on developing human resources that can support workplace safety and a healthy occupational environment through job-specific education and training to improve the skills of safety managers, supervisors, and operations chiefs, and by holding occupational safety and health meetings.

Starting in 2008, our headquarters introduced a system for inspecting Yamaha's main manufacturing centers to determine whether they are meeting OSHMS levels, with group certification granted to centers that have achieved the required level, and follow-ups conducted on a regular basis.

Employee Health

Yamaha Motor engages in a wide range of initiatives to help employees maintain and improve their health.

In addition to health checks, including X-ray and blood tests in accordance with laws and regulations, we offer ongoing health guidance to employees who are at risk for lifestyle-related diseases, and incentives to encourage employees to quit smoking, among other programs. For employees' family members, we provide subsidies through our health insurance association for those receiving regular health checks, cancer screening, complete physical examinations, and other services.

For employees scheduled to be stationed overseas, we hold training prior to posting on infectious diseases such as viral hepatitis and general health management, and provide education on preventing infection and prophylactic medications for employees who are travelling, including on business trips, to areas where there is a risk of contracting endemic diseases such as malaria. In addition, the occupational health physician in charge conducts regular tours of the overseas posting areas, and monitors the health levels and living environments of employees stationed abroad. Furthermore, to handle unexpected circumstances such as sudden illness, we have contracts with private medical service operators who provide both consultations and emergency transportation services.

Moreover, in order to promote health through recreation, we organize events such as the “Walk, Walk Campaign,” led by the Health Promotion Center.

> TOPICS

Start of coaching program

Yamaha Motor conducts an annual Employee Awareness Survey as a means of identifying organizational and management issues through comments from its employees. The survey is intended to provide an understanding of employee perspectives on various topics, including management, the workplace, jobs, supervisors, and the human resources system, and to identify issues that will lead to future improvements and measures.

Based on the 2015 survey, we judged that managers with the role of mediating information flow were not adequately fulfilling their function as the “organization's middle management,” and therefore decided to introduce and deploy the coaching program. We conducted a trial in 2016, and are working on full-fledged implementation by expanding the program to more workplaces in 2017.

Yamaha Motor will continue striving to create an even more open workplace through high-quality communication so that the entire organization, from the front lines to management, is united in the pursuit of its business activities.

Shareholders and Investors

In order to ensure accountability by providing shareholders and investors with appropriate, accurate and timely information, Yamaha Motor has established a specialized division which engages in IR activities inside as well as outside Japan.

In addition to the annual shareholders' meeting and quarterly earnings briefings, the division holds IR meetings with investors from within and outside of Japan, and organizes business briefings. Furthermore, the division discloses IR information on the Company's website, operates a website to provide information to individual investors, and makes videos of earnings briefings and briefings for individual investors publicly available, in an effort to proactively disseminate information so that even more shareholders and investors have a better understanding of Yamaha Motor's business strategies.

Since 2017, a manager in charge of IR has been stationed in Tokyo to handle communications with analysts and investors even more proactively than in the past.

[New Medium-Term Management Plan \(2016–2018\)](https://global.yamaha-motor.com/ir/management/mtp/)

<https://global.yamaha-motor.com/ir/management/mtp/>

[PDF presentation of new Medium-Term Management Plan](https://global.yamaha-motor.com/ir/report/pdf/mmp/2016medium-plan-e.pdf)

<https://global.yamaha-motor.com/ir/report/pdf/mmp/2016medium-plan-e.pdf>

[Video presentation of new Medium-Term Management Plan](https://www.youtube.com/watch?v=phfFnf-0yCO&feature=youtu.be)

<https://www.youtube.com/watch?v=phfFnf-0yCO&feature=youtu.be>

Visits to Overseas Investors

The proportion of overseas shareholders at Yamaha Motor is approximately 30%. We visit local offices and hold IR meetings to provide overseas investors with an accurate understanding of our management and business situation. Moreover, our efforts are not limited to meetings; we also offer activities such as tours of factories in Japan and overseas as well as test rides of products, to provide

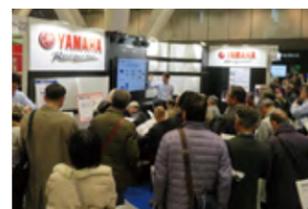
investors with a first-hand look at our business, which has a relatively large number of niche products in a wide range of categories.



Briefings for Individual Investors in Japan

Yamaha Motor, whose main business is B2C, also makes efforts to hold briefings for individual investors. In 2016, we held 23 briefings in 15 major cities in Japan, with approximately 4,000 participants.

As a result of these activities, the number of individual shareholders has been increasing steadily. We plan to further strengthen such initiatives in the future.



Information for shareholders and investors is available on the websites below:

[Disclosure policy](https://global.yamaha-motor.com/ir/policy/)

<https://global.yamaha-motor.com/ir/policy/>

[Dividend policy](https://global.yamaha-motor.com/ir/shareholder/dividend/)

<https://global.yamaha-motor.com/ir/shareholder/dividend/>

[For investors \(index page\)](https://global.yamaha-motor.com/ir/)

<https://global.yamaha-motor.com/ir/>

Business Partners

Working Together on “Procurement for Engineering, Manufacturing and Marketing”

The Yamaha Motor Group regards its relationship with the supply chain not just as conducting procurement, but as procurement that emphasizes the incorporation of both cost and quality into its engineering, manufacturing and marketing.

An example of these activities is the implementation of “theoretical-value-based production” with suppliers. This does not simply mean demanding cost reductions, but instead involves analyzing the absolute value of production activities together with suppliers, and then working to find more ways to improve cost competitiveness. In order to promote these activities, Yamaha Motor has trained some employees to serve as “theoretical-value instructors” at suppliers.

Fair and Clean Procurement Activities

In the Basic Purchasing Policies, Yamaha Motor states its commitment to “conduct fair trading, based on trust and cooperation, and to constantly strive to build better relationships with suppliers through activities to improve quality, price, delivery times, and other factors,” and sets out policies including “fair and impartial trading,” “compliance and confidentiality,” and “emphasis on the global environment.”

We also promote CSR efforts throughout the supply chain based on the CSR Guidelines for Suppliers, in which our policies on safety and quality, human rights and the working environment, consideration for the environment, risk management practices, and strict compliance are communicated to suppliers.

Furthermore, we are pursuing activities to address environmental issues together with our suppliers, such as management and reduction of environmentally hazardous substances and the efficient use of

resources and energy, through our Green Procurement Guidelines.

In addition to raising awareness of these efforts among employees and suppliers during the course of regular operations, Yamaha Motor strives to ensure their thorough implementation through the Global Suppliers Conference, which gathers together suppliers from around the world once a year, in addition to a range of workshops held on various occasions.

Activities at Dealerships

As our contact point with customers around the world, dealerships play an important role in conveying Yamaha's “next *Kando*.” By strengthening relationships with dealers through regularly held dealer meetings and activities to promote safe driving and support local communities, the Yamaha Motor Group is building a sales network that provides common value.

In Japan, dealers mainly in Yamaha Sports Plaza (YSP), an official Yamaha sports bike dealer system, and Yamaha Motorcycle Sales Japan Co., Ltd., play an important role in building ties with local communities and society by cooperating in a range of measures including motorcycle infrastructure development, motorcycle etiquette training, motorcycle recycling, tree planting, and other environmental campaigns, as well as fundraising for seeing-eye dog training.

The Community



Coexistence and mutual prosperity of the Company and local communities

The Yamaha Motor Group operates in locations around the world, and our business activities help support those local communities. Our products also play a role in enriching the lives of people around the world. We recognize the importance of maintaining a sustainable relationship through which the Company and local communities can coexist and mutually prosper, and to achieve this, we place great importance on maintaining and enhancing a relationship of trust through daily communication with stakeholders in those communities.

Important Areas of Activities Contributing to Society

Key Themes	Global Issues			Local Issues
	Developing Future Leaders	Environmental Conservation	Improving Traffic Safety	Community Issues
Activities	<ul style="list-style-type: none"> Promoting mental/emotional and physical health through sports Promoting creativity through engineering, manufacturing, and marketing 	<ul style="list-style-type: none"> Environmental education for local communities Respecting biodiversity 	<ul style="list-style-type: none"> Providing traffic safety education to the community Raising awareness 	<ul style="list-style-type: none"> Supporting the community with Yamaha Motor's products, human resources, and know-how

Developing Future Leaders

Accepting Interns under the ABE Initiative

Yamaha Motor accepted university students who came to Japan in September 2016 as short-term interns under the ABE Initiative.

The ABE Initiative is a program that provides young people from Africa with opportunities to study at universities and graduate schools in Japan, as well as internships at Japanese companies. The program was announced in 2013 at the Fifth Tokyo International Conference on African Development (TICAD V) as a public-private policy to support economic growth in Africa.

For this internship program, Yamaha Motor accepted five interns from five African nations, and held a workshop on the theme of "Proposal of business plan for sale of the Yamaha Clean Water Supply System (small-scale water purification system for villages) in your country."

The interns gave detailed explanations of water issues in their own countries and the problems they wished to solve with the Yamaha Clean

Water Supply System, as well as the institutions to be involved and the people that would become potential customers. There was a lively exchange of opinions regarding the efforts required for expanding sales and the methods for enhancing the appeal of the Yamaha brand in Africa.



Find out about our other activities at:

<https://global.yamaha-motor.com/about/csr/communities/activities/human-resource/>

Environmental Conservation

Beach Cleanup Campaign

The Yamaha Motor Group continuously engages in various environmental conservation activities required by local communities, including beach cleanup activities that aim to support the preservation and sustainable use of beach environments, which promote coastal fishing and marine sports.

In June 2016, 178 volunteers participated in the cleanup of a commemorative park organized by three Group companies in Thailand. At beaches near our headquarters, we held our baby turtle observation tour and sustainable beach cleanup campaign for the 26th year. Roughly 400 people participated in this joint event with Yamaha Corporation to strengthen the bond of our common brand.



Find out about our other activities at:

<https://global.yamaha-motor.com/about/csr/communities/activities/environment/index.html>

Improving Traffic Safety

University Students in Turkey Learning About Traffic Safety from a Scientific Perspective

To reduce the number of traffic accidents involving motorcycles, the Yamaha Motor Group holds a variety of safe riding programs around the world.

In 2016, YMTR*¹ in Turkey held its YSR*² program, which adopts a scientific approach to teaching the basics of traffic rules, safe riding,



and the importance of hazard anticipation. Over 180 university students participated in this program.

*1 YMTR: YAMAHA MOTOR SANAYI VE TICARET LTD.SIRKETI

*2 YSR: YAMAHA SAFE RIDING SCIENCE

Find out about our other activities at:

<https://global.yamaha-motor.com/about/csr/communities/activities/safe-driving-diffusion/>

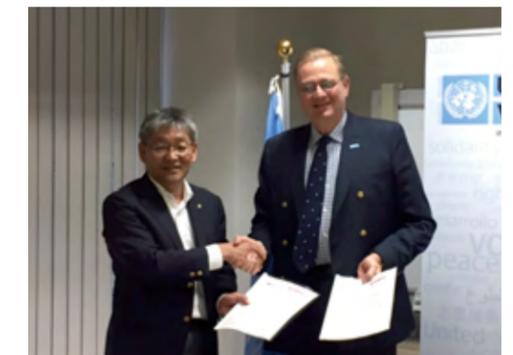
Community Issues

Supporting Indian BoP Improvement Projects at UN Agencies

Yamaha Motor concluded a partnership agreement with the United Nations Volunteers (UNV) programme, the first partnership in Japan between a private-sector company and the UNV. Based on this agreement and working through the UNV, one employee is dispatched to the United Nations Development Programme (UNDP) in India for one year, from August 2016 to July 2017, to support BoP* improvement projects through the use of renewable energy.

Since the 1960s, Yamaha Motor has been expanding businesses that can contribute to improving the standard of living of people in developing countries in Africa and Central and South America. We recognize that cooperation with the United Nations will become increasingly important for the continuance of business activities that work toward resolving issues in the international community.

*BoP: Base of the Economic Pyramid



Find out about our other activities at:

<https://global.yamaha-motor.com/about/csr/communities/activities/local-society-task/>

The Environment

Striving to harmonize with the environment for sustainable social development

Based on the Yamaha Motor Group Environmental Plan 2020, formulated in 2010, the Yamaha Motor Group aims to be a company that fulfills its corporate social responsibilities by striving to maintain harmony with the environment, which serves as the stage for our products.

Plan for Environmental Activities

Yamaha Motor Group Environmental Plan 2020

Action Areas		Priority Actions	2020 Targets
Eco Products	Raise environmental attractiveness through product development from the perspectives of the environment and customers	In the Eco Products area, implement the Frontier 2020 Groupwide long-term vision	
		<ul style="list-style-type: none"> Reduce risks from environmentally hazardous substances Implement green procurement 	Identify environmentally hazardous substances and support the use of alternatives
Eco Operations	Environmental preservation through global business activities that aim to minimize environmental impact	Reduce emissions of greenhouse gases	Reduce CO ₂ emissions per unit of sales by 1% (annual average)
		<ul style="list-style-type: none"> Implement the 3 R's through the 3 E's <ul style="list-style-type: none"> Reduce water consumption (3 E's: Easy to make, Easy to repair, Easy to disassemble) (3 R's: Reduce, Reuse, Recycle) 	Support the effective use and recycling of limited resources
Eco Management	Environmental management through reinforcement of Group environmental governance systems	Create and operate Groupwide environmental management systems	Link Groupwide operations with local activities
Eco Mind	Environmental contributions through diverse initiatives that seek to create a sustainable environment	Change attitudes through continuous environmental education	Have all Group employees actively undertake environmental measures with a high awareness of targets
		<ul style="list-style-type: none"> Improve sensory environments (odors, noise, etc.) Communicate with local communities Preserve ecosystems 	Be trusted and respected as a corporate citizen by local communities
		Proactively disclose information from an environmental perspective	Well received by the community as an environmentally advanced company

Organizational Structure for Promoting Environmental Management

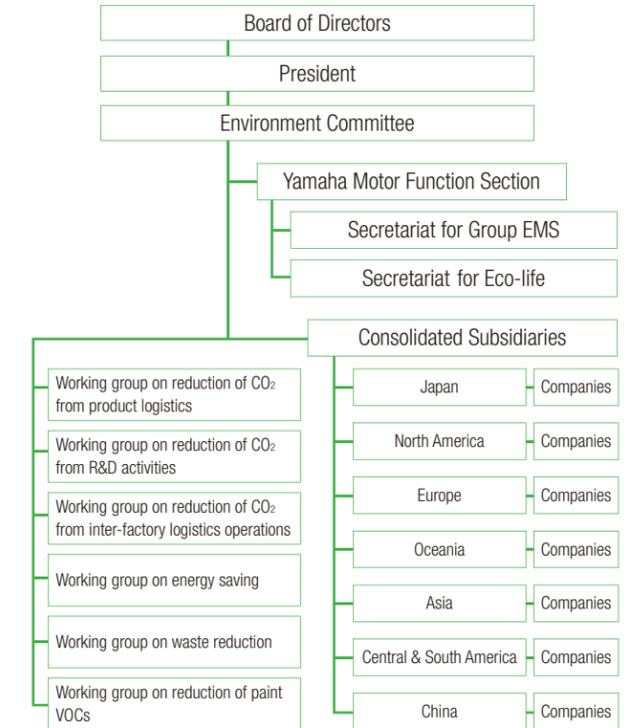
The Yamaha Motor Group has established an Environment Committee, chaired by the Executive Vice President, as the central organization responsible for the Group's environmental activities in Japan and overseas. The committee deliberates on policies and visions for the future concerning environmental initiatives, medium- and long-term environmental policies, strategic investment proposals relating to environmental preservation, environmental monitoring topics and responses to issues, and other key issues relating to environmental management. The policies and activities discussed are reported to the Board of Directors as necessary.

Activities for Identifying and Reducing Both Direct and Indirect Greenhouse Gas Emissions

The Yamaha Motor Group endeavors to identify greenhouse gas emissions resulting both directly (e.g., from the burning of fuel at factories) and indirectly (e.g., from electricity use at factories and offices) from its corporate activities at the locations in which it operates, and to reduce those amounts.

We will also work to more precisely measure direct and indirect emissions at each location, and to further reduce emissions at each factory and office.

The Yamaha Motor Group Organizational Structure for Environmental Planning and Promotion

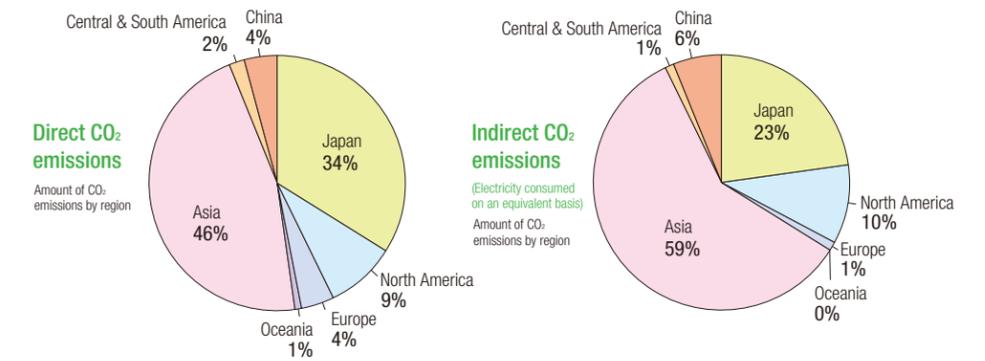


Direct emissions

147 thousand t-CO₂

Indirect emissions

401 thousand t-CO₂



> TOPICS

Promotion of water purification system in cooperation with local NGOs

Water stress due to climate change has led to greater water pollution, which has led in turn to poor health conditions and a growing number of sicknesses, thus hindering socio-economic development. Accordingly, Yamaha Motor has installed its proprietary Clean Water Supply System in regions that lack drinking water due to the underdevelopment of waterworks. At the same time, we cooperate with local NGOs to organize water management committees, and provide expert support with regard to coordinating operation, maintenance, and management.



By the end of 2016, we had set up 22 systems, mainly in African countries and Indonesia. Going forward, we will enhance our support in terms of know-how, while increasing the number of established systems, as we continue our efforts to ensure a constant supply of safe water and a hygienic environment in areas that lack drinking water.

CO₂ Emissions at the Yamaha Motor Group

As a manufacturer of motorcycles and other transportation machinery, the Yamaha Motor Group considers the reduction of greenhouse gas emissions to be the most critical environmental issue facing the world today. We are targeting an annual 1% reduction in CO₂ emissions per unit of sales as a common goal for the entire Group, and are working to reduce emissions in all of our business activities including product development and manufacturing.

Since 2013, we have been implementing global energy-saving activities at all of our manufacturing sites including those overseas, with the aim of achieving a balance between economic and environmental considerations (CO₂ reductions). We are also promoting the efficient use of energy by introducing energy-saving technologies developed in Japan to Group companies at home and overseas.

CO₂ emissions: **548 thousand** t-CO₂

Energy Input at the Yamaha Motor Group

We are systematically implementing various measures to reduce energy consumption, such as the "visualization" of energy to make energy losses visible, and introducing loss prevention measures and high-efficiency equipment.

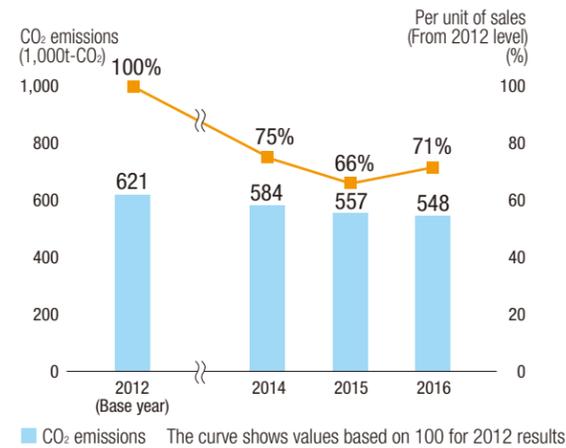
Total energy input: **10.13 million** GJ (electricity: 7.50 million GJ)

Measuring and Reducing Water Resources

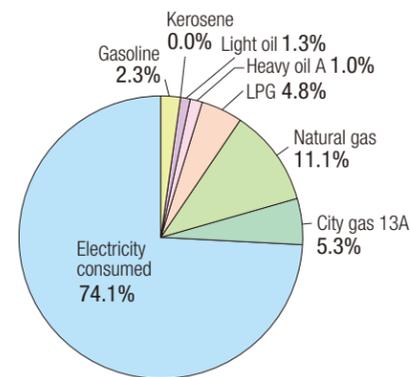
We are working to reduce our consumption of water resources, and have set the support of effective use and recycling of limited resources as our target for 2020. We will continue to strive to measure our global use of water resources and reduce our water resource consumption through programs including the reuse of coolant water and water collection (rainwater and other sources) at factories.

Water consumption: **5.47 million** m³

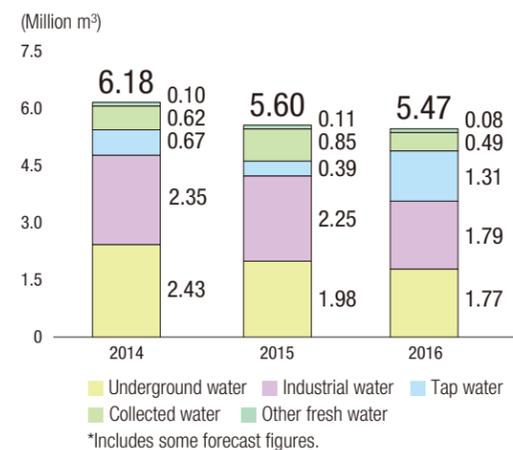
Yamaha Motor Group CO₂ Emissions



Yamaha Motor Group Energy Input



Yamaha Motor Group Water Consumption



> TOPICS

Launch of the ASEAN strategic model GDR155

Yamaha Motor developed the GDR155, a new scooter that blends a stylish form with a sporty ride, as a strategic model for ASEAN markets. Launched in Vietnam as the NVX and in Thailand as the AEROX in December 2016, the GDR155 will be introduced in Indonesia and other ASEAN markets hereafter.

The GDR155 is equipped with a BLUE CORE engine, which incorporates Yamaha's first Smart Motor Generator combining startup and power generation functionality, to deliver quieter startups and reduce power generation loss.

The main features of the GDR155 include:

- 1) a 155cc liquid-cooled BLUE CORE engine providing superior acceleration and fuel efficiency;
- 2) a lightweight 116kg body for sporty handling; and
- 3) a new design that exudes both high maneuverability and a luxurious feel.

The GDR155 will be manufactured at factories in Vietnam, Thailand, and Indonesia, and a rich variety of color and graphics tailored to the tastes of customers in each country will be offered.



Strengthening environmental governance through global environmental ISO 14001 unified certification

"Eco management" is one of the action areas in Yamaha Motor Group Environmental Plan 2020, and based on this the Group has pursued global environmental ISO 14001 unified certification, which strengthens the Group's environmental governance framework and achieves efficient environmental management operations, at locations in Japan and overseas since 2012.

This program has been expanded to 44 companies, mainly manufacturing companies in Japan, Asia, Europe, the United States, and South America, and as of the end of 2016, unified certification had been obtained by 41 companies (93%). All target companies plan to join the program in 2017, which will complete the global unified certification framework.

In addition, the Yamaha Motor Group has introduced an in-house environmental management certification system for companies that have a relatively small impact on the environment. For overseas Group companies in particular, we have introduced customized third-party audits, and are seeing the results of these activities in terms of effectiveness and efficiency.

Through these activities, environmental risks and environmental management system issues at individual Group companies are being shared across the Group, leading to stronger environmental governance. In terms of efficiency, we have achieved significant cost reductions through the promotion of global unified certification.



ISO 14001 certificate award ceremony for YPMV (Vietnam) held at Yamaha Motor headquarters