

Customers

Providing Value that Surpasses Customer Expectations

The Yamaha Motor group is the picture of an excellent engineering, manufacturing and marketing enterprise with a prominent presence in the global market, and as such, the products the group offers must first and foremost deliver value and satisfaction from a customer perspective. We aim to create next-generation modes of mobility and lifestyles that are safer and more comfortable. It is our enduring goal to provide safe, high-quality products and services that exceed customer expectations.

Business Activities that Address Social Issues

At Yamaha Motor, we believe we play a significant role in promoting the kind of personal mobility that underpins the realization of a sustainable society. Part of our strategy to lay the groundwork for future growth, as outlined in the Medium-Term Management Plan, is to emphasize the development of next-generation environmentally friendly engines with lower fuel consumption—while promoting the development of Smart Power (new power sources). Our efforts have yielded good results, exemplified by the September 2010 announcement of the EC-03 electric motorcycle for the Japanese market. This product, which features a plug-in charger for easy recharging from a home electric outlet, has won high praise from the market as a new form of mobility with a low-carbon footprint.

In 1993, we ventured into the electrically power assisted bicycle PAS business. This business is also in a spotlight, drawing attention for providing energy-saving short travel-distance solutions, addressing issues of particular concern to an aging society, and contributing to regional revitalization through environmentally friendly modes of transportation. We tackle various social issues through the pursuit of business, constantly applying wisdom and a passion for excellence to products that enable people to fulfill their dreams. We are also directing concerted efforts into our electric wheelchair business to meet diverse customer needs.

Motorcycle Business Supports ASEAN Growth

In the member states of the Association of Southeast Asian Nations (ASEAN), transport infrastructure is not being built as fast as the rapidly growing regional economies require, leaving many roads unpaved. These roads are prone to flooding during the rainy season, making moped-type motorcycles with their

large tires and exceptional durability ideal for getting around. Affordability is another factor that makes this mode of transportation well-suited to local conditions and therefore a popular choice.

Yamaha Motor actively incorporates proprietary technologies, such as highly fuel-efficient fuel injection systems into its motorcycles (including mopeds), and strives to fulfill its role in supporting mobility and continued economic growth in the ASEAN region by providing localized products. A prime example of our response to local needs (specifically the rising number of women in the workforce) is the Mio, a moped designed with the slimmer physique of women in mind. These efforts to tailor products to market requirements underscore a stellar reputation for reliability and an unshakable position in the ASEAN market.

Promoting Safe Driving Appropriate to Local Social and Traffic Environments

The most important criterion for mobility products is safety. But safety is actually a two-way street, requiring us, as a manufacturer, to seek maximum safety in the products we provide and requiring users, the people who operate our products, to operate these products safely. Toward this end, we hold Yamaha Riding Academy courses all over the world with a focus on motorcycles but also covering other products such as all-terrain vehicles and snowmobiles to promote riding safety that reflects social, transportation and user conditions in each region.

Employees

A Workforce Bursting with Creativity Promotes Shared Values and Job Satisfaction

An underlying objective within the Yamaha Motor group is to create an atmosphere in which employees and management share their perspectives and brainstorming and cooperate to reach stated goals, and in the end experience together the satisfaction of a job well done. Traveling the corporate road together fosters respect and harmony between employees and management who appreciate diversity.

■ Diversity-Reinforced Workplace Nurtures Creativity

Within the Yamaha Motor group, the relationship between employees and management is seen as a partnership, and it is the responsibility of each company to promote an appealingly challenging environment for self-motivated individuals. Employees and their supervisors evaluate work roles, and the results are used to pinpoint the right career plan for each employee. In addition, a variety of programs have been implemented to support a healthy work/life balance. These programs include flexible work hours, leaves to care for children or a sick or aged family member, and shortened work days.

We endeavor to maintain a diversity-reinforced workplace that fosters greater creativity among employees. Key programs that support this effort are a rehiring program for retired employees who wish to continue working and stable employment for the disabled.

■ Cultivating Human Resources with a Global Perspective

As a corporate ensemble pursuing business on the world stage, the Yamaha Motor group maintains several training programs designed to enhance the ability of human resources in Japan to work overseas.

We offer self-directed language courses that provide employees with the opportunity to learn languages, such as English, Spanish and Indonesian, that are spoken in the countries where the Yamaha Motor group has a presence. These courses attract a growing number of participants every year. To enable employees posted abroad to acquire the necessary business skills as well as vital insight into local culture and social mores, we are enriching our overseas residents with essential personnel development training and overseas study exchange programs.

Business Partners

Collaborating with Suppliers Promotes Sustainable Growth

Driven by a spirit of mutual trust and mutual benefit, the Yamaha Motor group works with a variety of suppliers at home and abroad and is working to realize continuous growth.

■ Promoting Green Procurement

The Yamaha Motor group maintains Green Procurement Guidelines, formulated from a perspective of reducing environmental impact and utilizing resources as efficiently as possible. The group shares information as well as value-based standards with its various suppliers and encourages adherence to green procurement processes.

In fiscal 2010, with a view to promoting CSR, we drafted CSR Guidelines for Suppliers.

■ Emphasizing Fairness in Business Relationships

In Japan, we observe laws and regulations, including the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors, based on Fair Trade Guidelines for the Automotive Industry, issued by the Ministry of Economy, Trade and Industry. The group adheres to a code of conduct and strives to maintain business relationships built on fair practices.

In addition, in our business continuity plan, which outlines measures to respond to risks, such as disasters, we describe support for suppliers.

The Community

Contributing to Society in the Creation of Affluent Communities

The Yamaha Motor group has made “offering new excitement and a more fulfilling life to people all over the world” a corporate mission. As a group, we effectively utilize the products, technology, facilities and human resources we have under our corporate umbrella and maintain open lines of communication with all local interests to help build affluent, energetic communities.

Electrically Power Assisted Bicycles Benefit the Community

Since 2009, Yamaha Motorcycle Sales Japan Co., Ltd., has been promoting PASCRU, a leasing system that offers PAS electrically power assisted bicycles to public agencies and private enterprises in a packaged service complete with maintenance and insurance. In recent years, local governments have actively implemented trials using this system as a way to create destinations that attract visitors by maximizing respective tourism resources.

In October 2009, Atami, a city in Shizuoka Prefecture that is one of Japan’s top tourist destinations, launched a community project that encourages visitors to travel between urban areas and sightseeing spots, particularly those scattered along the coast, by PAS electrically power assisted bicycles and boat. In 2010, similar projects were initiated in Fuji-Kawaguchiko, Yamanashi Prefecture, and Mino, Gifu

Prefecture. The PAS is a wonderful contribution to local efforts aimed at making mobility more convenient for residents and tourists alike.

Companywide Approach to Community Activities

The Yamaha Motor and Yamaha Motor Sales Co., Ltd. support the Japan Guide Dog Association through donations collected under the Yamaha Nice Ride charity program. Another community-oriented program is the 40,000 People’s V Campaign, which utilizes the corporate intranet to share information on volunteer activities to employees throughout the group. The program, introduced in 2004, was initiated to instill greater awareness of volunteering and encourage group employees to participate in volunteer activities. The number of people who volunteered their time in 2010 hit 42,834, marking the third consecutive year that we achieved our goal of at least 40,000 employees getting involved.

The Environment

Coexisting with the Environment to Achieve Sustainable Development

Through its personal mobility segment, the core business hinging on motorcycles and electrically power assisted bicycles, the Yamaha Motor group seeks to contribute to the realization of a society with a low-carbon footprint. We seek a harmonious balance between the environment and all our business pursuits and earnestly promote activities that underpin a sustainable society.

Efforts to Reduce CO₂ Emissions

To the Yamaha Motor group, greenhouse gas emissions are the most critical environmental issue for the corporate world. As a maker of transportation machines, most notably, motorcycles, Yamaha Motor has made the reduction of greenhouse gases a priority and is directing efforts to curb emissions in all aspects of operations, particularly the lifecycle

of products, from development to manufacturing, use and end-of-use disposal. In addition, we take an active role in realizing solid results from group companies. Toward this end, we seek to verify the progress achieved by subsidiaries at home and abroad in their pursuit of lower energy consumption and offer support to those companies facing difficulties in this task.

Steps to Cut the Use of Substances with Negative Environmental Impact

In compliance with prevailing regulations in each country where the Yamaha Motor group operates, reports are submitted to the relevant authorities regarding the release of chemical substances that are detrimental to human health or the environment as well as the chemical content of waste generated at group facilities.

More than 99% of the substances released from the Company's facilities and subject to reporting under the Pollutant Release and Transfer Register system are volatile organic compounds (VOCs). Nearly all of these VOCs are generated during painting processes. We will continue working to reduce our environmental impact through wider use of low-VOC paints, improved painting efficiency and less waste.

Resource- and Energy-Saving Activities

The 3Rs—reduce, reuse, recycle—form the foundation of a recycling-oriented society, and the need to embrace the 3Rs at each stage of the lifecycle of products, from development to production and use and end-of-use disposal, is continually attracting greater attention.

In fiscal 2010, the Yamaha Motor group pursued two goals: 100% recycling for products and factories, and ensuring long product life. Toward this end, we heightened efforts to improve our 3R status by trimming the number of parts in our products and decreasing size, emphasizing greater use of parts made out of reusable materials and expanding the application of a system that collects data on parts recyclability.

Initiatives to Protect Biodiversity

The Yamaha Motor group is dedicated to protecting the natural environment and sustaining biodiversity. In Kikugawa, Shizuoka Prefecture, where we intend to build a test course, we have already completed an environmental assessment of the site and surrounding area. Based on the findings of this in-depth assessment, we prepared a plan that will help to protect the environment and the creatures that inhabit the area. Officially referred to as the "Natural Environment Conservation Agreement," this plan was submitted to the Shizuoka Prefecture Environmental Protection Division's Department of Community Affairs for approval. It will guide us in the construction of a facility that takes the surrounding environment well into consideration.

Efforts to Foster an Eco-Minded Perspective

The Yamaha Motor group subscribes to the belief that cooperation among all stakeholders is essential for business activities to coexist in harmony with the environment. Everyone must recognize the importance of communication. We promote various in-house activities, such as eco-commuting*, and strive to spur greater discussion about environmental issues through our CSR Report and other information sources.

*A system that encourages employees to take an environment-friendly way to work—whether it be on foot, by bicycle, public transit or electric scooter