

## Corporate Social Responsibility

Please refer to the following URL for more information:  
<http://www.yamaha-motor.co.jp/global/about/csr/>

### Customers

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

Engineering, manufacturing and marketing creates the value that is provided to customers. Yamaha Motor always takes a customer perspective as we plan, develop, manufacture, sell and service products for mobility, without forgetting the importance of “looking outward.” By enhancing the quality, safety and originality of mobility products, we continue to provide value that exceeds customers’ expectations.

#### Smart Power creating dreams for the next generation

Yamaha Motor released the Passol, the first mass-produced electric motorcycle, in 2002, and with next-generation, environmentally friendly engines that reduce fuel consumption, we have been aggressively developing new power sources that we call Smart Power.

The EC-03 Electric Commuter Vehicle, released in September 2010, incorporates a plug-in system that allows for recharging from a residential power source, and by December 2011, domestic unit sales had reached 2,000 units. Support for the PAS Electrically Power Assisted Bicycle has been growing among housewives, seniors, students and office workers for commuting, as well as among government offices and companies for their operating activities, against a backdrop of increased health consciousness and environmental awareness.

In November 2011, we strengthened our partnership with Toyota Motor Corporation and announced the *Tsunagaru* Bike (Communications-linked, Next-generation Vehicles) Service, which will pave the way for new traffic systems through the joint use of recharging and information infrastructures, and vehicle sharing. Smart Power will play a role in next-generation traffic infrastructures that open up even greater possibilities for mobility.

#### Building confidence in ASEAN through the “3S” policy

The Yamaha Motor Group is striving to bolster its comprehensive sales services in ASEAN, Central and South America, and other regions around the world. This includes

renovating showrooms and facilities, staff training to teach appropriate manners for dealing with customers and develop skills in explaining our products, and building supply structures for customers who do not live near dealers.

In 2011, in particular, we made progress in strengthening our “3S” policy—(motorcycle) Sales, (after-sale) Service and (sales of) Spare parts—to comprehensively raise the level of customer satisfaction in the ASEAN market. Customers’ satisfaction with the sales services they experience increases confidence in the Yamaha brand, and in this way we are establishing strong loyalty in the ASEAN market.

#### Globally promoting and developing activities for safe driving

The Yamaha Motor Group holds Yamaha Riding Academy (YRA) courses around the world to improve customers’ safe driving skills. These courses integrate and organize the three elements of promoting safe driving, promoting motor sports and promoting products in product areas including motorcycles, ATVs, personal watercraft and snowmobiles.

In March 2011, Yamaha boat license schools added a new “Class 2 Practical Test Exemption Course,” which allows boat enthusiasts to obtain a small boat operator license (a Class 2 license) without taking the practical test. This course is being steadily rolled out at licensing centers in the Kanto region, and is contributing to an increase in the number of people obtaining boat licenses.

## Employees

### Creating an organization to facilitate co-ownership of value from a global perspective

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

#### Aiming for a workplace environment that fosters autonomous creativity

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 diversity of working styles and a positive work-life balance by supporting career advancement plans based on mutual assumptions, providing programs for child and nursing care leave and post-retirement reemployment, and promoting employment opportunities for persons with disabilities.

We are also promoting the creation of safe workplace environments globally through programs including OSHMS\*.

\*OSHMS: Occupational Safety & Health Management System

#### Developing global human resources

In line with the growth in the size of the group's businesses around the world, Yamaha Motor is aggressively working to cultivate human resources that are increasingly able to operate globally.

A Global Executive Program (GEP) was launched in January 2012 to expand management training and promotion opportunities for locally hired overseas staff. A Global Executive Committee (GEC) was also established to promote a shared understanding of Yamaha Motor's management principles and corporate DNA. We are also working to provide greater overseas experience for Japanese staff, and to promote communication between staff within and outside Japan.

## Business Partners

### A global procurement and sales network based on a spirit of cooperation and fairness

As our procurement and sales structures become increasingly global, the Yamaha Motor group is establishing cooperative relationships with suppliers and dealers in Japan and around the world based on a spirit of mutual trust and mutual benefit. We strive to maintain fairness in our dealings through compliance with the Ministry of Economy, Trade and Industry's Fair Trade Guidelines for the Automotive Industry in Japan, and with laws to protect competitiveness in other countries and regions, to establish partnerships that aim for mutual, sustainable growth.

#### Activities in supply chains

We have established Green Procurement Guidelines with a view toward reducing environmental impact and efficiently using resources and energy as a manufacturer of mobility products, and in July 2010 we formulated CSR Guidelines for Suppliers covering the areas of safety, quality and compliance. By sharing information with suppliers, we are promoting fair and clean procurement.

#### Activities at dealerships

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

## The Community

### Creating and sharing a sense of *Kando* through bonds with local communities

With a Corporate Mission of “offering new excitement and a more fulfilling life to people all over the world,” the Yamaha Motor group contributes to local communities and builds solid relationships of trust by making maximum use of our products, technologies, human resources and facilities.

#### Smart Power assisting local governments and vitalizing tourist areas

The Yamaha Motor Group has been operating the PASCRU business since 2009, leasing vehicles to government offices and companies to promote Smart Power as a means of next-generation mobility.

Kawaguchi City in Saitama Prefecture has been taking proactive steps to address global warming, and made effective use of the PASCRU system in 2011 as part of a verification business for the introduction of next-generation vehicles.

We have also made a major contribution to the vitalization of tourist areas and regional cities by providing EC-03 Electric Commuter Vehicles to the Guru-Toku Cycle business in Tokushima City, Tokushima Prefecture, and to the Tajimi City Electric Commuter Vehicle Leasing Organization in Gifu Prefecture, which uses a solar power generation system to recharge the commuter vehicles, and also by providing PAS Electrically Power Assisted Bicycles to Rokkosan Pasture and to Hoshino Station on the Maya Ropeway in Kobe.

#### Supporting employees' voluntary social contributions

In addition to corporate social contribution activities, we have developed a “40,000 People's V Campaign,” using our intranet to provide information to foster a sense of volunteerism among our 40,000 group employees, as a means of supporting employees' voluntary social contribution activities. The system was used by 40,294 people in 2011, achieving our target for the fourth consecutive year.

#### Activities supporting earthquake-affected areas

Immediately following the Great East Japan Earthquake that struck on March 11, 2011, Yamaha Motor quickly provided emergency goods including Yamaha inverter-type generators, drinking water and emergency food supplies, with ¥100 million worth of goods sent by March 15. We also provided 139 PAS Electrically Power Assisted Bicycles to local governments and emergency response teams in stricken areas as a means of communication and movement among evacuation centers and regional government offices. In addition, a ¥20 million contribution, consisting of a corporate donation and employee donations through employee labor unions, was quickly provided via the Japan Red Cross Society.

When Thailand experienced severe flooding in October 2011, Yamaha Motor, together with local group companies including Thai Yamaha Motor Co., Ltd., provided a total of ¥30 million in relief goods including life jackets, water pumps and boat engines.

# The Environment

## Existing in harmony with the global environment to achieve sustainable growth

Based on our newly formulated Environmental Plan 2020, the Yamaha Motor group is striving to raise corporate value through sustainable growth, by carrying out all of our corporate activities in harmony with the global environment and coexisting with a diversity of life and values.

### Activities to reduce CO<sub>2</sub> emissions

With our electrically power assisted bicycles and electric motorcycles, Yamaha Motor is leading the way toward the achievement of a low-carbon society. We consider the reduction of greenhouse gas emissions to be the most critical environmental issue we face, and are striving to reduce greenhouse gas emissions over the entire life cycle of our products—from product development and manufacturing to use and disposal. We have also installed solar and wind power generation systems at our Nakase Plant (Hamamatsu City, Shizuoka Prefecture), as we accelerate our efforts to reduce greenhouse gas emissions across all of our business activities.

### Activities to reduce the use of substances that have a negative environmental impact

The Yamaha Motor group identifies and reports on emissions and waste generated that includes chemical substances that are harmful to humans and the environment, in compliance with the regulations of each country in which we operate. More than 99% of the substances released from our facilities, subject to reporting under the Pollutant Release and Transfer Register (PRTR) system, are volatile organic compounds (VOC). Almost all of these are generated during painting processes, and we are working to address this through the use of low-VOC paints, improved painting efficiency and waste reduction. We are also strengthening our management of chemical substances in products sold in Europe as per the European Community's regulations for the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH).

### Activities to conserve resources and energy

The Yamaha Motor Group has set goals of 100% recycling for products and factories and ensuring long product life. We endeavor to thoroughly incorporate the 3Rs—reduce, reuse, recycle—in each stage of our operations, from product development and manufacturing to use and disposal, by reducing the number of parts in our products and reducing their size, using parts made for reusable materials, and expanding the application of a system that collects data on parts recyclability.

### Activities to protect biodiversity

Prior to starting construction of our motorcycle test course in Kikugawa City, Shizuoka Prefecture in June 2011, Yamaha Motor conducted an environmental assessment on the site and in surrounding areas, and presented the results to the Shizuoka prefectural government in the form of a Natural Environment Conservation Agreement. We are working to protect the natural environment and maintain the biodiversity of the surrounding area by preserving existing vegetation within a fixed distance from the outer perimeter of the facility, and ensuring that no damage is done to the current plant environment in the forests beyond that area.

### Raising environmental awareness groupwide

The Yamaha Motor Group is striving to raise the level of environmental protection activities across the entire group through the development of our original Global Environmental Information Network System (G-YECOS) and the use of our intranet to foster an eco-minded perspective.