

# CSR SECTION

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## 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.

## Customers



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

Yamaha's product quality and *Monozukuri* (engineering, manufacturing and marketing) are based on 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 places its highest priority on customer safety. In addition to product quality, we give our maximum effort to teach customers, in an appropriate way, how to use our products properly, to ensure that customers are not injured and do not have accidents while using our products. Our relationship with customers is one of the core components of our CSR policy, and the following are some of our ongoing initiatives related to customers.

\* *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.

#### Working to Improve Quality

Yamaha Motor aims to further enhance product quality on a Groupwide basis, to constantly provide peace of mind, confidence and a sense of excitement to customers. We strive to achieve the best quality possible, by creating suitable standards of safety and reliability to realize high-quality products and services effectively, taking a customer-oriented approach that emphasizes a deep sense of emotion in accordance with the spirit of the Yamaha Brand Charter.

#### 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.

[Transforming Agriculture from the Air—Industrial-use unmanned helicopters](http://global.yamaha-motor.com/about/brand/)  
<http://global.yamaha-motor.com/about/brand/>



< This video is available at the above website.

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

#### 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.

#### 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.

This starts with catalogs and brochures that convey the attractiveness of our products, and extends to a variety of other methods including product manuals that explain how to use a product correctly, and riding schools that let customers understand first-hand how to use our products.

## TOPICS

### Teaching safe riding in Brazil

In October 2015 we held the YRA Offroad Special Training for Police, where police officers and firefighters in Brazil were taught how to ride motorcycles safely, correctly, and effectively.

With YMC Trainers and local trainers from our affiliate in Brazil, Yamaha Motor do Brasil Ltda. (YMDB), as instructors, 40 police officers and firefighters worked on developing their off-road riding skills.

Road surfaces and pavements in Brazil are often in poor condition, and there are many off-road situations in which motorcycles are suited for police and firefighting operations, creating a need for skills in fast, safe riding. The course consisted of the basic YRA program plus additional curricula in line with local requirements as determined by the local police and YMDB.

By teaching safe riding utilizing the special features of Yamaha products, we were able to contribute to the smooth operation of public activities.

[Find out about more details at:](http://global.yamaha-motor.com/about/csr/customers/riding-safety-promotion/brazil/)

<http://global.yamaha-motor.com/about/csr/customers/riding-safety-promotion/brazil/>



## 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.

#### Nurturing Personnel and Supporting Their Careers

As our business becomes increasingly global in scale, we need to step up our efforts in areas including corporate governance and human resource development. In terms of human resource development in particular, we are enhancing our global development programs with the aim of hiring local persons for 60% of senior management positions at overseas locations by 2018.

#### Supporting Work–Life Balance

##### 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, among other efforts. We are also expanding the options for employees so that they can work in ways that suit their individual circumstances.

#### Workplace Safety and Health

##### Creating a workplace environment that offers peace of mind and comfort

Led by its Central Safety and Health Committee, Yamaha Motor is promoting the establishment of safer working environments globally. Risk assessment is performed in accordance with the Occupational Safety and Health Management System (OSHMS) to detect potential dangers or harmful conditions at workplaces, and measures are taken to prevent occupational accidents. Through job-specific education and training, such as safety manager training programs and skill improvement programs for supervisors, as well as holding occupational safety and health meetings, we are focused on developing human resources that can support occupational safety.

#### Workplaces Thriving on Diversity

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 resource systems to train and hire talented staff. We are also working to build an organization that utilizes global experience and knowledge.

As we promote global management, we are hiring superior management personnel regardless of their nationality or place of birth. At overseas subsidiaries in particular, we are proactively hiring local staff

for management positions, with the aim of having 60% of these positions filled by local managers by 2018. We are also continuing human resource training at our headquarters to create an organization that maximizes management capabilities that are mutually complimentary with the experiences and skills of local staff.

In addition, to promote the participation of women, we have announced and are pursuing a goal of doubling the number of female managers from the 2014 level by 2020, and having three times the 2014 level by 2025. By hiring non-Japanese managers, and increasing the number of non-Japanese employees and female managers, we are striving to bring further diversity to our workforce and increase people's choices for how they work.

## TOPICS

### New company to promote hiring of people with disabilities

Yamaha Motor established a new company, Yamaha Motor MIRAI Co., Ltd., on October 1, 2015, to provide a place where people with disabilities can participate actively in accordance with their capabilities, and to promote their social independence.

To date, Yamaha has arranged its work environment to employ persons with disabilities in a variety of occupations based on the concept of enabling persons with and without disabilities to work side by side.

The new company will strive to promote hiring and ensure a workplace where people with intellectual or various other disabilities can express their individual potential, while also developing each employee's abilities and supporting their social independence.

Find out about more details at:

<http://global.yamaha-motor.com/news/2015/0701/mirai.html>

## 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 quarterly earnings briefings and the annual shareholders' meeting, the division visited and held meetings with overseas investors, provided information via the IR website, and operated a website to provide information to individual investors. To even more proactively disseminate information, the division held a business briefing for analysts and journalists, and made a video of the briefing publicly available on the Company's website to enable all shareholders and investors better understand Yamaha Motor's business strategy.

### New Medium-Term Management Plan (2016-2018)

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

### PDF presentation of new Medium-Term Management Plan

<http://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>



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

#### Disclosure Policy

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

#### Dividend Policy

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

#### For Investors (index page)

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



IR website

## Business Partners

### A Global Procurement and Sales Network based on a Spirit of Cooperation and Fairness

Yamaha Motor products are created through collaboration with numerous suppliers in Japan and other countries. As our procurement and sales structures expand with our increasingly global business, 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. For this reason, we strive to conduct fair business in compliance with the competition laws of all countries and regions while working to create partnerships that aim for mutual, sustainable growth.

### Activities in Supply Chains

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 engineering, manufacturing and marketing together with suppliers and then working together to find more ways to improve cost competitiveness. We have trained some of our employees to serve as "theoretical-value instructors" in order to promote the implementation of "theoretical-

value-based production" at suppliers inside and outside Japan as an initiative to strengthen our cost competitiveness in concert with them. In addition, we are promoting fair and clean procurement activities globally through training programs covering our Green Procurement Guidelines (detailing how to reduce our environmental impact and ensure the efficient use of resources and energy) and CSR Guidelines for Suppliers (which cover areas related to safety, quality and compliance).

### 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



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.

The Yamaha Motor Group carries out activities to fulfill its corporate social responsibility in four main areas: developing future leaders, environmental conservation, improving traffic safety, and community issues. The following are some highlights of our social contribution activities in 2015.

## 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"> <li>Promoting mental/emotional and physical health through sports</li> <li>Promoting creativity through engineering, manufacturing, and marketing</li> </ul>	<ul style="list-style-type: none"> <li>Environmental education for local communities</li> <li>Respecting biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Providing traffic safety education to the community</li> <li>Raising awareness</li> </ul>	<ul style="list-style-type: none"> <li>Supporting the community with Yamaha Motor's products, human resources, and know-how</li> </ul>

## Developing Future Leaders

### Accepting interns in Japan

Through various corporate activities, the Yamaha Group is engaged in activities to develop future leaders in countries and regions around the world.

At the headquarters of Yamaha Motor, we have been accepting roughly 10 students annually, for more than 20 years, from nearby medical schools as interns studying industrial hygiene.

Also, in Japan, YEC\* is in its 10th year of providing internships to students who want to become engineers, and has a total of 32 interns as of 2015.

\*YEC: YAMAHA MOTOR ENGINEERING CO., LTD.



Find out about our other activities at:

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

## Environmental Conservation

### Beach cleanup campaign

Beach cleanup activities aim to preserve beach environments, which promote coastal fishing and marine sports. Group companies are continuously engaged in these activities around the world.

In Vietnam, 300 employees participated in YMVN's\* beach cleanup campaign in June 2015.

At beaches close to our headquarters in Japan, 2015 marked the 25th year since the commencement of our baby turtle observation tour and beach cleanup campaign. Roughly 500 people participated in this joint event with Yamaha Corporation to strengthen the bond of our common brand.

\*YMVN: Yamaha Motor Vietnam Co., Ltd.



Beach cleanup campaign in Vietnam



Turtle observation tour and beach cleanup campaign

Find out about our other activities at:

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

## Improving Traffic Safety

### Holding Yamaha Riding Academies around the world

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

In Colombia, Incolmotos\*<sup>1</sup> holds YFRT\*<sup>2</sup> programs to teach the basics of traffic rules, safe riding and the importance of hazard anticipation, and through 2015, more than 350 female riders had participated.

\*<sup>1</sup> Incolmotos: Industria Colombiana de Motocicletas Yamaha S.A.

\*<sup>2</sup> YFRT: Yamaha Female Riding Academy



Find out about our other activities at:

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

## Community Issues

### YMUS,\* a Feed The Children corporate partner

In the United States, YMUS has been a corporate partner of the U.S. nonprofit Feed The Children since 1994, and has been making donations to assist children living in poverty. In 2015, YMUS held a ceremony to present a donation of foodstuffs and other goods.

\*YMUS: Yamaha Motor Corporation, U.S.A.



Find out about our other activities at:

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

# The Environment

## Strive to harmonize with the environment for sustainable social development

The Yamaha Motor Group aims to be a company that fulfills its corporate social responsibility by striving to maintain harmony with the environment and society based on Yamaha Motor Group Environmental Plan 2020, formulated in 2010.

### 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	
Eco Operations	<ul style="list-style-type: none"> <li>Reduce risks from environmentally hazardous substances                             <ul style="list-style-type: none"> <li>Implement green procurement</li> </ul> </li> </ul>	Identify environmentally hazardous substances and support the use of alternatives	
	Reduce emissions of greenhouse gases <ul style="list-style-type: none"> <li>Implement the 3 R's through the 3 E's                             <ul style="list-style-type: none"> <li>Reduce water consumption</li> </ul> </li> <li>(3 E's: Easy to make, Easy to repair, Easy to disassemble)</li> <li>(3 R's: Reduce, Reuse, Recycle)</li> </ul>	Reduce CO <sub>2</sub> emissions per unit of sales by 1% (annual average)  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"> <li>Improve sensory environments (odors, noise, etc.)</li> <li>Communicate with local communities</li> <li>Preserve ecosystems</li> </ul>	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 Structures 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.

### Activities to Identify and Reduce 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 in each location in which it operates, and to reduce those amounts. We will also work to more precisely measure direct and indirect emissions in each location, and to further reduce emissions at all factories and offices.

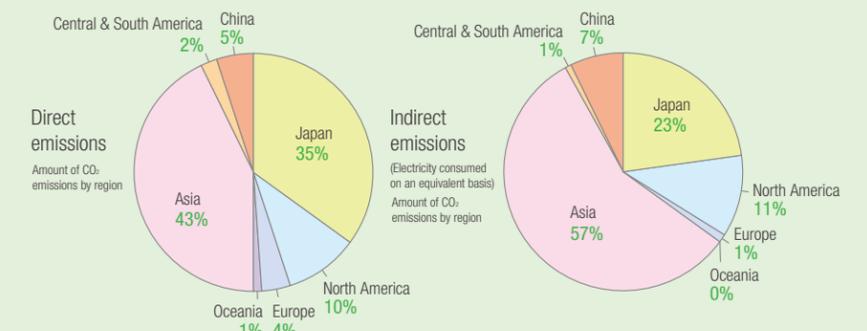
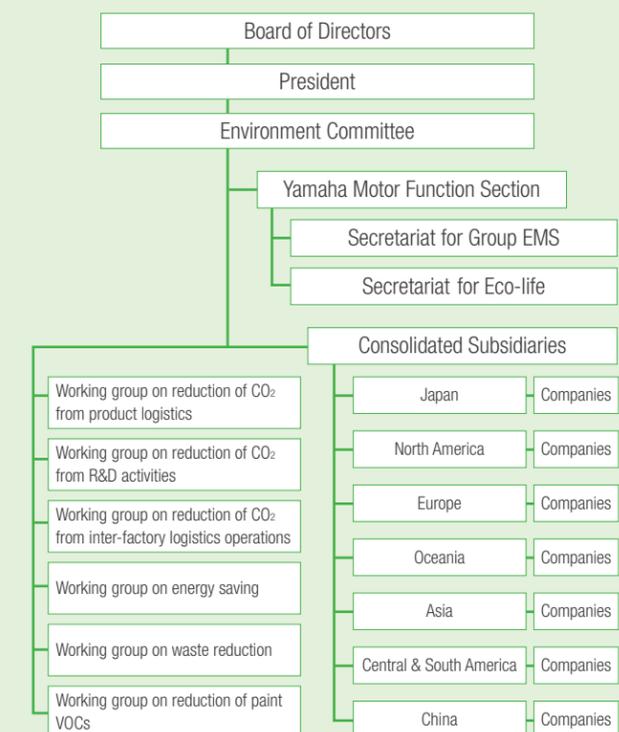
#### Direct emissions

**149 thousand** t-CO<sub>2</sub>

#### Indirect emissions

**408 thousand** t-CO<sub>2</sub>

### The Yamaha Motor Group Organizational Structure for Environmental Planning and Promotion



### CO<sub>2</sub> Emissions at the Yamaha Motor Group

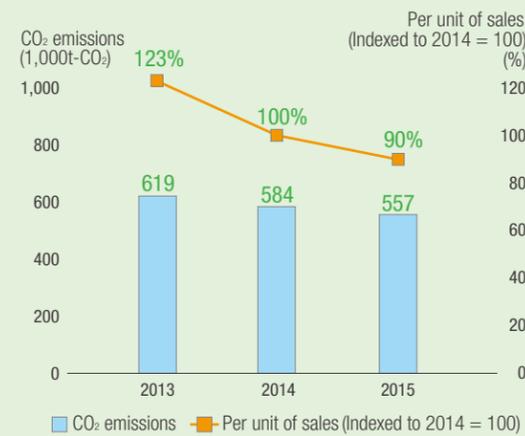
As a manufacturer of motorcycles and other transportation machinery, the Yamaha Motor Group considers the reduction of greenhouse gas emissions to be the most critical environmental issue facing the world today.

We are targeting an annual 1% reduction in CO<sub>2</sub> 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.

We began working to reduce global utility costs in 2013, with the aim of establishing both economic and environmental considerations (CO<sub>2</sub> reductions). We are also increasing the efficiency of the overall Group by providing the energy-saving technologies developed in Japan to Group companies in Japan and overseas.

CO<sub>2</sub> emissions: **557** thousand t-CO<sub>2</sub>

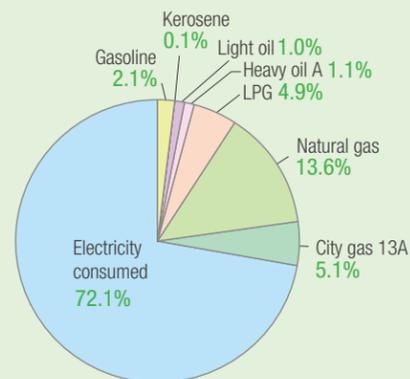
### Yamaha Motor Group CO<sub>2</sub> Emissions



### Energy Input at the Yamaha Motor Group

We are systematically implementing various measures to reduce the amount of energy used, including the introduction of equipment that makes it possible to analyze and reduce electricity consumption, and the installation of energy-saving equipment at factories and LED lighting in offices.

Total energy input: **10.51 million** GJ (electricity: **7.58 million** GJ)



### Measuring and Reducing Water Resources

We strive to use limited water resources effectively, including through recycling.

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 resources used: **5.60 million** m<sup>3</sup>



### TOPICS

#### New NMAX features style of MAX series in BLUE CORE engine-equipped 125cc global prestige city commuter

Yamaha Motor launched the new NMAX, with a water-cooled 4-stroke SOHC, 4-valve 124 cm<sup>3</sup> fuel injection BLUE CORE engine in a body that carries on the MAX series DNA, in March 2016.

The NMAX expresses a “global prestige city commuter” concept, in a two-wheel moped (125cc) with the superior style and handling of the MAX series, which also includes the popular TMAX line in Europe and Japan and the XMAX line in Europe.

This is the first model for Japan featuring the BLUE CORE\* engine, which achieves new dimensions in the joy of riding, fuel efficiency and environmental performance. ABS is also included as a standard feature.



\* Yamaha Motor introduced the BLUE CORE engine in 2014, as an engine design concept that achieves new dimensions in terms of the joy of riding, fuel efficiency and environmental performance. This concept focuses on the three aspects of increasing combustion efficiency, increasing cooling efficiency, and reducing power loss. The engine for the NMAX125 was developed based on the BLUE CORE concept.

#### Additional 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 April 2012.

This program covers main manufacturing centers representing 38 companies in Japan, Europe, the United States, ASEAN, China, Taiwan, India and South America, and as of the end of 2015, unified certification had been obtained by 33 companies (87%). We will continue to pursue 100% unified certification in 2016 and beyond.

The Yamaha Motor Group has also introduced an in-house environmental management certification system for companies that have a relatively smaller environmental impact, as part of our global environmental management system (EMS) activities. For overseas Group companies in particular, we have introduced customized audits using third-party institutions to develop activities that emphasize effectiveness and efficiency.

Through these activities, information is shared across the Group, and in addition to identifying environmental risks and EMS management issues at individual group companies, this has achieved significant progress regarding Groupwide environmental governance. In terms of efficiency, unified certification has also led to significant cost reductions.



Briefing on introduction of environmental ISO 14001 unified certification at YPMV\*  
\* YPMV: Yamaha Motor Parts Manufacturing Vietnam Co., Ltd.