FACT BOOK 2016
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Corporate Section
Corporate Profile

Corporate name: Yamaha Motor Co., Ltd.
Founded: July 1, 1955
Headquarters: 2500 Shingai, Iwata, Shizuoka 438-8501, Japan
President: Hiroyuki Yanagi
Capital: 85,782 million yen (as of Dec. 31, 2015)
Number of shares: Authorized: 900,000,000
Issued: 349,898,284 (as of Dec. 31, 2015)
Number of employees: Consolidated basis: 53,306
Non-consolidated basis: 10,440 (as of Dec. 31, 2015)
Group companies: Number of consolidated subsidiaries: 106 (Japan: 22 Overseas: 84)
Number of non-consolidated subsidiaries accounted for by the equity method: 3
Number of non-consolidated affiliates accounted for by the equity method: 25 (as of Dec. 31, 2015)
Lines of business: Manufacture and sales of motorcycles, scooters, electrically power assisted bicycles, boats, sailboats, personal watercraft, pools, utility boats, fishing boats, outboard motors, ATVs, recreational off-highway vehicles, racing kart engines, golf cars, multi-purpose engines, generators, water pumps, snowmobiles, small snow throwers, automobile engines, surface mounters, intelligent machinery, industrial-use unmanned helicopters, electrical power units for wheelchairs, helmets. Import and sales of various types of products, development of tourist businesses and management of leisure, recreational facilities and related services.

Corporate Philosophy

- Corporate Mission -

Kando® Creating Company
Offering new excitement and a more fulfilling life for people all over the world
Yamaha Motor strives to realize peoples’ dreams with ingenuity and passion, and to always be a company people look to for the next exciting product or concept that provides exceptional value and deep satisfaction.

* 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.

- Management Principles -

1. Creating value that surpasses customer expectations
   To continue to produce value that moves people, we must remain keenly aware of the customer’s evolving needs.
   We must strive to find success by always surpassing customer expectations with safe, high-quality products and services.

2. Establishing a corporate environment that fosters self-esteem
   We must build a corporate culture that encourages enterprise and enhances corporate vitality.
   The focus will be on nurturing the creativity and ability of our employees, with an equitable system of evaluation and rewards.

3. Fulfilling social responsibilities globally
   As a good corporate citizen, we act from a worldwide perspective and in accordance with global standards.
   We must conduct our corporate activities with concern for the environment and communities and fulfill our social responsibility with honesty and sincerity.

- Action Guidelines -

Acting with Speed
Meeting change with swift and informed action
Courage to set higher goals without fear of failure
Working with tenacity to achieve desired results, and then evaluating them

Spirit of Challenge
Persistence
Operating Performance (Consolidated Basis)

<table>
<thead>
<tr>
<th>Operating Performance (Consolidated Basis)</th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016 (Plan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales (billion ¥)</td>
<td>1,410.5</td>
<td>1,521.2</td>
<td>1,615.4</td>
<td>1,700.0</td>
</tr>
<tr>
<td>Operating income</td>
<td>55.1</td>
<td>87.2</td>
<td>120.4</td>
<td>120.0</td>
</tr>
<tr>
<td>Ordinary income</td>
<td>60.1</td>
<td>97.3</td>
<td>125.2</td>
<td>125.0</td>
</tr>
<tr>
<td>Net income</td>
<td>44.1</td>
<td>68.5</td>
<td>60.0</td>
<td>80.0</td>
</tr>
<tr>
<td>Exchange rate (USD)</td>
<td>98 JPY</td>
<td>106 JPY</td>
<td>121 JPY</td>
<td>117 JPY</td>
</tr>
<tr>
<td>Exchange rate (EUR)</td>
<td>130 JPY</td>
<td>140 JPY</td>
<td>134 JPY</td>
<td>127 JPY</td>
</tr>
<tr>
<td>Capital expenditures</td>
<td>56.8</td>
<td>65.9</td>
<td>64.1</td>
<td>71.0</td>
</tr>
<tr>
<td>Depreciation expenses</td>
<td>36.4</td>
<td>37.7</td>
<td>44.3</td>
<td>48.0</td>
</tr>
<tr>
<td>Research and development expenses</td>
<td>76.1</td>
<td>84.5</td>
<td>91.3</td>
<td>103.0</td>
</tr>
<tr>
<td>Equity ratio</td>
<td>33.5%</td>
<td>35.1%</td>
<td>37.6%</td>
<td>40.0%</td>
</tr>
<tr>
<td>Interest-bearing debt</td>
<td>382.9</td>
<td>403.7</td>
<td>410.1</td>
<td>460.0</td>
</tr>
<tr>
<td>Debt/equity ratio (gross)</td>
<td>1.0</td>
<td>0.88</td>
<td>0.88</td>
<td>0.8</td>
</tr>
<tr>
<td>ROE</td>
<td>12.7%</td>
<td>16.2%</td>
<td>12.6%</td>
<td>15.3%</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of the year</td>
<td>120.0</td>
<td>137.3</td>
<td>107.6</td>
<td>-</td>
</tr>
<tr>
<td>Percentage of overseas sales</td>
<td>89.5%</td>
<td>89.3%</td>
<td>89.7%</td>
<td>89.7%</td>
</tr>
<tr>
<td>Percentage of motorcycle business sales</td>
<td>65.8%</td>
<td>64.3%</td>
<td>62.9%</td>
<td>62.9%</td>
</tr>
<tr>
<td>Net cash provided by (used in) operating activities</td>
<td>66.9</td>
<td>93.6</td>
<td>24.0</td>
<td>-</td>
</tr>
<tr>
<td>Net cash provided by (used in) investing activities</td>
<td>(62.7)</td>
<td>(72.5)</td>
<td>(64.0)</td>
<td>-</td>
</tr>
<tr>
<td>Net cash provided by (used in) financing activities</td>
<td>3.6</td>
<td>(8.9)</td>
<td>6.8</td>
<td>-</td>
</tr>
</tbody>
</table>

Sales Breakdown by Business (Consolidated Basis)

(Unit: billion ¥; rounded off to one decimal place)

Sales Breakdown by Region (Consolidated Basis)

(Unit: billion ¥; rounded off to one decimal place)
Organization (As of April 1, 2016)

General Meeting of Shareholders
  - Audit & Supervisory Board
  - Audit & Supervisory Board Members’ Office

Board of Directors
  - Management Committee
  - Risk Management and Compliance Committee

President & CEO*

*Abbreviations:
- CEO: Chief Executive Officer
- IT: Information Technology
- PF: Platform
- CS: Customer Service
- IM: Intelligent Machinery
- RV: Recreational Vehicle
- SPV: Smart Power Vehicle
- UMS: Unmanned System

- Integrated Auditing Division
  - New Business Development Center
    - New Land Vehicle Business Development Section
    - New Venture Business Development Section
  - Financial Service Business Development Section

- Human Resources & General Affairs Center
  - Human Resources Division
  - Global Human Resources Development Division
  - General Affairs Division
  - Risk Management & Compliance Division
  - Legal & Intellectual Property Division
  - Government & Industrial Affairs Division

- Corporate Planning & Finance Center
  - Corporate Planning Division
  - Finance & Accounting Division
  - Business Management Division
  - Process & IT* Division
  - Corporate Communication Division

- Design Center
  - Technology Center
    - Research & Development Section
    - Technology Planning Section

- Manufacturing Center
  - Manufacturing Planning Section
  - Body Manufacturing Section
  - Engine Manufacturing Section

- Procurement Center

- Engine Unit
  - Engine Development Section
  - Component Section

- PF* Model Unit
  - Engineering Promotion Section
  - PF Model Development Section
  - Cost Innovation Section
  - Component Section

- CS* Center
  - After Sales Section
  - Spare Parts Section

- Motorcycle Business Operations
  - 1st Business Unit
  - 2nd Business Unit
  - Integrated Planning Section
  - Quality Assurance Section

- Marine Business Operations
  - Marine Engine Business Unit
  - Development Section
  - Boat Business Unit
  - Marketing Section

- Automotive Business Unit

- Overseas Market Development Operation Business Unit

- Vehicle & Solution Business Operations
  - IM* Business Unit
  - RV* Business Unit
  - SPV* Business Unit
  - UMS* Business Development Section
  - Pool Business Development Section
  - Yamaha Motor Powered Products Co., Ltd. (YMPC)
Board of Directors
President and Representative Director
Hiroyuki Yanagi

Representative Director
Takaaki Kimura

Director
Kozo Shinozaki

Director
Nobuya Hideshima

Director
Masahiro Takizawa

Director
Katsuaki Watanabe

Director
Toshizumi Kato

Director
Yoichiro Kojima

Director (Outside)
Tamotsu Adachi

Director (Outside)
Takuya Nakata

Director (Outside)
Atsushi Niimi

Audit & Supervisory Board Members
Audit & Supervisory Board Member
Hiroshi Ito

Audit & Supervisory Board Member
Kenji Hironaga

Audit & Supervisory Board Member (Outside)
Isao Endo

Audit & Supervisory Board Member (Outside)
Tomomi Yatsu

Executive Officers
President and Chief Executive Officer
Hiroyuki Yanagi

Executive Vice President
Takaaki Kimura

Managing Executive Officer
Kozo Shinozaki

Managing Executive Officer
Nobuya Hideshima

Managing Executive Officer
Masahiro Takizawa

Managing Executive Officer
Katsuaki Watanabe

Managing Executive Officer
Toshizumi Kato

Managing Executive Officer
Yoichiro Kojima

Managing Executive Officer
Ryouichi Sumioka

Managing Executive Officer
Hiroaki Fujita

Managing Executive Officer
Katsuhiro Inoue

Managing Executive Officer
Junzo Saitoh

Managing Executive Officer
Heiji Maruyama

Managing Executive Officer
Hiroyuki Yanagatani

Managing Executive Officer
Minoru Morimoto

Executive Officer
Masahiro Inoue

Executive Officer
Kazuhiro Kuwata

Executive Officer
Yoshihiro Hidaka

Executive Officer
Tatsumi Okawa

Executive Officer
Akihiro Nagaya

Executive Officer
Hirofumi Usui

Executive Officer
Hirofumi Inoue

Executive Officer
Satoshi Matsuyama

Executive Officer
Minoru Morimoto

Executive Officer
Yasuo Tanaka

Executive Officer
Motofumi Shitara

Executive Officer
Eric de Seynes

Executive Officer
Dyonisius Beti

Executive Officer
Minoru Morimoto

President of PT. Yamaha Indonesia Motor Manufacturing

Executive Officer
Yasuo Tanaka

Senior General Manager of After Sales Section, CS Center

Executive Officer
Motofumi Shitara

Executive General Manager of Marine Engine Business Unit, Marine Business Operations

Executive Officer
Eric de Seynes

COO of Yamaha Motor Europe N.V.

Executive Officer
Dyonisius Beti

COO of PT. Yamaha Indonesia Motor Manufacturing
1955
Yamaha Motor Co., Ltd. is founded with Genichi Kawakami as the first President. Production of our first motorcycle, the 125cc Yamaha “YA-1,” commences. YA-1 wins the 3rd Mount Fuji Ascent Race and captures first, second and third place at the 1st All Japan Autobike Endurance Road Race.

1958
Takes 6th place in first attempt at Catalina Grand Prix in the U.S. (Yamaha’s international racing debut).

1960
Yamaha International Corporation (YIC) is founded in U.S. as subsidiary of Nippon Gakki and commences sales of Yamaha Motor products.

1961
New listing on First Section of Tokyo Stock Exchange.

1963
Pearl Yamaha is founded in India. Wins first 250cc class race in World GP road race (Belgium GP).

1964
Captures first manufacturer and rider titles in 250cc class of the World GP road race. Siam Yamaha Co., Ltd. is founded in Thailand.

1965
 Tie-up with Toyota Motor Co. to develop and manufacture “Toyota 2000GT.” Model is displayed at the Tokyo Motor Show. First Yamaha FRP fishing boat is built.

1966
Full export operations are transferred from Nippon Gakki to Yamaha Motor. Technical assistance agreement is signed with Kong Hsue Sheh to produce motorcycles in Taiwan.

1968
YMENV is founded in the Netherlands. First Yamaha snowmobile “SL350” is exhibited at Chicago Trade Show. First Yamaha FRP utility boat models “W-16” and “W-18” are released.

1969
First Yamaha multipurpose engine model “MT100” is released.

1970
YMDB is founded in Brazil.

1971
Harapan Motor Co. is founded in Indonesia.

1972
Headquarters is moved to present location in Iwata City.

1973
YMCA is founded in Canada.

1974
Hisao Koike is appointed as second YMC president.

1975
First Yamaha golf car model “YG292” is released.

1976
First Yamaha industrial robot model, an “arc welding robot,” is released. First Yamaha marine diesel “MD35” is released.

1977
YMC-related divisions of Yamaha International Corporation are separated to found Yamaha Motor Corporation, U.S.A. Captures manufacturer and rider titles for the first time in 500cc class of the MotoGP World GP.

1978
First Yamaha land car model “GI-9AD” is released. First Yamaha snow thrower model “YT665” is released.

1979
Yamaha’s first ATV model “YT125” is released in the U.S. “XT500” wins 1st Paris-Dakar Rally.

1980
SEMSA is founded in Spain.

1981
Motorcycle production and marketing tie-up with Motobecane (France).

1983
Hideto Eguchi is appointed as third YMC president.

1984
Contract is signed to develop, produce and supply automobile engines to Ford Motor Co. (U.S.). Technical assistance contract is signed with Italy’s Moton Mirarelli.

1986
YMCC is founded in the U.S. YMM is founded in Canada. Corporate Mission and long-term management vision are announced.

1989
Machine mounting the Yamaha “OX88” racing engine competes in F1 for the first time.

1991
YM is founded in China.

1992
CJYM is founded in China. YMAG is founded in Austria. YMAG is founded in Hungary.

1993
NYM is founded in China. Regionally limited release of the electrically power assisted bicycle “PAS.”

1994
Takehiko Hasegawa is appointed as fourth YMC president. LYM is founded in China.

1995
Wheelchair electric power unit "JW-I" is released. EZY is established in India.

1996
YM is founded in Mexico. YMAG is founded in Austria. YMAG is founded in Hungary.

1997
YMN is founded in Indonesia.
History (Continued)

- **2000**
  - Corporate ties with Toyota Motor Corp. are strengthened.

- **2001**
  - Toru Hasegawa is appointed as fifth YMC president.

- **2002**
  - Limited regional release of the electric commuter motorcycle "Passol." Manufacture of 50cc Japanese-market scooters is shifted to Taiwan.

- **2004**
  - Wins 1st MotoGP rider championship title.

- **2005**
  - Takashi Kajikawa is appointed as sixth YMC president.
  - YMCIS is founded in Russia.
  - Life Science Laboratory is opened as research and development center for YMC’s biotechnology business.
  - Yamaha captures MotoGP triple crown by winning the rider, team and manufacturer titles.

- **2006**
  - Motorcycle manufacturing factory YMMWJ is founded in Indonesia.
  - Mass-production of microalgae as a source for the high-potential health additive Astaxanthin commences.
  - Yamaha Motor Foundation for Sports is founded.

- **2007**
  - YMPH is founded in the Philippines.

- **2008**
  - YMKH is founded in Cambodia.
  - YIM is founded in India.

- **2009**
  - Tsuneji Togami is appointed as seventh YMC president.
  - Yamaha Marine Co., Ltd. is merged into YMC.
  - YMTR is founded in Turkey.

- **2010**
  - Hiroyuki Yanagi is appointed as eighth YMC president.

- **2011**
  - YIME and YIMA Group companies are founded in Europe and the U.S. for Intelligent Machinery product sales.
  - Commences increased production of Japanese fishing boats to aid in recovery efforts from the Great East Japan Earthquake and Tsunami.
  -iwata South Factory engine assembly line is integrated into Iwata Main Factory.

- **2012**
  - Design Center is established.
  - ASEAN Integrated Development Center (Thailand) and India Procurement Center are established.
  - Commences OEM supply of electrically power assisted bicycle drive units to European market.
  - Company founder Genichi Kawakami is inducted into Japan Automotive Hall of Fame.

- **2013**
  - The "Revs your Heart" brand slogan is established.
  - Cumulative Yamaha outboard motor production passes 10 million mark.
  - YMRI is founded in India.
  - YIMS is founded in China.
  - Kikugawa Test Course is completed.

- **2014**
  - First leaning multi-wheel motorcycle "TRICITY" is released.
  - Aggregate production of automobile engines reaches 3 million units.
  - New motorcycle manufacturing plant in Argentina is completed and commences operations.
  - Next-generation compact, high-performance engine "BLUE CORE" is developed.

- **2015**
  - Yamaha Jubilo Rugby Football Club wins the All-Japan Rugby Football Championship for the first time.
  - Motorcycle manufacturing and sales company YMPK commences operations in Pakistan.
  - Motorcycle development company YMRID commences operations in Indonesia.
  - New company for new business development YMVS is founded in Silicon Valley, USA.
  - New company Yamaha Motor MIRAI is founded to promote hiring of persons with disabilities.

Number of Employees

<table>
<thead>
<tr>
<th>Fiscal year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yamaha Motor Co., Ltd. (average age)</td>
<td>10,159 (40.8 years old)</td>
<td>10,180 (41.4 years old)</td>
<td>10,245 (42.0 years old)</td>
<td>10,377 (42.3 years old)</td>
<td>10,440 (42.8 years old)</td>
</tr>
<tr>
<td>Consolidated companies</td>
<td>44,518</td>
<td>43,778</td>
<td>43,137</td>
<td>42,285</td>
<td>42,866</td>
</tr>
<tr>
<td>Total</td>
<td>54,677</td>
<td>53,958</td>
<td>53,382</td>
<td>52,662</td>
<td>53,306</td>
</tr>
</tbody>
</table>

Number of Recruited Graduates (Yamaha Motor Co., Ltd.)

<table>
<thead>
<tr>
<th>Fiscal year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017 (Plan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>College graduates*</td>
<td>116</td>
<td>133</td>
<td>193</td>
<td>201</td>
<td>185</td>
</tr>
<tr>
<td>(For office work, marketing)</td>
<td>(37)</td>
<td>(45)</td>
<td>(55)</td>
<td>(47)</td>
<td>(50)</td>
</tr>
<tr>
<td>(For engineering, production-related work)</td>
<td>(79)</td>
<td>(88)</td>
<td>(138)</td>
<td>(154)</td>
<td>(135)</td>
</tr>
<tr>
<td>High school graduates</td>
<td>40</td>
<td>40</td>
<td>56</td>
<td>58</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td>156</td>
<td>173</td>
<td>249</td>
<td>259</td>
<td>245</td>
</tr>
</tbody>
</table>

* Includes graduate schools, two-year/technical colleges and specialized schools
FACT BOOK 2016

Product Business Section
Product Profile
Motorcycles play a familiar and vital role in the lives of people around the world, their applications spanning from pure utility, such as the transportation of goods, to personal enjoyment and sports. The Yamaha Motor group satisfies these needs with its diverse product lineup. Yamaha motorcycles are made to a variety of specifications, each type featuring unique technologies serving its particular use: scooters, used primarily for day-to-day mobility, such as commuting and shopping trips; sports and cruiser models, used widely in urban areas and for long-distance touring; trail models for off-road excursions; and racing machines for road racing, motocross and other competitions.

Background of the Business
During World War II, Nippon Gakki Co., Ltd. (founded in 1897, presently Yamaha Corporation), the company from which Yamaha Motor was later spun off, was assigned to apply its technologies in musical instrument manufacturing to the production of propellers for military aircraft. After the War ended, the company sought ways to use its manufacturing facilities for peaceful ends. Eventually, it entered the motorcycle business as the motorcycle manufacturing division of Nippon Gakki. The company’s first motorcycle model, the YA-1, got off to a successful start, winning in its debut entries at Japan’s top two motorcycle races at the time, while also receiving high acclaim for its product quality. To scale up production and market the YA-1, Yamaha Motor Co., Ltd. was established. Some years later, in 1961, Yamaha entered its first World GP race. Since then and to this day, Yamaha has continued to challenge itself on the racing scene, making the art of engineering based on technologies and know-how a hallmark of the Yamaha brand.

Current Business and Market Conditions
Japan
Looking at the market as a whole, scooters with an engine displacement of 50cc and under (class I), which are used primarily for commuting and work-related activities, occupy over half of all unit sales. Motorcycles with an engine capacity of 51cc or larger fall into a number of categories, from scooters to large motorcycles and sports models for personal enjoyment. The Japanese market is also unique in that it has a driver’s license restricted to operation of AT (automatic transmission) motorcycles. In recent years, motorcycles in the 250cc class (light two-wheeled vehicle) have become popular not only for their superior utility in urban areas and affordability but also having no restrictions for highway use.

Japan Motorcycle License Types and Regulations

<table>
<thead>
<tr>
<th>Displacement</th>
<th>50cc and under</th>
<th>Over 50cc to 125cc and under</th>
<th>Over 125cc to 250cc and under</th>
<th>Over 250cc to 400cc and under</th>
<th>Over 400cc</th>
</tr>
</thead>
<tbody>
<tr>
<td>Road Traffic Act designation</td>
<td>Moped</td>
<td>Regular motorcycle</td>
<td></td>
<td>Large motorcycle</td>
<td></td>
</tr>
<tr>
<td>Road Transport Vehicle Act designation</td>
<td>Class I moped</td>
<td>Class II moped</td>
<td>Light two-wheeled vehicle</td>
<td>Compact two-wheeled vehicle</td>
<td></td>
</tr>
<tr>
<td>License required</td>
<td>Moped license</td>
<td>Limited compact license</td>
<td>Regular motorcycle license</td>
<td>Large motorcycle license</td>
<td></td>
</tr>
<tr>
<td>Speed limit on normal roads</td>
<td>30 km/h</td>
<td>60 km/h</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal number of riders</td>
<td>1</td>
<td>2 (excluding vehicles with no rear seat)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highway usage</td>
<td>Prohibited</td>
<td>Allowed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two-step right turn</td>
<td>Required</td>
<td>Prohibited</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Curbside lane usage</td>
<td>Required</td>
<td>Not required</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle inspection</td>
<td>Not required</td>
<td>Required</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Europe
As one would expect from the birthplace of motorcycles, motorcycles have a well-established place in European society as part of the culture. The market is characterized by widespread use of motorcycles among riders of all ages as a commuter vehicle and as means for recreation, from touring through the countryside to circuit racing and other sports. Motorsports are also popular there. Over half of the MotoGP racing series, the world’s premier motorcycle racing championship, is held in Europe.

North America
The North American market is characterized by its predominance of motorcycle enthusiasts. Cruisers, with their low-riding seats and long bodies—perfectly suited for riding on long stretches of straight, open road—are a representative category, but there is also a large segment of users who enjoy riding off-road or on mountainous terrain for sport or recreation. The popularity and extensive variety of motorsports practices by professionals and amateurs alike is another unique quality of the North American market.

ASEAN Region
In the ASEAN region, motorcycles are a primary mode of transportation for commuting to work and school and for daily living in many communities. They also serve an important role as social infrastructure, assisting the flow of goods and services. Practical, smaller displacement motorcycles around 125cc are traditionally the mainstream choice. However, since the turn of the century there has been a growing segment of users resembling those in developed markets who favor more personalized and luxurious features. Yamaha was quick to introduce automatic transmission motorcycles to this market, and is now recognized as a leading company.

China
With domestic demand for new motorcycles around 9 million units annually, China is the world’s second largest motorcycle market and home to numerous motorcycle makers. Until recently, Yamaha sales have largely consisted of high-value-added models with engine capacities of around 125cc purchased mainly by relatively affluent urban consumers. However, the proliferation of motorcycles in urban areas has spawned new regulations on motorcycle registration, bringing about a shift of the major market to the interior regions. Yamaha is working to expand its product lineup with lower priced models that are more widely affordable.

India
In India, the world’s largest motorcycle market where domestic demand for new motorcycles has exceeded 16 million units annually, motorcycles with an engine capacity of around 125cc are most common. India is seeing rapid growth of its motorized population and until now, Yamaha had adopted a strategy of building its brand image by rolling out high-value-added models, but is now working to expand its product lineup with affordably priced models.

### Production

<table>
<thead>
<tr>
<th>Country</th>
<th>Name of company (Factory)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>Yamaha Motor Co., Ltd. (Iwata Main Factory)</td>
</tr>
<tr>
<td>Europe</td>
<td>France</td>
</tr>
<tr>
<td></td>
<td>MBK Industrie</td>
</tr>
<tr>
<td>Indonesia</td>
<td>PT. Yamaha Indonesia Motor Manufacturing</td>
</tr>
<tr>
<td>Thailand</td>
<td>Thai Yamaha Motor Co., Ltd.</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Yamaha Motor Vietnam Co., Ltd.</td>
</tr>
<tr>
<td>Cambodia</td>
<td>Yamaha Motor Cambodia Co., Ltd.</td>
</tr>
<tr>
<td>Philippines</td>
<td>Yamaha Motor Philippines, Inc.</td>
</tr>
<tr>
<td>Malaysia</td>
<td>Hong Leong Yamaha Motor Sdn. Bhd.</td>
</tr>
<tr>
<td>Taiwan</td>
<td>Yamaha Motor Taiwan Co., Ltd.</td>
</tr>
<tr>
<td>China</td>
<td>Chongqing Jianshe Yamaha Motor Co., Ltd.</td>
</tr>
<tr>
<td></td>
<td>Zhuzhou Jianshe Yamaha Motor Co., Ltd.</td>
</tr>
<tr>
<td></td>
<td>Jiangsu Linhai Yamaha Motor Co., Ltd.</td>
</tr>
<tr>
<td>India</td>
<td>India Yamaha Motor Pvt. Ltd.</td>
</tr>
<tr>
<td>Pakistan</td>
<td>Yamaha Motor Pakistan Private Ltd.</td>
</tr>
<tr>
<td>Pakistan</td>
<td>Yamaha Motor Pakistan Private Ltd.</td>
</tr>
<tr>
<td>Central and South America</td>
<td></td>
</tr>
<tr>
<td>Brazil</td>
<td>Yamaha Motor da Amazonia Ltd.</td>
</tr>
<tr>
<td>Mexico</td>
<td>Yamaha Motor de Mexico, S.A. de C.V.</td>
</tr>
<tr>
<td>Colombia</td>
<td>Industria Colombiana de Motocicletas Yamaha S.A.</td>
</tr>
<tr>
<td>Argentina</td>
<td>Yamaha Motor Argentina S.A.</td>
</tr>
<tr>
<td>Africa</td>
<td>Nigeria CFAO Yamaha Motor Nigeria Ltd.</td>
</tr>
</tbody>
</table>
FY2015 worldwide demand
Note: Yamaha Motor surveys

<table>
<thead>
<tr>
<th>Region</th>
<th>FY2015 Worldwide Demand</th>
<th>Unit: thousands</th>
<th>(%): Share of Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rest-of-world</td>
<td>9,209</td>
<td></td>
<td>17.5%</td>
</tr>
<tr>
<td>Asia*</td>
<td>40,937</td>
<td></td>
<td>77.8%</td>
</tr>
<tr>
<td>Europe</td>
<td>1,525</td>
<td></td>
<td>2.9%</td>
</tr>
<tr>
<td>North America</td>
<td>559</td>
<td></td>
<td>1.1%</td>
</tr>
<tr>
<td>Japan</td>
<td>407</td>
<td></td>
<td>0.8%</td>
</tr>
</tbody>
</table>

* Asia excludes Japan

FY2015 worldwide demand and Yamaha Motor unit sales
Note: Yamaha Motor surveys

<table>
<thead>
<tr>
<th>Region</th>
<th>FY2015 Worldwide Demand</th>
<th>Unit: thousands</th>
<th>(%): Share of Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rest-of-world</td>
<td>9,209</td>
<td></td>
<td>17.5%</td>
</tr>
<tr>
<td>Asia*</td>
<td>4,286</td>
<td></td>
<td>82.1%</td>
</tr>
<tr>
<td>Other companies</td>
<td>47,419</td>
<td></td>
<td>90.1%</td>
</tr>
</tbody>
</table>

* Asia excludes Japan

FY2015 Yamaha Motor unit sales
Note: Yamaha Motor surveys

<table>
<thead>
<tr>
<th>Region</th>
<th>Unit Sales</th>
<th>Unit: thousands</th>
<th>(%): Share of Unit Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rest-of-world</td>
<td>524</td>
<td></td>
<td>10.0%</td>
</tr>
<tr>
<td>Europe</td>
<td>1,525</td>
<td></td>
<td>2.9%</td>
</tr>
<tr>
<td>North America</td>
<td>89</td>
<td></td>
<td>1.7%</td>
</tr>
<tr>
<td>Japan</td>
<td>110</td>
<td></td>
<td>2.1%</td>
</tr>
</tbody>
</table>

* Asia excludes Japan

FY2015 Yamaha Motor unit sales

<table>
<thead>
<tr>
<th>Region</th>
<th>FY2015 Yamaha Motor Unit Sales</th>
<th>Unit: thousands</th>
<th>(%): Share of Unit Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rest-of-world</td>
<td>5,218</td>
<td></td>
<td>9.9%</td>
</tr>
<tr>
<td>Asia*</td>
<td>4,286</td>
<td></td>
<td>82.1%</td>
</tr>
<tr>
<td>Other companies</td>
<td>47,419</td>
<td></td>
<td>90.1%</td>
</tr>
</tbody>
</table>

* Asia excludes Japan

Yamaha Motor unit sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Unit Sales</th>
<th>Unit: thousands</th>
</tr>
</thead>
<tbody>
<tr>
<td>'12</td>
<td>6,090</td>
<td>533</td>
</tr>
<tr>
<td>'13</td>
<td>6,014</td>
<td>590</td>
</tr>
<tr>
<td>'14</td>
<td>5,799</td>
<td>587</td>
</tr>
<tr>
<td>'15</td>
<td>5,218</td>
<td>524</td>
</tr>
</tbody>
</table>

Yamaha Motor sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
<th>Unit: billion ¥</th>
</tr>
</thead>
<tbody>
<tr>
<td>'12</td>
<td>798.7</td>
<td>533.0</td>
</tr>
<tr>
<td>'13</td>
<td>108.7</td>
<td>610.0</td>
</tr>
<tr>
<td>'14</td>
<td>89.0</td>
<td>612.2</td>
</tr>
<tr>
<td>'15</td>
<td>97.6</td>
<td>628.7</td>
</tr>
</tbody>
</table>

Yamaha Motor sales

<table>
<thead>
<tr>
<th>Region</th>
<th>Sales</th>
<th>Unit: billion ¥</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rest-of-world</td>
<td>79.2</td>
<td>47.4</td>
</tr>
<tr>
<td>Asia</td>
<td>89.0</td>
<td>50.3</td>
</tr>
<tr>
<td>Europe</td>
<td>53.6</td>
<td>37.4</td>
</tr>
<tr>
<td>North America</td>
<td>54.0</td>
<td>46.9</td>
</tr>
<tr>
<td>Japan</td>
<td>53.4</td>
<td>37.4</td>
</tr>
</tbody>
</table>

Unit: thousands

Yamaha Motor sales

<table>
<thead>
<tr>
<th>Region</th>
<th>Sales</th>
<th>Unit: thousands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rest-of-world</td>
<td>165</td>
<td>162</td>
</tr>
<tr>
<td>Asia</td>
<td>591</td>
<td>587</td>
</tr>
<tr>
<td>Europe</td>
<td>79</td>
<td>126</td>
</tr>
<tr>
<td>North America</td>
<td>89</td>
<td>109</td>
</tr>
<tr>
<td>Japan</td>
<td>79</td>
<td>89</td>
</tr>
</tbody>
</table>

Unit: millions ¥

Yamaha Motor sales

<table>
<thead>
<tr>
<th>Region</th>
<th>Sales</th>
<th>Unit: millions ¥</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rest-of-world</td>
<td>165</td>
<td>162</td>
</tr>
<tr>
<td>Asia</td>
<td>591</td>
<td>587</td>
</tr>
<tr>
<td>Europe</td>
<td>79</td>
<td>126</td>
</tr>
<tr>
<td>North America</td>
<td>89</td>
<td>109</td>
</tr>
<tr>
<td>Japan</td>
<td>79</td>
<td>89</td>
</tr>
</tbody>
</table>
**Product Profile**

Boats are used for two major purposes: commercial use and leisure. Commercial boats can be categorized roughly into Japanese-style utility boats and fishing boats, both of which are an indispensable part of the everyday lives of fishermen. Recreational boats include powerboats, used for activities from sport fishing to cruising and waterskiing, and sailboats.

**Background of the Business**

Since the latter part of the 1950s, Yamaha started joint research and development of FRP (Fiber Reinforced Plastics)—a promising new material at the time—with Nippon Gakki Co., Ltd. (presently Yamaha Corporation), and in 1960 began producing and marketing FRP boats. In 1965, the Company also started production of sailboats and fishing boats.

Yamaha Motor has continuously developed and designed its products using performance simulation and 3D CAD systems, and introduced new manufacturing technologies to reduce the environmental impacts of production.

**Current Business and Market Conditions**

In Japan, Yamaha Motor is a full-spectrum marine manufacturer, offering a full lineup of products in all categories, from fishing and utility boats—with hulls designed to fit each region’s fishing methods—to large recreational sports boats and sailing cruisers. The business is also currently expanding into overseas markets primarily in the ASEAN region and China.

**Production**

<table>
<thead>
<tr>
<th>Name of company</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fishing boats, utility boats</td>
<td>Yamaki Manufacturing Co., Ltd.</td>
</tr>
<tr>
<td>Small boats, utility boats</td>
<td>Yamaha Amakusa Manufacturing Co., Ltd.</td>
</tr>
<tr>
<td>Medium-size and large boats</td>
<td>YM Shido Co., Ltd.</td>
</tr>
</tbody>
</table>

*1 Group company  *2 Contract manufacturer

Note: The large fluctuation in fishing and utility boat sales over the period between 2012 and 2013 is due to the increase in production to assist in the recovery efforts from the Great East Japan Earthquake and Tsunami.
Product Profile
Marine engines used to propel boats can be categorized into three types: outboard motors, stern drives (inboard-outboard motors), and inboard motors. Outboard motors, which are suited for small to medium-size boats, are mainly known for their excellent affordability, environmental friendliness, ease of maintenance and high space efficiency and are used by a variety of people all over the world. In developed regions like Europe and North America, they are primarily used for leisure, while in emerging countries they are predominantly used for fishing and transport/transportation.

Background of the Business
Applying its small engine technology developed for motorcycles, Yamaha Motor released its first marine engine, the small outboard engine P-7, in 1960. In the more than half-century that followed, the Company has expanded its marine engine lineup to suit manifold uses and conditions in the various locations they are used, focusing especially on outboard motors, including models with increasingly large horsepower and models that have better fuel efficiency and are designed to withstand more extreme environments. Cumulative production of Yamaha outboard motors reached 10 million units in April 2013.

Current Business and Market Conditions
More than 90% of Yamaha outboard motors are exported to markets worldwide, where they are currently being sold in about 180 countries and territories. Their applications cover everything from fishing to leisure, and include the more simply constructed 2-stroke models suitable for operating environments in emerging countries, 4-stroke models which are in high demand in developed countries and also offer exceptional environmental performance, as well as electric models used for freshwater and inshore fishing and other activities. Yamaha Motor also offers a complete lineup of inboard and stern drive motors for everything from commercial applications to recreational boating.

Also, among our products installed on boats to complement outboard motors is an information management system that relays engine and navigational statuses to the driver, and a boat control system that assists in maneuvering medium-size to large boats at low speeds through narrow areas.

Environmental Compliance
Yamaha Motor offers a full line of products that comply with voluntary restrictions set by the Japan Marine Industry Association, as well as standards set by 2010 EPA (United States Environmental Protection Agency) regulations on exhaust emissions and 2008 CARB (California Air Resources Board) regulations.

<table>
<thead>
<tr>
<th>Name of company (Factory)</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yamaha Motor Co., Ltd.</td>
<td>Fukuroi, Shizuoka, Japan</td>
</tr>
<tr>
<td>Yamaha Kumamoto Products Co., Ltd.*</td>
<td>Yatsushiro, Kumamoto, Japan</td>
</tr>
</tbody>
</table>

* Group company
**Outboard Motor Cooling Structure and Features**

An outboard motor brings in water from the outside and uses it to cool the engine. This is the main difference between outboards and land vehicles with liquid-cooled engines like motorcycles.

**Helm Master Boat Control System**

The Helm Master digitally controls all the steering, gear shifting and throttle work of twin or triple mount large-class Yamaha outboards. Complementing the standard steering and remote control unit, the single joystick control enables fore-aft, port-starboard and diagonal motion as well as in-place rotation of the bow.

---

**FY2015 worldwide demand for outboard motors**

- **Worldwide demand**: 742
- **USA**: 263 (35.4%)
- **Europe**: 222 (29.9%)
- **Other companies**: 442 (59.6%)

**FY2015 Yamaha Motor unit sales of outboard motors**

- **Worldwide**: 300
- **USA**: 84 (28.0%)
- **Europe**: 60 (20.0%)
- **Other companies**: 246 (82.0%)

**FY2015 Yamaha Motor unit sales of outboard motors by region**

- **U.S.A.**: 263 (35.4%)
- **Europe**: 60 (20.0%)
- **Rest-of-world**: 442 (59.6%)

---

**Yamaha Motor unit sales of outboard motors**

- 2012: 322
- 2013: 313
- 2014: 329
- 2015: 300

**Yamaha Motor sales from marine engines**

- 2012: 116.1
- 2013: 138.5
- 2014: 160.9
- 2015: 172.3
Product Profile

Personal watercraft (or PWC) come in two varieties: one that requires the rider to stand (one-person capacity), and another that is ridden from a seated position (up to three people). PWC mount a small engine, but rather than using a propeller for propulsion they draw in water from the intake section at the bottom of the hull and shoot it out from the back with a jet-propulsion mechanism. The Yamaha 242 Limited S is a sport boat that uses the same kind of propulsion system.

Background of the Business

This year marks the business’s 30th anniversary, with its first product, the MJ-500T, having been launched in 1986. The product’s marketing concept, “A water vessel anyone can ride, with assurance and convenience,” was welcomed by markets and effectively expanded the enjoyment of marine recreation beyond existing mainstream activities like cruising and fishing. PWC attract many users, mainly in North America.

Current Business and Market Conditions

Yamaha PWC feature a highly stable and streamlined body built on technologies Yamaha Motor developed for boats, and a compact, lightweight, yet powerful engine utilizing the Company’s motorcycle and marine engine technologies. Most Yamaha PWC employ 4-stroke engines. These models meet environmental regulations in the U.S. and Japan, the largest markets, which include U.S. EPA (Environmental Protection Agency) regulations and Japan Marine Industry Association voluntary regulations.

Production

<table>
<thead>
<tr>
<th>Name of company (Factory)</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engines</td>
<td></td>
</tr>
<tr>
<td>Yamaha Motor Co., Ltd.</td>
<td>Iwata, Shizuoka, Japan</td>
</tr>
<tr>
<td>(Iwata South Factory)</td>
<td></td>
</tr>
<tr>
<td>Hulls</td>
<td></td>
</tr>
<tr>
<td>Yamaha Motor Manufacturing Corporation of America*</td>
<td>Georgia, U.S.A.</td>
</tr>
</tbody>
</table>

* Group company

FY2015 worldwide demand for PWC

<table>
<thead>
<tr>
<th>Region</th>
<th>Unit thousands</th>
<th>(%) share of demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.A.</td>
<td>35</td>
<td>63.7%</td>
</tr>
<tr>
<td>Rest-of-world</td>
<td>16</td>
<td>36.3%</td>
</tr>
<tr>
<td>Worldwide</td>
<td>51</td>
<td>100%</td>
</tr>
</tbody>
</table>

FY2015 Yamaha Motor unit sales of PWC

<table>
<thead>
<tr>
<th>Region</th>
<th>Unit sales</th>
<th>(%) share of unit sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.A.</td>
<td>41</td>
<td>61.0%</td>
</tr>
<tr>
<td>Rest-of-world</td>
<td>16</td>
<td>39.0%</td>
</tr>
<tr>
<td>Worldwide</td>
<td>57</td>
<td>100%</td>
</tr>
</tbody>
</table>

Yamaha Motor unit sales of PWC

<table>
<thead>
<tr>
<th>Year</th>
<th>Unit thousands</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>40</td>
</tr>
<tr>
<td>13</td>
<td>39</td>
</tr>
<tr>
<td>14</td>
<td>40</td>
</tr>
<tr>
<td>15</td>
<td>41</td>
</tr>
</tbody>
</table>

Yamaha Motor sales from PWC

<table>
<thead>
<tr>
<th>Year</th>
<th>Unit billion ¥</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>37.8</td>
</tr>
<tr>
<td>13</td>
<td>47.4</td>
</tr>
<tr>
<td>14</td>
<td>55.8</td>
</tr>
<tr>
<td>15</td>
<td>62.1</td>
</tr>
</tbody>
</table>
Product Profile
In Japan, school swimming pools, children’s pools, leisure pools, pools for health and rehabilitative use, competition pools and pool renovation form the major demand for this segment. By material, pools can be categorized into FRP (Fiber Reinforced Plastics) pools, metal pools and concrete pools.

[Reference] Advantages of FRP Pools
FRP is a strong, lightweight material that molds easily. FRP pools are resistant to weathering and earthquakes and retain moisture well. Construction time is also shorter because the units from the factory are simply assembled on-site.

Background of the Business
Utilizing FRP technologies cultivated in its boat development and manufacturing, Yamaha Motor commercially released Japan’s first 100% FRP pool in 1974. Over the 40 years since then we have installed large numbers of pools across Japan. As of the end of 2015, we had installed a total of nearly 6,000 school pools, the largest number among pool manufacturers in Japan.

Current Business and Market Conditions
There is currently a trend of increasing demand for pools for kindergartens and daycare centers, and at the same time pools installed at schools and other public facilities are aging. Pools are also being used at social welfare facilities and medical institutions for safe walking and exercise to improve the health of the elderly and persons with disabilities.

Yamaha Motor is proactively expanding its product lineup with pools for a variety of purposes for different generations and lifestyles, while at the same time introducing new technologies and equipment to make pools environmentally friendly through re-use and recycling.

We also provide maintenance and other operations for public pool facilities, and are utilizing the expertise we have developed through these operations in new products.

As a leading pool company, Yamaha offers total support, from planning and design to manufacturing, installation, and after-sales service.

Production

<table>
<thead>
<tr>
<th>Name of company (Site)</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yamaha Motor Co., Ltd. (Arai Site)</td>
<td>Kosai, Shizuoka, Japan</td>
</tr>
</tbody>
</table>

FY2015 official domestic school pool* demand by material
Note: Yamaha Motor surveys

<table>
<thead>
<tr>
<th>Material</th>
<th>Domestic demand</th>
<th>Concrete</th>
<th>Other companies' pools</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2015</td>
<td></td>
<td>111 (4.5%)</td>
<td>11 (8.2%)</td>
</tr>
<tr>
<td>FRP pools</td>
<td>134 units</td>
<td>(54.3%)</td>
<td></td>
</tr>
<tr>
<td>Metal pools</td>
<td>102 units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(41.3%)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FY2015 domestic FRP pool* demand and Yamaha Motor unit sales
Note: Yamaha Motor surveys

<table>
<thead>
<tr>
<th>Material</th>
<th>Domestic demand</th>
<th>Yamaha pools</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2015</td>
<td>134 units</td>
<td>123 units</td>
</tr>
<tr>
<td>(54.3%)</td>
<td></td>
<td>(9.3%)</td>
</tr>
</tbody>
</table>

Yamaha Motor sales from pools

<table>
<thead>
<tr>
<th>Year</th>
<th>Unit: billion ¥</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>4.0</td>
</tr>
<tr>
<td>2013</td>
<td>3.7</td>
</tr>
<tr>
<td>2014</td>
<td>4.8</td>
</tr>
<tr>
<td>2015</td>
<td>4.4</td>
</tr>
</tbody>
</table>

* Longer than 20m
Product Profile
All-Terrain Vehicles (ATVs) and Recreational Off-highway Vehicles (ROVs) are off-road-specific vehicles capable of handling all sorts of unpaved or rough terrain found in grasslands, mountain trails, sandy areas, etc. ATVs seat one rider and have a steering system with handlebars, etc., similar to a motorcycle, while ROVs are designed to fit two or more people and have a steering wheel system, etc., similar to an automobile. Both are used in a wide range of ways, from leisure and sport riding to utility work in the agriculture industry, etc.

Background of the Business
Yamaha’s ATVs were developed using technologies created and matured in the process of developing and manufacturing off-road motorcycles. Sales of Yamaha ATVs began in the U.S. in 1979 with Yamaha Motor’s first ATV, the YT125. Since then, Yamaha has gone on to market a variety of ATV models that answer real market needs. In the ROV segment, following the releases of the multi-purpose VIKING and VIKING VI, and the recreational Wolverine model, we began selling the YXZ1000R pure sports model in North America and other overseas markets in 2015.

Current Business and Market Conditions
The U.S. market accounts for more than 40% of worldwide ATV demand due to its large stretches of natural terrain, unpaved roads, and large ranches and farms all over the country. Yamaha Motor meets these diverse needs with its wide range of products that include utility models, sports models and more.

The main market for ROVs is also the U.S. In addition to demand as a vehicle for outdoor recreation, there is stable demand for ROVs as vehicles for utility use in a variety of industries, and market scale is growing year after year.

Production

<table>
<thead>
<tr>
<th>Name of company</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yamaha Motor Manufacturing Corporation of America*</td>
<td>Georgia, U.S.A.</td>
</tr>
</tbody>
</table>

* Group company

FY2015 worldwide demand for ATVs
Note: Yamaha Motor surveys

FY2015 Yamaha Motor unit sales of ATVs

Yamaha Motor units sales of ATVs & ROVs

Yamaha Motor sales from ATVs & ROVs
Product Profile
The snowmobile uses two skis at the front for changing directions and track belts at the rear for engine-driven propulsion. It has developed into a mode of transportation for people in snowy areas, and also as a source of motorsports and leisure enjoyment. Applications can be broken down roughly into leisure and utility. Additionally, in Japan, snowmobiles are also used in winter for power line maintenance, for spreading snow-melting agents on cultivated areas, for fish farming in frozen lakes, etc.

Background of the Business
Applying the engine technologies it had developed for motorcycles, Yamaha Motor released its first snowmobile model, the SL350, in 1968 and its first model for recreational use in 1970. Since then the Company has worked to expand its lineup, catering to a variety of needs as the only snowmobile manufacturer (of completely built up units) in Japan.

Current Business and Market Conditions
While North America, Russia and the Scandinavian countries of Sweden, Norway and Finland constitute the largest markets, Yamaha snowmobiles are sold in over 30 countries worldwide, including Japan and other countries throughout Europe and Asia. In recent years, there have been greater calls for better environmental performance from snowmobiles as well. Yamaha Motor has answered this by continuing to pioneer the development of models with 4-stroke engines.

Production

<table>
<thead>
<tr>
<th>Name of company (Factory)</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>Yamaha Motor Co., Ltd. (Iwata Main Factory)</td>
<td>Iwata, Shizuoka, Japan</td>
</tr>
</tbody>
</table>
Product Profile
Golf cars have become popular on golf courses today because they save labor, let golfers transport their own clubs, lighten work for caddies, and encourage smoother, more enjoyable rounds. Various specifications are available based on market and consumer (golf clubs and resorts) needs. Options include passenger capacity (1, 2, or 5 passengers), the power unit (gasoline engine or electric motor) and the operating system (electromagnetic guidance or manual).

Background of the Business
In 1972, Yamaha Motor began developing a land car for use at a resort owned and operated by Nippon Gakki (presently Yamaha Corporation), later segueing into the development of golf cars, which the Company released for the first time in 1975 with its YG292 model. With business expanding in subsequent years, Yamaha Motor constructed a new production plant in the U.S. in 1988 to supplement its Japanese plant. All told, the Company has made over 1 million golf cars.

Current Business and Market Conditions
In Japan, demand is highest for five-passenger models, which also carry caddies, and in the U.S., where caddies are often not used, demand is highest for two-passenger models. Working to create an easier, more comfortable round for golfers, Yamaha Motor introduced in 1996 a model that can be remote control operated, with an electromagnetic guidance system that uses mounted sensors to automatically trace electric cables buried underground. In 2000, the Company introduced a more environmentally friendly model equipped with a much quieter electric motor.

Production

<table>
<thead>
<tr>
<th>Name of company</th>
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<tbody>
<tr>
<td>Yamaha Motor Powered Products Co., Ltd.*</td>
<td>Kakegawa, Shizuoka, Japan</td>
</tr>
<tr>
<td>Yamaha Motor Manufacturing Corporation of America*</td>
<td>Georgia, U.S.A.</td>
</tr>
</tbody>
</table>

* Group company
**Generators**

Product Profile
Yamaha generators use a small gasoline-powered engine to generate electricity. Models offered include everything from light and compact generators that can be carried around with one hand, to utility generators used as a power source for tools and lighting equipment at construction sites and in other settings. Yamaha Motor also provides inverter-type generators, which can be used as a power source for computers and other precision electronic equipment. These generators are also indispensable as an emergency power source during power outages and in disaster areas.

Background of the Business
Building on its small engine technologies, Yamaha Motor released its first generator model, the ET1250, in 1973.

Current Business and Market Conditions
As needs for generators expand beyond business applications, these products now need to be quieter, easier to operate, and applicable to a broader range of operating environments in addition to offering sufficient durability, reliability, and quality sustained power. Meanwhile, Yamaha Motor is actively developing new 4-stroke and inverter-type models that meet voluntary regulations set by the Japan Land Engine Manufacturers Association and other strict emissions standards adopted around the world.

**Production**

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<td>Yamaha Motor Powered Products Co., Ltd.*</td>
<td>Kakegawa, Shizuoka, Japan</td>
</tr>
<tr>
<td>Yamaha Motor Powered Products (Jiangsu) Co., Ltd.*</td>
<td>Jiangsu, China</td>
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</tbody>
</table>

* Group company

**Snow Throwers**

Product Profile
Snow throwers make living out the winter easier in snow-bound regions such as Hokkaido, Tohoku, Kita-Kanto, Koushinsu, Hokuriku, and Sanin in Japan. Yamaha Motor offers a broad range of snow thrower models, from compact units handy for clearing porches and walkways at home to large models suited for commercial use.

Background of the Business
Utilizing its small engine technologies, Yamaha Motor released its first snow thrower model, the YT665, in 1978.

Current Business and Market Conditions
Yamaha Motor offers a total of 11 snow thrower models, ranging from a compact 2-horsepower home-use unit to a 13-horsepower commercial-use model. Yamaha snow throwers have been recognized for the materials and construction of their various components, their exceptional cold-weather performance, and unique designs that enable quiet operation—advantages made possible with the Company’s snowmobile manufacturing expertise.

**Production**

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* Group company
Electrically Power Assisted Bicycles

Product Profile

Electrically power assisted bicycles are bicycles equipped with a motor and battery that supply power to assist the rider's pedaling. The Yamaha PAS* released in 1993 was the first electrically power assisted bicycle in the world. Yamaha PAS bicycles are not only easy-to-use and convenient, they also effectively eliminate the major drawbacks of conventional bicycles (difficulty in riding uphill, against the wind, or when carrying cargo), making them accessible to virtually everyone. Electrically power assisted bicycles are gaining popularity as a new category of commuter vehicle for people of all ages, facilitating various forms of personal transportation—commuting to and from work or school, taking children to kindergarten and back home, shopping, pleasure, and even for running errands in the city.

* The “PAS” product name is the acronym for “Power Assist System.”

Background of the Business

In the 1980s, a new consciousness emerged around global environmental problems such as energy conservation and societal challenges such as Japan’s aging population and low birthrate. This spurred Yamaha Motor’s efforts to develop a new vehicle that transcended the boundaries set by conventional product categories. Deploying a new development concept that focused on providing a “people-friendly, environmentally friendly vehicle that puts human perceptions first,” Yamaha Motor launched in 1993 the world’s first electrically power assisted bicycle. Since then, the Company has pioneered the market through technological improvements and by driving demand; by the end of 2008, Yamaha Motor had sold over one million units. In 2014, we developed next-generation drive units based on the new GREEN CORE concept—creating units that are compact, lightweight and highly functional, and offer an enjoyable drive while being environmentally friendly, and these units were introduced in main 2015 PAS models. In 2015 we also introduced the YPJ-R road bike, the first model in our new concept YPJ brand of sports electrically power assisted bicycles. In addition, control technologies developed in this field are being applied to other Yamaha products in the electric wheelchair and electric motorcycle segments.

Current Business and Market Conditions

Yamaha Motor has continued to make various advances and additions to its PAS lineup since releasing its first model in 1993. Over the 20 years since the first PAS model was developed and marketed as the world’s first electrically power assisted bicycle, a number of developments have taken place, including an increase in the number of users, a growing awareness of health and environmental issues, changes in the transportation environment, rising gasoline prices, diversification in the needs for electrically power assisted bicycles, and market expansion.

At the same time, legal standards for electrically power assisted bicycles have changed, including the revision of a law regulating the assist ratio of electrically power assisted bicycles in 2008 and the establishment of a safety standard for bicycles with two infant seats in 2009.

In addition to sales of complete bicycles and supply of the drive units on an OEM basis in Japan, in 2012, Yamaha Motor began OEM supply of drive units to a major manufacturer for use in Europe, one of the world’s leading markets for electrically power assisted bicycles (where Germany and the Netherlands account for more than 50% of overall demand). We are currently working to expand the business globally.

Note: In Europe, electrically power assisted bicycles are called “e-bikes.”
Assistance Ratio as Set by Legal Standards in Japan

Up to 10 km/h, electric power assists pedaling at a maximum ratio of 1:2*
Above 10 km/h, electric power assist is moderated to keep the bicycle from going too fast
Above 24 km/h, electric power assist is cut off
* The maximum ratio set by legal standards

Outline of the PAS System

1. Detects the amount of force applied to the pedals
2. Detects the speed of the bicycle while in motion
3. Detects the rotation speed of the pedals (crank)

Production

<table>
<thead>
<tr>
<th>Name of company</th>
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<tbody>
<tr>
<td>PAS drive units</td>
<td>Yamaha Motor Electronics Co., Ltd.*</td>
</tr>
</tbody>
</table>

* Group company

FY2015 domestic demand and Yamaha Motor unit sales of CBU* models

Note: Yamaha Motor surveys

FY2015 Yamaha Motor unit sales of CBU* models

Yamaha Motor sales from SPV business (PAS and other)

* CBU: Completely Built Up
Product Profile
Wheelchairs, which facilitate the mobility of the elderly and persons with disabilities, are broadly divided into manual and electrically powered types. Yamaha Motor’s Joy Wheel (JW) series, which brings a new dimension to the world of wheelchairs by combining the light weight and flexibility of manual wheelchairs with the power and ease of use of electrically powered models, includes both electric power units and completely assembled electric wheelchairs. Electric power units come in two types: power units that convert manual wheelchairs into electrically powered wheelchairs, and power assist units that make manual wheelchairs easier to use.

- Electric Power Type -
These units add electric power to facilitate the use of manual wheelchairs while retaining manual wheelchairs’ convenience of being able to fold and carry. The unit consists of a joystick for operation, two wheels with a built-in motor and clutch system, and a compact, lightweight battery.

These power units can be attached to a variety of wheelchair models, for smooth operation using a single joystick.

- Assist Type -
Power assist units use electric power to supplement the turning of the handrim of a manual wheelchair, using the same Power Assist System as Yamaha’s electrically power assisted bicycles (PAS). The units consist of a motor and clutch built into the wheel hub assembly, a handrim torque sensor, and a compact, lightweight battery.

The user can switch between the JW Smart Tune optimal assist mode and two other drive modes, for ease of use suited to each user. The wheelchair can still be operated manually as well, a useful feature that makes it easy to handle and quite popular.

Background of the Business
Applying its proprietary control and drive technologies to contribute to the health and social welfare of an aging population, Yamaha Motor began limited-area marketing of power units for manual wheelchairs in 1995 (followed by nationwide sales from 1996).

Since then, we have applied our proprietary advanced control and drive technologies to offer electric wheelchairs that are comfortable and convenient for users, and also minimize the effort required by caregivers.

Current Business and Market Conditions
In Japan, most electric wheelchairs are used by persons with disabilities as certified mobility aids (eligible for government subsidies) or rented by the elderly under the long-term care insurance system.

Outside Japan, Yamaha supplies power units to manufacturers in the United States, Europe and other countries on an OEM basis.

Production

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<td>Iwata, Shizuoka, Japan</td>
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</tbody>
</table>
**Product Profile**

Surface mounters are industrial robots that are designed to mount electronic components onto printed circuit boards used in the electrical components for mobile phones, automobiles, and other electronic products. Yamaha Motor has a full lineup of industrial robots, comprising single-axis robots, cartesian robots, SCARA robots, multi-axis vertically articulated robots, and linear conveyor modules, which are used in a variety of manufacturing processes including conveyance, supply, assembly, and inspection.

**Background of the Business**

Yamaha Motor began research and development of industrial robots in 1974 to streamline the production of its motorcycles and improve manufacturing precision. In 1976, the Company introduced SCARA robots in-house to assemble parts on its motorcycle production lines, and in 1981 entered the industrial robot business. In 1987, the Company began marketing surface mounters, the cumulative sales of which had reached 30,000 units by 2012.

**Current Business and Market Conditions**

Surface mounters, Yamaha Motor’s core product in this business segment, are high-speed modular units that boast superior mounting speed in both standalone applications and multiple-unit configurations. Yamaha Motor commands the largest market share for general-purpose surface mounters. Along with a full line of surface mounters to meet changing market needs from high-speed, large-volume manufacturing to multipurpose, highly generalized manufacturing, we are expanding the business to manufacture a full lineup of chip mounting equipment from screen printers and dispensers to testers.

**Production**

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<td>Yamaha Motor Co., Ltd.</td>
<td>Hamamatsu, Shizuoka, Japan</td>
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</table>

Yamaha Motor sales from industrial machinery and robots

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (Unit: billion ¥)</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>30.8</td>
</tr>
<tr>
<td>13</td>
<td>32.3</td>
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<tr>
<td>14</td>
<td>38.9</td>
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<tr>
<td>15</td>
<td>48.7</td>
</tr>
</tbody>
</table>
Product Profile
Yamaha Motor’s automobile engines feature high revolution speeds and high power, reflecting engine technologies the Company has acquired over the years through manufacturing motorcycles. The engine mounted on the Lexus LFA supercar (developed jointly with Toyota Motor Corporation) is the most recent example of these products. Yamaha Motor also develops and manufactures suspension systems and other products using related technologies. The Company’s Performance Damper, which enhances car performance by creating a smoother, more comfortable ride, enjoys a high reputation in the industry and is featured in a wide range of cars from both domestic and overseas manufacturers.

Background of the Business
Ever since its founding, Yamaha Motor has amassed various technologies through its motorcycle development activities. Meanwhile, the Company has also conducted research and development of engine-related technologies for automobiles. In 1967, the Company entered a development and manufacturing venture for the Toyota 2000GT sports car together with Toyota Motor Corporation (then known as Toyota Motor Co., Ltd.). This had the effect of spurring further collaborative work with automobile makers. In 1989, Yamaha Motor also started participating in Formula One, the world’s premier car racing series. In these ways, the Company has been a perpetual agent of innovation in automobile engine technologies.

Production

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<td>Engine assembly</td>
<td>Yamaha Motor Co., Ltd. (Iwata Main Factory)</td>
</tr>
<tr>
<td>Engine processing</td>
<td>Yamaha Motor Co., Ltd. (Fukuroi Factory)</td>
</tr>
<tr>
<td>Performance dampers</td>
<td>Yamaha Motor Hydraulic System Co., Ltd.*</td>
</tr>
</tbody>
</table>

* Group company

Yamaha Motor sells replacement parts for its motorcycles, boats and other products, as well as accessories such as helmets and apparel.

Other Products

Parts and Accessories
Yamaha Motor sells equipment used in marina applications, such as pontoons.
**Product Profile**

For its industrial-use unmanned helicopters, Yamaha Motor has developed support systems that incorporate a GPS-based speed control function for more stable operation, as well as altitude control systems that enable unmatched ease of operation and flying stability. These achievements bring to bear the various control technologies that are one of the core competencies of Yamaha Motor.

The new FAZER model launched in 2013 uses a fuel-injected 4-stroke engine. This results in increased power for a greater payload capacity, cleaner emissions and lower engine noise, while the new flight control system and remote control improve operability.

- **Agricultural Applications** -
  Major users include municipalities, National Federation of Agricultural Cooperative Associations, agricultural cooperatives, crop-dusting organizations and individual farmers. Their primary application is spraying agricultural chemicals. Yamaha industrial-use unmanned helicopters used in agriculture make jobs more efficient and thus help to improve productivity and reduce labor.

- **Observational and Surveying Applications** -
  Yamaha Motor provides municipalities, university research institutions, and other organizations with services for using industrial-use unmanned helicopters to conduct observations, surveys and other related applications.

**Background of the Business**

In the early 1980s, Yamaha Motor was commissioned by a government organization to develop an industrial-use unmanned helicopter that could easily perform agricultural crop dusting operations. In 1987, the Company practicalized the world’s first industrial-use unmanned helicopter, the R-50, and commenced full-scale marketing of the product in 1989.

Since then, Yamaha has become a leading company in the business. Our industrial-use unmanned helicopters have contributed to the modernization of Japan’s agriculture industry and their use has expanded to include aerial observation and survey work. In recent years, the Company has been promoting use of the helicopters for overseas agriculture markets.

**Production**

<table>
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<tbody>
<tr>
<td>Engines, transmissions, etc.</td>
<td>Yamaha Motor Powered Products Co., Ltd.* Kakegawa, Shizuoka, Japan</td>
</tr>
<tr>
<td>Control, electric related</td>
<td>Yamaha Motor Electronics Co., Ltd.* Morimachi, Shizuoka, Japan</td>
</tr>
</tbody>
</table>

* Group company

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**Water Purifiers and Water Purification Systems**

Yamaha Motor manufactures and markets water purifiers to improve the quality of living in Africa, Southeast Asia and other regions where access to potable water is limited.

**Racing Kart Engines**

Yamaha Motor manufactures and sells engines for racing karts, entry-level machines often used to gain access to more challenging four-wheel motorsports.