

**Y**amaha Motor Co., Ltd. is a multinational corporation creating high quality products at 60 factories in 35 countries. About 90% of our consolidated net sales are derived from overseas markets.

We have successfully diversified our business by capitalizing on our world-leading small engine, fiberglass-reinforced plastics and electronic control technologies. Today, our proprietary technologies extend to a wide variety of products, including motorcycles, marine products, power products and surface mounters.

Beginning in fiscal 2010, we have initiated a new three-year medium-term management plan, designed to evolve Yamaha Motor into an excellent engineering and manufacturing enterprise, with a prominent presence in the global market.

## Corporate Philosophy

### Corporate Mission

#### *Kando*\* Creating Company

Yamaha, a company offering new excitement and a more fulfilling life for people all over the world

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

### Management Principles

1. Creating value that surpasses customers' expectations
2. Establishing a corporate environment that fosters self-esteem
3. Fulfilling social responsibilities globally

### Action Guidelines

Our *Yamaha Value 21* policy provides clear guidelines and a direction for our daily business activities in 21 specific action plans and four chapters: "Awareness of the Issues," "Judgment, Challenge, Accomplishment," "Thorough Evaluation" and "Focused on the Way We Should Be"

#### On the cover:

1,000cc supersport, the new YZF-R1

Photographs on page 8, 13, 14, 17, 18 and 21 by Rowland Kirishima