

# Increasing Corporate Value Through Sustainable Growth

Yamaha Motor Co., Ltd. is a multinational enterprise with 140 consolidated subsidiaries and equity-method affiliates in 30 countries, and about 90% of our consolidated net sales are derived from overseas markets. We operate global development, production and sales networks, and our products are sold in more than 200 countries and regions.

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.

We will move forward with restructuring and the transformation of our management base for continuous growth, to evolve Yamaha Motor into an excellent engineering, manufacturing and marketing enterprise, with a prominent presence in the global market.





## Corporate Mission

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### ***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

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### **1. Creating value that surpasses customer expectations**

To continue to produce value that moves people, we must remain keenly aware of 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 corporate social responsibility with honesty and sincerity.

## Action Guidelines

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### **Acting with Speed**

Meeting change with swift and informed action

### **Spirit of Challenge**

Courage to set higher goals without fear of failure

### **Persistence**

Working with tenacity to achieve desired results, and then evaluating them