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CSR (Corporate Social Responsibility)

Yamaha Motor Group's CSR Report 2011

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(Time period covered: January, 2010 – end of December 2010)

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» English version – issued in November, 2010 (PDF: 112KB)

» Chinese version – issued in November, 2010 (PDF: 292KB)



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Message from the President

Contributing to the Development of a Sustainable Society as an Excellent Engineering, Manufacturing and Marketing Enterprise with a Prominent Presence in the Global Market



I would first like to express my sincere condolences to all the victims of the recent Great East Japan Earthquake. At Yamaha Motor Co., Ltd. (YMC), we will continue to extend whatever assistance we can to help accelerate the recovery. Regarding the electricity supply problems caused by the earthquake, we have long been committed to saving electricity and energy conservation. In addition, we have resolved to endorse and cooperate in the policy framed by the Japan Automobile Manufacturers Association (JAMA) to shift non-manufacturing days to weekdays as a counter-measure to deal with the expected gap between electricity supply and demand during the summer months. Once again, it is the time of the year for publishing our CSR report. Looking at the social developments surrounding corporate social responsibility (CSR), with the release of ISO 26000 (the international standard on social responsibility) globally in 2010, more attention than ever before will be directed to the societal roles played by companies. At Yamaha Motor, we will push ahead as a united group to meet these expectations.

Addressing Social Responsibility through Business Activities

One of the management philosophies or directions under our new 2010 management structure was to "make the company simpler and easier to understand." With this in mind, we proceeded to systemize Yamaha Motor's management principles and policies and to reinforce substance. As part of this process, we reorganized our CSR-related policies aimed at realizing one of our management principles, namely "fulfilling our social responsibility globally." We did this by taking our "approach to stakeholders," which we had previously regarded as our CSR approach, and established it as part of our Basic Policies of CSR. To this we consolidated our other policies where aims and objectives that overlapped. We then placed these Basic Policies of CSR at the top of our fundamental policies on par with our Basic Policies of Internal Control and we clearly positioned this as a guideline for the Yamaha Motor group in our business activities. At the same time, we adopted an organizational structure under which the roles of the CSR Planning Division have been fulfilled in developing the foundations of CSR for Yamaha Motor. Now the Corporate Planning Division involved in all lines of our business will promote CSR with a greater sense of speed and reliability.

As a consequence of establishing these policies and making changes to our CSR

organizational structure, all employees will share our approach to CSR, and we will achieve a working environment where individual employees can put CSR into practice in their own work. By doing so, I believe we will be able to fulfill our social responsibility through our business activities more than ever before.

At Yamaha Motor, we recognize our social responsibility in conducting business in nations and regions around the globe, and we will continue to contribute to the development of a sustainable society as “an excellent engineering, manufacturing and marketing enterprise with a prominent presence in the global market.”

On the Publication of the CSR Report 2011

For Yamaha Motor, 2010 was a year for making steady advances in the rebuilding of our management foundation in line with our medium-term management plan culminating in 2012. Of the various efforts and initiatives of 2010, we have run special features in this Report on four examples where the growth strategy of our medium-term management plan coincides with the Yamaha Motor group’s approach to CSR: “Pursuit of New Mobility” through activities to promote electric-powered motorcycles, “Human Resources Development” in cooperation with group companies in each country, “Riding Safety Promotion Activities” in emerging markets, and “50 Years in the Marine Industry” which have continued to take into account the regional communities and environment of each country. I sincerely hope that this Report will serve to build stronger relationships of trust with our stakeholders and society at large, and I look forward to hearing your unreserved opinions about it.

June 2011



Hiroyuki Yanagi
President, Chief Executive Officer and
Representative Director

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Pursuit of New Mobility

Sustainable Mobility for Society
through the Spread of
"Smart Power"

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Pursuit of
New Mobility

Close up **2**
Human Resource
Development

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Riding Safety

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50 Years in the
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Smart Power, adapting to changing lifestyles and contributing to next-generation urban development

The movement of people and goods is an underlying dynamic in our society and our lives. As this evolves, our means of transportation diversify. Yamaha Motor recognizes the considerable role that personal mobility can play, not only in resolving global issues such as using resources and energy more efficiently, measures dealing with global warming and conservation of the environment, but also in resolving local issues such as traffic congestion in urban areas and the hollowing-out of inner-city areas. Based on this recognition, we have been working to popularize Smart Power to help realize low-carbon mobility for society.

Examples of products that use Smart Power (new power sources, primarily for electric vehicles, designed to create a new paradigm of mobility) include electrically power assisted bicycles and electric motorcycles. Both of these are personal commuter vehicles, equipped with performance and manageability suited to short-distance movement, and which do not emit any CO2 while



Illustration of electric motorcycles being used for urban mobility based on the compact city concept



The PAS Brace-L, electrically power assisted

running. In addition to their energy efficiency leading to a reduced environmental impact, expectations are also growing with regard to their contributions for future urban development and their potential for bringing about new lifestyles.

bicycle, is popular with male riders who use it for commuting or leisure

Aiming for sustainable mobility for society through the expansion of Smart Power products

Electric motorcycles are expected to play an important part in mobility for society in the future. In April 2010, we released the EC-03 onto the Japanese market. The EC-03 adopts a plug-in charging format, utilizing a high energy density lithium-ion battery and an onboard charger.

The product concept best suited for short-distance transportation in urban areas is a proposal made by Yamaha Motor as a manufacturer of transportation machinery for the compact city concept (urban development in which urban functions are centralized) being talked about recently in Japan and Europe. At the Yamaha Motor group, we have begun efforts for the full-scale spread of EVs (electric vehicles), which is predicted for the 2020s. An example of these efforts is our Smart Power test-ride events throughout Japan. The EC-03 has also been developed based on the requirements of the Taiwanese and European markets, and introduction in those markets is planned for 2011.



The EC-03 is an electric motorcycle released in Japan in autumn 2010; it adopts a plug-in charging format, allowing the battery to be recharged at home or away

Cooperation in next-generation mobility demonstration tests conducted by local governments

In various parts of Japan, demonstration tests using electric vehicles are being conducted by local governments, the Ministry of the Environment (MOE) and the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), aimed at realizing next-generation mobility for society.

The main examples include: Kanagawa Prefecture's Kanagawa EV Bike Project; the Hakone EV Town Project, one of the MOE's model programs; the Hamamatsu Next Generation Eco-Car Pilot Experiment Committee, with participation by industry, academia and government organizations from the local

Hamamatsu region in Shizuoka Prefecture; the Project for Monitoring the Dissemination of Commercial EV Bikes, run by Osaka Prefecture, which has the greatest ownership of Class-1 category motorcycles (engine displacement of 50cc and under); and the Ultra-Compact Mobility Demonstration Test, promoted by the MLIT in Kiryu City, Gunma Prefecture. The Yamaha Motor group provides a range of cooperation, including the provision of the EC-03, the provision of electric motorcycles developed especially for the relevant project (monitor vehicles), and the planning and management of test-ride events. These initiatives enable us to obtain diverse views from users, and because the bikes are



The EC-03 used in demonstration tests by the city government, companies, universities and industry-support organizations, sponsored by the Hamamatsu Next Generation Eco-Car Pilot Experiment Committee

actually being used, the possibilities of electric motorcycles are highlighted and any issues are brought to light. These are then reflected in the future development of products and the provision of customer services.

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Global human resource development to sustain the evolution of manufacturing

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Pursuit of
New Mobility

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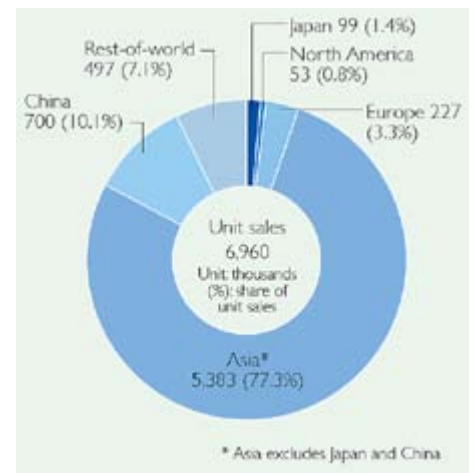
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Promoting
Riding Safety

Close up 4
50 Years in the
Marine Industry

Global engineering, manufacturing and marketing based on local needs and conditions

With 140 group companies in 30 countries, the Yamaha Motor group is expanding sales and service for motorcycles, outboard motors and other products in more than 200 countries and regions worldwide. Overseas markets account for about 90% of our total net sales, and many of our products play an essential role in people's daily life and in transport/transportation infrastructure. Such products that are vital to society and people's lives require a type of engineering, manufacturing and marketing that understands diverse local conditions and satisfies their demands and customer expectations.

Taking the case of motorcycles, unit sales exceeded six million in 2010, with about 80% of them being in the Asian region. Depending on the country or region though, there are various differences and items to consider, such as performance, specifications, equipment, user preferences and pricing. Although the product planning and development bases are located in Japan, it is no exaggeration to say that the details



FY2010 Yamaha Motor group unit sales of motorcycles by region

for marketing decisions could not be finalizing without the wide-ranging input from people well acquainted with the actual factories and sales floors where the products are manufactured, assembled and sold.



The "Mio Soul" released in 2010 is part of the Mio series, a core product in Thailand, Indonesia, Malaysia and Vietnam

Globalization of engineering, manufacturing and marketing based in Indonesia and Japan

Within Southeast Asia, which is experiencing remarkable economic development, Indonesia is our largest motorcycle market. The country is also positioned as a key base in the globalization of the Yamaha Motor group's engineering, manufacturing and marketing where we are continuing to increase production capacity, aiming for an annual production target of four million units.

The Global Training Center, which opened in Indonesia in November 2008, accepts trainees not only from within the country, but also from neighboring countries such as Thailand and Vietnam. The center provides personnel education based on universal programs designed to give trainees knowledge and skills for engineering, manufacturing and marketing.

Institutionally, we are also engaged in developing human resources in order to preserve Yamaha Motor's tangible and intangible manufacturing assets nurtured over more than 50 years, and to pass them on to the next generation in a way which goes beyond nationality, age, cultural background and the like. To this end, group company Yamaha Motor Assist Co., Ltd. has been running the International Human Resource Development Program since 2008. During 2010, overseas workers were engaged as trainees at Yamaha Motor's headquarters in Japan to prepare them to become leaders in Yamaha Motor's engineering, manufacturing and marketing in their own countries. These trainees include engineers aspiring for key positions as project leaders by working in engine design and all the other extensive aspects of the development process, and Indonesian staff members learning about quality control in procurement divisions, which could be described as the foundation of production in that they deal with suppliers scattered domestically and abroad for motorcycle parts which sometimes number more than 3,000 depending on the product.

As of February 2011, a total of 66 trainees employed at group companies in nine countries and regions have visited Japan to engaged in on-the-job training in the development, manufacturing, service, sales and other divisions at Yamaha Motor's headquarters.



Training at the Global Training Center in Indonesia to develop personnel to become leaders in Yamaha Motor's engineering, manufacturing and marketing



Indonesian trainees Djoko Purwanto (left) and Kohar Makfudin (right) learning at a procurement division

Training Japanese staff to lead business expansion worldwide

At Yamaha Motor, we have also been working to enrich systems that provide various growth opportunities for Japanese employees who want to get involved in global business activities through placements at local affiliates overseas. There are self-development programs, which allow employees to learn fundamental languages and business skills, as well as an overseas study scholarship program which allows employees to learn about cutting-edge theories and acquire knowledge and skills by studying at universities overseas. In addition, through the overseas training program, employees can gain work experience at overseas group companies for a period of one year. The aims of this program are to foster a global perspective and the ability to think independently, and to gauge their suitability for working abroad.

Furthermore, we are also engaged in developing human resources to be responsible for our business based on the Yamaha Motor group's global engineering, manufacturing and marketing. Apart from ordinary personnel changes, some employees gain experience overseas by utilizing the Self Value Challenge program, which recruits people needed for new initiatives and projects both in Japan and overseas irrespective of the work they do normally. There is also pre-departure training which focuses on understanding other cultures and social environments prior to an overseas posting.



Rieko Okada is stationed in Singapore on an overseas training program where she is involved in logistics within the ASEAN region (joined Yamaha Motor in 2006; in Japan, responsible for trilateral trade)

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Safety is essential for sustaining and developing mobility in a society

Most products developed by the Yamaha Motor group are vehicles that support the movement of people and serve in transporting goods. The movement of people and goods is fundamental for the development of a society, and, needless to say, safety is essential for ensuring the sustainable functioning of this mobility. Mobility in society enriches our lives, but it also requires efforts to tackle the problem of preventing traffic accidents.

Safe mobility is based on three elements: people, vehicles and the traffic environment. In addition to the pursuit of product safety, which is a natural responsibility for manufacturers of transportation machinery, the Yamaha Motor group is also involved in activities aimed at increasing public awareness in the areas of how to use products correctly, knowledge to help people avoid accidents and the risk of accidents attributable to the traffic environment. By doing so, we are contributing to the development and continuance of mobility for society.



Course on the importance of a correct riding position and correct clothing, and on the danger of riding drunk through the use of goggles that simulate drunken vision (India)

Expanding activities globally with concern for local circumstances

The Yamaha Motor group is involved in activities to promote motorcycle riding safety in various forms and fields all over the world. A typical example is our Yamaha Riding Academy (YRA) program. Guidance in riding techniques and machine handling is the most important element in these activities. The riding safety promotion activities conducted by Yamaha Motor together with group companies in each country as part of the YRA are wide-ranging. In addition to instructor training courses conducted at various locations, these activities include motorcycle skill training for police and people in other public institutions, educational activities conducted in schools using the Yamaha Safe Riding Science (YSRS) curriculum, which is a unique educational program that looks at safety from a scientific perspective, the provision of safety education materials for children at different age levels and stages of development, and awareness-raising activities for dealers.

Primarily, the activities target motorcycles because motorcycles are often used in urban areas where there is a lot of mixed traffic with other vehicles and where there are many pedestrians. However, some activities are also conducted for all-terrain vehicles (ATVs), personal watercraft (PWCs) or snowmobiles. The main focus of these activities is on nations of the ASEAN region, Central and South America, the Middle East, Russia and Africa, etc., where mobility has rapidly increased in popularity and raising awareness for riding safety has become a pressing social issue. And, through cooperation between Yamaha Motor and our group companies in each country, we have made efforts globally to promote riding safety activities that take local circumstances into account. During 2010, a total* of 558 YRA courses were held, with 25,289 participants and 663 qualified instructors.

* Only motorcycles, ATVs and snowmobiles are included in the aggregates



YSRS riding safety education program, where individual awareness is encouraged through discussion while watching videos of experiments, etc.



The YRA instructor training course for PWCs has been conducted in more than ten countries, including Central and South America countries, the UAE, Kuwait and Indonesia

Efforts in India, the world's second largest motorcycle market

Backed by rapid economic growth and rapid development of mobility, and in part due to the road conditions, demand for motorcycles in India is high. It is now the world's second largest motorcycle market behind China. At our local group company, India Yamaha Motor Private Ltd., we have been actively rolling out activities promoting the safe riding of motorcycles in cooperation with government and educational institutions. The activities use YSRS as well as instruction on riding technique and machine handling. We have been working to spread



Practical training for participants to experience the kinematic properties of motorcycles and the correct way of handling them by actually riding them

awareness of the need for practicing proper riding and its effectiveness for realizing a safer transportation-centric society, through the acquisition of knowledge for preventing accidents, and through practical training courses. During 2010, YRA programs where participants learn about proper riding etiquette and the joy of motorcycles through first-hand experience were held in 67 cities (17 states) over 35 days, and were attended by a total of 1,879 people. Yamaha Motor (Japan) provides operational know-how including teaching aids and practical training and also provides support such as for training courses for instructors to lead future activities. Using animation and video footage of experiments, the information provided in the YSRS program is designed to explain such concepts as the kinetic energy of a motorcycle in motion and stopping mechanisms, so that participants can gain a scientific understanding about things such as situational awareness of riders and riding/handling mechanisms, the risks attributable to illusions and preconceptions, and the importance of preliminary knowledge and risk prediction for making correct decisions.



YRA programs are also conducted for children by using minibikes

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“Offering people a more fulfilling life,” an aspiration for our starting point

In 1960, five years after launching Yamaha Motor's first product, the motorcycle, we released our RUN-13 and CAT-21 motorboats built using FRP, a new material that was in the spotlight at the time. Just two months after that, we released our P-7 outboard motor employing the small engine technologies of our motorcycles. This was the start of the Yamaha Motor group's marine business, and in 2010, the history of this business surpassed half a century.

Currently, there are more than 180 countries and regions worldwide where Yamaha Motor's marine products are providing great service, either as a means of transportation essential for the everyday movement of people and for such occupations as fishing and the transport of goods, or as the means to enjoy a variety of marine leisure activities. In these ways they help societies develop and bring people new enjoyment in their lives.

Together with the rapid growth of the Japanese economy and the overseas expansion of business,



Successive generations of outboard motors displayed in the Communication Plaza at Yamaha Motor headquarters (at the front is our first product, the P-7)



A Junior Yacht School program (Japan) was first held in 1979, and continues today

the Yamaha Motor group's marine business spread to product categories such as leisure boats, fishing boats and personal watercraft (PWCs). However, the most distinctive feature of Yamaha's marine business is that we have simultaneously made efforts for promotional activities, including holding water skiing classes, boat license classes and sailing schools, improving safety awareness and boating etiquette, developing a recreational environment, including marinas, and taking on the challenges of international boat and yachting races. Moreover, the inspiration for all of these business activities has been the ambition to "offer people a more fulfilling life"-an aspiration which has been handed down since Yamaha Motor's foundation and which continues to prevail in our current Corporate Mission.

Social contribution through business, with community-oriented engineering, manufacturing and marketing

In March 2010, cumulative production of Yamaha outboard motors surpassed nine million. Our product lineup now accommodates a diverse range of applications and local conditions, from models that are focused on durability and ease of maintenance for use in emerging countries and harsh conditions, to high-power models that are fuel efficient and eco-friendly, which are used for leisure primarily in developed markets. The lineup even extends to electric models used for coastal fishing and other activities in Japan.

In terms of wholesales in 2010, we accounted for about 40% of total worldwide demand (survey by Yamaha Motor). We believe that such broad-based popularity of the Yamaha brand is due to efforts to understand the different lifestyles of each region, the mindset of their people, their culture and customs and the environment in which our products are actually used. By visiting each relevant local area, Yamaha Motor people have always strived to perfect engineering and manufacturing, after-sales service and parts supply systems based on an accumulation of market-specific knowledge in every region of the world.

An example of how this community-oriented approach in the Yamaha Motor group's marine business contributes to local society is our support for coastal fishing industries in emerging countries. For communities where the traditional fishing industry has been based on wooden vessels and human power, Yamaha Motor proposes the use of FRP fishing boats and power sources such as outboard motors. For more than half a century, we have been engaged in activities that go beyond the boundaries of the manufacturing industry and contribute to the promotion of local industry. As part of these activities we have published a journal on fishery that introduces a variety of Japanese fishing know-how using illustrations and photographs to show safe and efficient ways of catching fish, preserving freshness of catches onboard, processing for distribution, in-store marketing and even how to prepare seafood dishes.



Maintenance and other service activities conducted by sales/service/technical staff touring fishing villages where outboard motors are in use (photo taken in Sri Lanka in 1972)



"Fishery Journal" (left) was first published in English in 1977 and was also translated into other languages; having been endorsed by the fishing industry in developing countries, the journals have been archived by international organizations, national universities and even by the British Library

Engineering and manufacturing that continue to contribute to people's lives and a sustainable society

Even in the marine products sector of outboard motors and other marine engines, we are responsible for playing an important role in realizing a sustainable society by lowering the impact on the environment. The most recent example of efforts by the Yamaha Motor group is the development of next-generation environmentally friendly engines (outboard motors), with our corporate goal of improving fuel efficiency by 30% by 2015 compared with our 2007 models. Yamaha Motor's core technology in both small engine technology and the processing and manufacturing of fiberglass reinforced plastics (FRP), we have been striving to introduce designs and manufacturing technologies which reduce the impact on the environment.

Although efforts made from a global environmental perspective, such as sustainable use of resources and energy and reductions in environmental impact, are essential for a sustainable society, the Yamaha Motor group also believes that it is our corporate social responsibility to make efforts to offer a more fulfilling life for people in communities everywhere by providing products and services of increasing quality that help to improve the social environment and develop local economies.



At our Fukuroi South Factory where outboard motors are produced, efforts are being made to boost quality by adopting the latest production technologies and to reduce our environmental impact through means such as using natural lighting and a water recycling system



Yamaha Motor's membership exclusive marine activity/rental club "Sea-Style" is designed to bring the joy of marine recreation to more people; there are more than 14,000 members (as of 2010)

Click here for "50 Years of Yamaha Outboard Motors" a 50th anniversary special released in 2010

<http://www.yamaha-motor.co.jp/global/consumer/outboards/product/story/>

(Link will open.)

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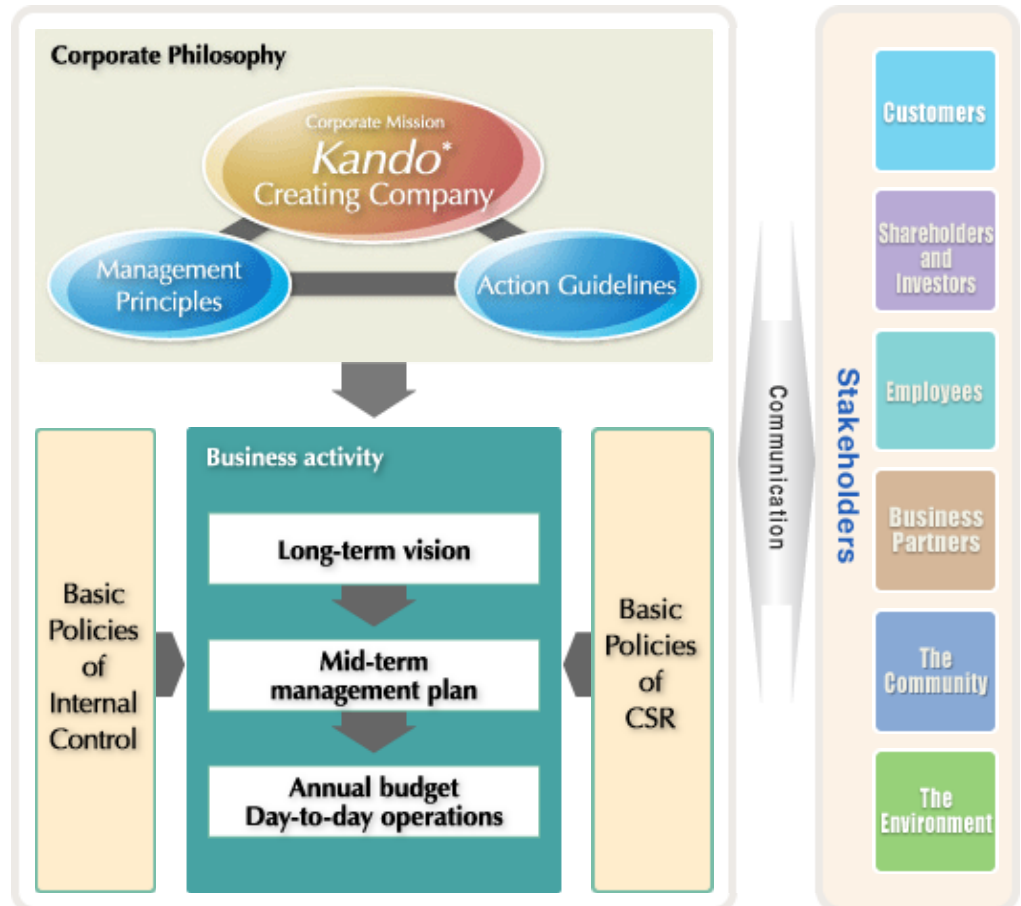
Approach to CSR

Contributing to a Sustainable Society through Our Business Operations

Since our founding, our "Company Pledge" has called on all employees to contribute to society through our corporate activities.

The Yamaha Motor group has worked to create diverse value through engineering, manufacturing and marketing based on our Corporate Mission: Offering new excitement and a more fulfilling life for people all over the world. Our three Management Principles: surpassing our customers' expectations, fostering employee self-esteem and fulfilling global social responsibilities embodies our stance towards our customers, employees, and society. Our Corporate Mission, Management Principles, and Action Guidelines add up to our "Corporate Philosophy".

The Yamaha Motor group believes the Corporate Social Responsibility (CSR) to be expected of us is a contribution to sustainable development of society through our business activities based on our "Corporate Philosophy". Our Basic Policies of CSR reflect the especially important social responsibility we owe to our stakeholders.



**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.

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Basic Policies of CSR

Introducing Yamaha Motor group's basic CSR policies

Yamaha Motor Group's Approach to CSR:

▸ Basic Policies of CSR

Approach to CSR

Basic Policies of CSR

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.

| | |
|--|--|
| <p>Customers</p> | <ul style="list-style-type: none"> • 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. |
| <p>Shareholders and Investors</p> | <ul style="list-style-type: none"> • 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. |
| <p>Employees</p> | <ul style="list-style-type: none"> • 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. |
| <p>Business Partners</p> | <ul style="list-style-type: none"> • 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.

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Corporate Governance

Introducing the pages concerning corporate governance in the Yamaha Motor group

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Corporate Governance

Striving to be Trusted by Society and to Serve as a Model for Others

While unrelenting in our endeavor to strengthen and maintain our corporate governance, the Yamaha Motor group regards the approach to compliance and risk management as a top-priority CSR issue that serves as an important foundation of trust with society. We have established the Risk Management and Compliance Committee chaired by the President and Chief Executive Officer and comprised of all executive officers plus a number of outside experts as a means of creating a system for the integrated promotion of CSR and for strengthening it from a perspective of internal control. The role of the Risk Management and Compliance Committee is to comprehensively manage risks faced by the Yamaha Motor group. It takes measures such as assigning divisions to take charge of major risks selected on the basis of risk identification and assessment and getting involved in efforts from risk prevention to response measures and monitoring their progress.

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Risk Management/Compliance

Introducing some measures related to risk management and compliance

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- ▶ Risk Management/Compliance

Corporate Governance

Risk Management / Compliance

Approach to Risk Management

The Yamaha Motor group has constructed a group-wide structure for conducting integrated and appropriate risk management, and is promoting its proper implementation to prevent the occurrence of major risks. Based on the group-wide management approach of risk management regulations and emergency response regulations, which serve as common risk management procedures across the group, we work towards preventing misconduct concerning corporate compliance, as well as avoiding risks related to disasters, accidents, etc., while promptly identifying any problems that do occur and taking prompt and appropriate action in response.

As of December 2010, risk management systems have been introduced and are in operation at 109 group companies, including Yamaha Motor.

Efforts to Raise Awareness of Compliance

The Yamaha Motor group continually implements corporate compliance related activities based on its annual plans. Aiming to build a company that is trusted by society and can serve as a model for others, the Code of Ethics is promoted in consideration of the Company Pledge and Management Principles as a guide to be followed by each and every executive and employee. We promote its practical implementation in everyday work.



Yamaha Motor's Code of Ethics

Compliance Training

At Yamaha Motor and group companies in Japan, we conduct rank-specific and division-specific education and training sessions for executives and employees in order to raise awareness for the Code of Ethics and to enhance understanding about the laws and regulations related to business,.

| Target category | | Total participants |
|-----------------|--|--------------------|
| Ethics seminars | Officers, managers, supervisors, general employees | 1,501 |
| | Including divisional feedback meetings | 382 |

| | | |
|---------------------|----------------|--------|
| Compliance seminars | Group training | 5,606 |
| | e-learning | 18,228 |

During 2010, divisional feedback meetings were held for headquarter department heads, presidents of domestic subsidiaries and management representatives to discuss the results of employee awareness surveys and any immediate cases with an aim of comparing risk perceptions and linking these to the prevention of occurrences/recurrences. Some 58 small meetings were held on location, and issues were shared with department heads, etc., using a question-and-answer format.



Internal Reporting Systems (Hotlines)

Yamaha Motor has established the Compliance Hotline and the Harassment Hotline so that executives and employees can report any violations of the Code of Ethics they encounter and to enable them to ask any general questions they may have about compliance. Yamaha Motor is also making efforts for the early detection and prevention of any illegal acts or misconduct, through efforts such as establishing a Compliance Group Hotline for group companies in Japan. A culture of prevention is taking hold, as evidenced by the increase in the ratio of preliminary consultations.

Security Trade Control

Yamaha Motor pursues highly effective security trade control (STC) from the perspective of risk management based on strict compliance with the Foreign Exchange and Foreign Trade Act and other applicable laws and regulations. At the study sessions conducted by the relevant divisions, employees from business divisions and from group companies have been working hard in preparation for their certification exams and for self-development. At the 17th Security Trade Certification Exam held in June 2010, 47 employees from Yamaha Motor and eight employees from domestic group companies passed the STC Associate Exam, and four employees from Yamaha Motor passed the STC Expert Exam.



Successful candidates in the CISTEC Associate Exam

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Customers

Providing Value that Exceeds Expectations to Offer New Excitement and a More Fulfilling Life for Customers

At the Yamaha Motor group, we believe that products play a fundamental role in the performance of our Corporate Mission-to be a *Kando** Creating Company. The positive relationships we have with our customers are built on unwavering quality. By continually raising the bar in our services, product development, engineering, and manufacturing to meet changing social demands and exceed expectations, we are able to offer new excitement and a more fulfilling life for people all over the world.

Most of Yamaha Motor's products are related to the mobility of people and objects. Applications for our products range widely from recreational and leisure use to transportation of commuters and the items essential to people's lives. Although the standards and regulations that require consideration differ by country and region, we always place the highest priority on customer-oriented thinking and action. The opinions and requests of customers who have actually used our products are collected through sales companies, dealers and our Customer Relations Group to serve as valuable and essential information for making business decisions. We strive to make maximum use of that information for verification and improvement of quality from the customer's perspective in all phases of product creation, from planning to service, in order to enhance the value offer our 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.

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Product Development, Engineering, Manufacturing and Marketing

Introducing examples of product development, engineering, manufacturing and marketing from FY 2010

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Product Development, Engineering, Manufacturing and Marketing

Plug-in Electric Motorcycle Launched in Japan

Electric vehicles produce no carbon dioxide emissions during operation and help reduce reliance on fossil fuels. As a result, efforts to support the widespread adoption of these vehicles have started on a global scale. Yamaha Motor launched the EC-03 electric commuter vehicle, which operates on a rechargeable battery and electric motor, in the Tokyo metropolitan area in September 2010, followed by a nationwide launch in October.

Yamaha Motor launched its first mass production electric motorcycle, the Passol, in 2002, and has worked to support the spread of "Smart Minimal Commuter" vehicles which will play an important role in next-generation urban transportation infrastructure. We also promote the spread of electrically power assisted bicycles with our PAS brand, which has enjoyed rapid growth in popularity in recent years. Yamaha Motor is committed to undertaking global initiatives that focus on optimal future mobility over the medium to long term tailored to the development of infrastructure that meets various societal needs, including vehicle charging infrastructure in homes and at travel destinations and the adoption of systems and regulations in Japan and overseas.



The EC-03 was launched in Europe and other regions in 2011.

PAS Lineup of Electrically Power Assisted Bicycles Expanded

As appreciation of the convenience of electrically power assisted bicycles increases and concern about health and the environment rise, there has been growing use of these bicycles among housewives with children and seniors and demand for them as vehicles for commuting to work and school as well as business use by government agencies, local governments, and companies have also been increasing.

Yamaha Motor expanded its lineup of electrically power assisted bicycles in 2010. Since a high percentage of business users are men, the



Standard equipment on the PAS GEAR-S includes high-durability drive components for ease of use in business, a large front basket, and a rear carrier.

existing lineup of products with U-shaped frames was augmented with the September launch of the PAS Gear-S with a staggered frame.

Yamaha Motor Wins Innovation Award in the U.S. for its Outboard Motors

In September 2010, Yamaha Motor's VF250 4-stroke outboard engine for bass boats received the Innovation Award from the National Marine Manufacturers Association at the 2010 International Boatbuilders Exhibition and Conference (IBEX 2010) held in the United States. The VF250 was recognized as "a revolutionary 4-stroke engine with exceptional speed performance demanded in the bass boat category while achieving lightness comparable to or exceeding that of the existing 2-stroke models and maintaining the inherent 4-stroke strengths of environmental friendliness, fuel economy, and quietness."



The VF250 is the top model of the VMAX SHO series of 4-stroke outboards for the U.S. export market.

Further details can be found on the website below (Yamaha Motor October 2010 official announcement).

<http://www.yamaha-motor.co.jp/global/news/2010/1014/vf250.html>

Golf Cars Provide Support at First-Aid and Rescue Sites

Yamaha Motor Powered Products Co., Ltd. launched in March 2010 the golf car based ambulance, which is outfitted with equipment necessary for first-aid services such as an automated external defibrillator (AED) and a stretcher.

Golf cars are used to transport people and goods not only at golf courses but also in airports, factories, hospitals, and many other facilities. Golf cars outfitted with special equipment are used to drive relief pitchers to the mound in baseball stadiums and even in amusements at theme parks. The use of golf cars to provide first-aid services constituted the beginning of the development of this new product. The installation of AEDs at sporting facilities and event venues is increasing, with AEDs playing an important role in lifesaving when every minute counts. As a result, the benefits of affording mobility to AEDs are significant.

An importer-distributor of Yamaha Motor group products in South Africa deployed rescue cars based on golf cars to each stadium for the Football World Cup in June 2010. Going forward, the Yamaha Motor group will continue to propose and promote the use of socially significant products.



The golf car based ambulance is outfitted with an AED, stretcher and other specialized equipment.



Rescue cars-golf cars outfitted with special equipment-were deployed at each stadium for the 2010 FIFA World Cup in South Africa.

Ongoing Testing of Specially-Equipped Vehicles with Nikko City

Yamaha Motor began working with a Nikko City project team in 2006 on researching specially-equipped vehicles intended to provide mobility support to seniors who are experiencing a decline in function with advancing age. In 2010, Yamaha Motor Engineering Co., Ltd. conducted verification trials using a prototype at a nursing home in Nikko City (vehicle type certification was obtained in January 2011).

The "Life Walker," which draws on technologies used in electrically power assisted bicycles, is operated by pedals assisted by a battery-powered electric motor. When the rider stops pedaling or removes his or her feet, the regenerative brakes automatically apply, and when the vehicle stops, the parking brake engages (the speed is limited to less than 6 km/h, the legal limit for electric wheelchairs).

The trials confirmed that the Life Walker could be a useful means of mobility for seniors who are concerned about going out because of loss of physical strength with advancing age, as well as being effective in recovery by persons suffering from disability on one side of the body. The Yamaha Motor group remains committed to utilizing its resources including its engineering, manufacturing and marketing capabilities and control technologies to solve social problems.



A vehicle exhibit at a seminar on local government administration sponsored by Jiji Press Ltd. with support from Yamaha Motor in January 2011.

Providing Engineering and Manufacturing with Consistent Quality to Customers Around the World

As engineering and manufacturing become increasingly globalized and supply chains become longer, the standardization of engineering and skill levels at production bases located around the world has become a crucial issue. The Yamaha Motor group believes that handing down the tangible and intangible engineering and manufacturing assets that it has accumulated over the years to a new generation of personnel at overseas bases is also vital for maintaining our ability to provide "Yamaha quality" to customers in the future.



The Global Training Center, a production technician training facility opened in Indonesia to standardize technologies in engineering and manufacturing in different regions around the world and to develop essential human resources, entered its third year of operation in 2011. The Center features classroom training facilities such as large conference rooms and classrooms and practical training facilities for welding, machining, assembly, paint application, and final inspection training. The Center accepts recently hired employees from Indonesia and trainees from neighboring countries such as Thailand and Vietnam for training conducted in accordance with a standardized global curriculum, providing the knowledge and raising the skills essential for engineering and manufacturing.

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Customer Response/Services

Introducing efforts in the areas of customer response and customer services

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Customer Response / Services

Creating Quality that Takes Customer Concerns into Account

We learn about customers' satisfaction with our products and services through feedback and requests, and we believe that sincerely responding to each of the issues voiced will increase customer satisfaction and lead to greater trust in Yamaha, as a brand and as a corporate group.

Yamaha Motor collects information through its dealers, the service departments of its group companies and through inquiries submitted to the Customer Relations Group. We respond briskly and share customer concerns within the Yamaha Motor group to learn the results of customer product evaluations and how customers use our products. This feedback is then used to improve the quality and design of future products.

One example of this process is seen in the Customer Relations Group in Japan, which receives inquiries and feedback from domestic customers on a daily basis. When the Office encounters an issue that it feels requires, or offers an opportunity for, product or service improvement, it forwards the customer request or opinion to the relevant department along with the Office's evaluation. The Office also works to strengthen Yamaha's customer support by ensuring that requested product enhancements and service improvements are made, and that necessary notices are issued through websites and dealerships.

Communication with Customers through Events

At the Tokyo Motorcycle Show and Osaka Motorcycle Show held in March, 2010, our motorcycles were put on display, and through communication with visitors to the event we tried to ascertain what it is that they expect or want from our products. Furthermore, we held an event in July for the Serow motorcycle which celebrated its 25th anniversary, to show our appreciation for the support given by owners and fans over the years. We were able to deepen ties with over 700 participants including approximately 400 owners.



The Tokyo Motorcycle Show attended by 92,304 people over 3 days.



An event to commemorate the 25th anniversary of Serow 250, attended by many owners, fans and their families.

Outboard Motors for transporting Children to and from School in the Amazon

In Brazil, a BRIC nation with a fast-growing economy, the children of today will play a vital role in the building the nation's future as a sustainable society that continues to grow. Many parts of the Amazon River basin, however, still lack infrastructure and means of transportation. In such regions, the Brazilian Ministry of Education is rushing to establish public school boat services where land transport is lacking.

It is said that around 15,000 school boats will be needed nationwide, and 3,000 have been slated for deployment since 2010. Our group company Yamaha Motor do Brasil Ltda. (YMDB) has already delivered its first order of outboard motors to be installed on 675 boats. In addition, maintenance will be of particular importance considering the demanding conditions under which these outboards will be used, and YMDB has been contracted to provide support services for four years. They will cooperate with local dealers to improve commuting conditions for school children.



A school boat installed with the F90B outboard motor, which has won a strong reputation for not only reliability, but also other product features such as excellent fuel economy, low vibration, and low noise.

Creating Dealerships and Services to Build Customer Assurance and Trust

The Yamaha Motor group has been adopting visual identity guidelines and other measures in order to raise the quality of services offered at dealerships around the world, including those in the ASEAN region, Central and South America, and elsewhere. We are aiming to improve our hospitality and build customer assurance and trust by providing rooms where customers can wait in comfort while watching regular inspection and maintenance work being carried out on their products. At the same time, we dedicate ourselves to setting up efficient workspaces with comprehensive facilities and equipment to help prevent time losses and mistakes.

Furthermore, in emerging markets where dealerships may be located far away from customers, we have been running inspection campaigns and providing on-site repair services in collaboration with regional agencies and dealerships to promote greater understanding of the importance of proper maintenance and use of our products. The services provided to customers who visit our shops, and to those we go to visit ourselves, are based on the principles of "assurance" and "trust" that true customer satisfaction is built on.

Our group engages in global efforts to improve overall services suited to the different situations and conditions of each region, including renovating dealerships and facilities, educating staff in proper customer service manners and explanation skills, and expanding the supply system of parts for use in repairs.



Training Service Staff at the Yamaha Technical Academy

For the continued and ever greater satisfaction of customers, it is vital that efforts are made to improve the quality of the response and services provided by frontline dealer staff, so that customers gain a sense of assurance and trust. The Yamaha Technical Academy (YTA) is being promoted globally by the Yamaha Motor group so that dealerships can systematically acquire the knowledge, services skills, and customer service skills necessary at every stage - from a customer's initial purchase and after-sales maintenance all the way up to that customer's next purchase.



Aspiring mechanics learning about the skills needed to offer customers a sense of assurance and trust.

The YTA program is composed of classroom instruction to instill a wide range of knowledge, as well as practical training and certification exams regarding topics that include product handling and maintenance under different conditions. Manuals and training materials are also prepared in several languages.

As part of activities in 2010, our group company Yamaha Motor Vietnam Co., Ltd. has opened a Yamaha technical school in Ho Chi Minh City in an effort to improve customer services in this country where the two-wheeled vehicle market is growing strongly along with in the economy.

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Riding Safety Promotion Activities

Introducing global efforts for the promotion of riding safety

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Riding Safety Promotion Activities

Helping Our Customers Become Safer Riders

In order to more actively promote motorcycle riding safety, the Yamaha Motor group has been conducting its Yamaha Riding Academy (YRA) courses in locations all around the world. The YRA curriculum integrates and systematizes the following three programs: the Safety Promotion Program, the Motorsports Promotion Program, and the Product Promotion Program. Our activities for the promotion of riding safety are based on curricula developed to reflect the social, transportation, and user requirements of each specific region.

Our initiatives focus on Yamaha motorcycles but also include the product areas of ATVs(all-terrain vehicles), PWCs (personal watercraft) and snowmobiles. We are promoting such initiatives particularly in rapidly growing markets, such as those in the ASEAN countries, Central and South America, the Middle East, Russia, and Africa, where the lack of riding safety instruction and rider awareness education has become an acute social problem.

Thai Yamaha Motor Co., Ltd. (TYM) has a permanent training facility that constantly runs training courses to teach riding and safety skills. The facility has a large meeting room, lecture rooms, and a motorcycle riding simulator room. In Thailand, motorcycle accidents are a significant social problem, and TYM has been working to promote motorcycle riding safety there for years. Since 2005 it has been offering 50 to 70 riding safety seminars per year throughout Thailand in cooperation with Thailand's Ministry of Transport and Communication. As a government-accredited official testing site, TYM also issues motorcycle-riding certificates (the document needed to obtain a license). This facility is utilized to improve our customers' riding safety skills and to train instructors, targeting dealers in the ASEAN region.



Riders attend classes to learn riding skills



Lecture on riding safety



Motorcycle simulator that allows students to experience various situations without risk

The promotion of riding safety by the Yamaha Motor group has also been taken up as a special feature article.

Close up 3 : Efforts for Safety, Essential for the Development of Mobility for Society
<http://www.yamaha-motor.co.jp/global/about/csr/close-up/0003.html>

Enhancing Awareness and Recognition of Safety through Scientific Understanding

The Yamaha Motor group not only promotes greater road safety through practical courses but also promotes greater awareness of the issue through enhancement of knowledge. The "Yamaha Safe Riding Science (YSRS)" course is run for the benefit of young people in collaboration with public authorities and educational institutions of various countries. It aims to educate people on the physical forces of inertia, friction, and impulse, as well as kinetic energy associated with riding two-wheeled vehicles, from a scientific perspective.

Instructors use specially prepared movies to analyze, explain and give students hands-on experience in learning the scientific importance of consciousness and proper recognition of, judgment of and response to predictable dangers.

These efforts are founded on survey results indicating that students show greater interest in and understanding toward courses based on scientific theories. Instructors are dispatched from Japan along with basic educational materials, and we promote the spread of safe riding by customizing the curriculum to suit the local social

and traffic conditions in collaboration with local corporations. These efforts have so far been concentrated mainly in Southeast Asia, but they have also gotten under way in India, and Central and South America, where the market has expanded rapidly and is creating social issues regarding awareness of traffic safety and manners.



The curriculum includes Q & A and discussion sessions with students.



The concepts students learn in morning lectures are put into practice during practical classes in the afternoon of the same day.

Riding Courses Held for Police Officers and People of Other Public Organizations

The Yamaha Motor group is involved in teaching safe riding skills to police officers and people of other public organizations, which is indispensable in the effort to promote riding safety throughout society. This is another part of our YRA activities, in which instructors are dispatched from Japan to engage in ongoing activities to promote safety through specialized curricula in product areas including two-wheeled vehicles, PWCs and ATVs.



Photos of courses run in Argentina and Senegal (photos from 2009)

Spread of Safe Piloting of Industrial-use Unmanned Helicopters

We hold workshops every year domestically and abroad to promote the safe piloting of industrial-use unmanned helicopters. In June 2010, we held "2010 Safe Piloting Workshops" in four regions around the Republic of Korea just prior to the agriculture industry's crop dusting season. Instructors from Yamaha Motor took part in the events to demonstrate proper piloting skills and instruct participants, thus succeeding in enhancing both the skills and awareness of people at the event.



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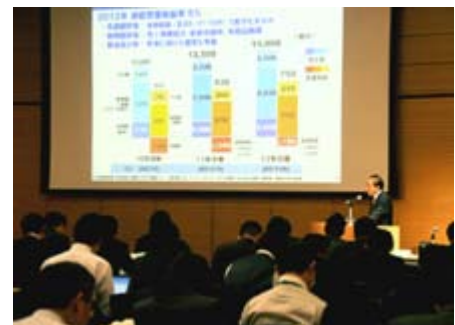
Shareholders and Investors

Communicating with Shareholders and Investors

In order to ensure accountability by providing shareholders and investors with appropriate, accurate and timely information regarding the various activities of the Yamaha Motor group, Yamaha Motor has established a specialized division which proactively pursues IR activities inside as well as outside Japan.

Its activities in FY2010 included the announcement of the annual financial results for FY2009 in February, and holding the annual meeting of shareholders in March. It also conducted three quarterly financial results briefings for the first, second and third quarters of FY2010 in May, August and November, respectively.

The division has also been engaged in holding IR meetings in the US and UK, disclosing IR information through the website, and managing the website for individual investors. Moreover, as well accommodating individual interview requests made by the media, securities analysts and investors at the headquarters in Shizuoka, it has also responded positively to such interview requests in Tokyo.



Announcement of financial results for FY2010

Information for shareholders and investors is available on web pages below.

For Investors (index page)

<http://www.yamaha-motor.co.jp/global/ir/index.html>

Dividend Policy

<http://www.yamaha-motor.co.jp/global/ir/shareholder/dividend/index.html>

Disclosure Policy

<http://www.yamaha-motor.co.jp/global/ir/policy/index.html>

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Employees

Developing Workplaces Where Diversity is Respected and Which Enhance both Individuals and the Company

The aim of the Yamaha Motor group is to build a relationship between the company and its employees based on sharing the same high ambitions and spirit, ideas and brainstorming, cooperation, growth and joy in our work. By mobilizing the significant skills of each individual, our hope is to contribute positively to society and support its sustainable development.

We believe that in order to continue to cater to our customers' expectations even in the face of the rapidly and globally changing external environment and economic conditions, it is essential to have a workforce which thinks and acts with individual initiative, as well as a vibrant workplace environment that promotes the development of such a workforce. Every day we are pushing ahead, developing various measures for human resource development in order to support individual activities and the growth of the company.



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Developing Human Resources/Supporting Career Development

Introducing measures in support of human resources development and career development

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Employees

Human Resource Development / Career Support

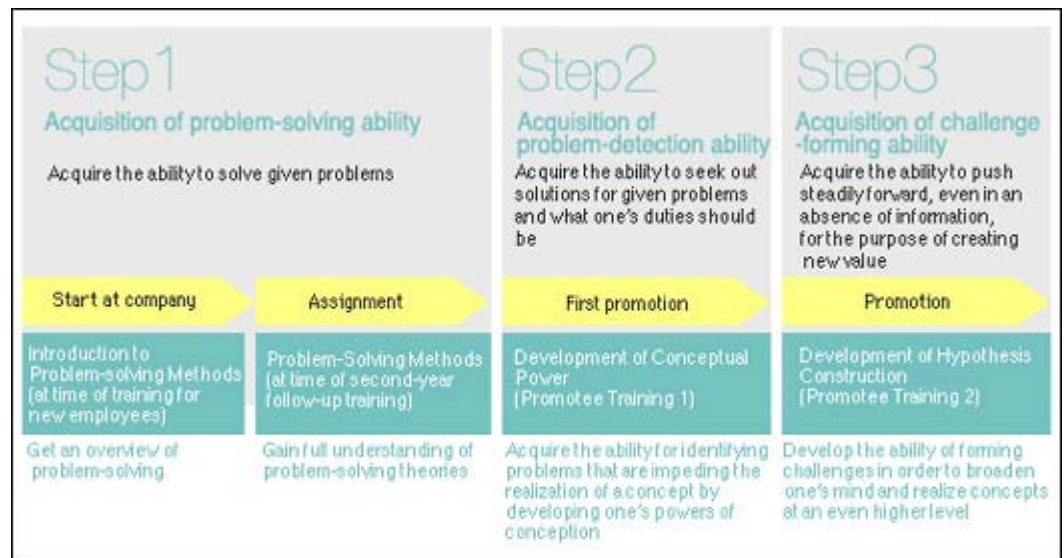
Developing Global Human Resources

The Yamaha Motor group has established the Overseas Training Program and a study-abroad program in order to develop the human resources needed in its global business expansion (in 2010, five people used the Overseas Training Program and one person used the study-abroad program). Furthermore, we have also worked hard to nurture people who can take an active role globally, such as by offering language courses within our self-development programs (in 2010, a total of 376 people attended the courses). For employees being posted abroad, we conduct a training program for overseas resident employees to help them attain the business skills necessary for overseas deployment as well as learn about cultural and social environments different from Japan and relevant ethical behavior before they leave for their new post. The program was revised in 2009, and the revised program has been implemented since 2010.

We also actively reassign our younger employees to new positions as a means of promoting multi-skilling through diverse work experience.



Illustration of human resources development (Yamaha Motor)



Example of human resources development at division (Yamaha Motor)

Self-development Programs (Yamaha Motor)

| Language courses | Technical seminars | Correspondence courses Yamaha Flex School | Business programs |
|--|--|--|---|
| <ul style="list-style-type: none"> Overseas representative training Private lessons Cross-cultural communication English conversation English business skills seminar Chinese conversation Spanish conversation Portuguese conversation Indonesian conversation | <ul style="list-style-type: none"> Engine technology Measurement and analysis technology Chassis technology Manufacturing technology General technology Mechatronics Materials technology Development engineering Intellectual property <p>etc.</p> | <ul style="list-style-type: none"> e-learning courses Manufacturing and technology related courses Business skills courses Language related courses Office automation courses License, testing, business career system courses <p>etc.</p> | <ul style="list-style-type: none"> Management strategy simulation Basic finance course PC course Practical finance course Basic marketing course <p>etc.</p> |

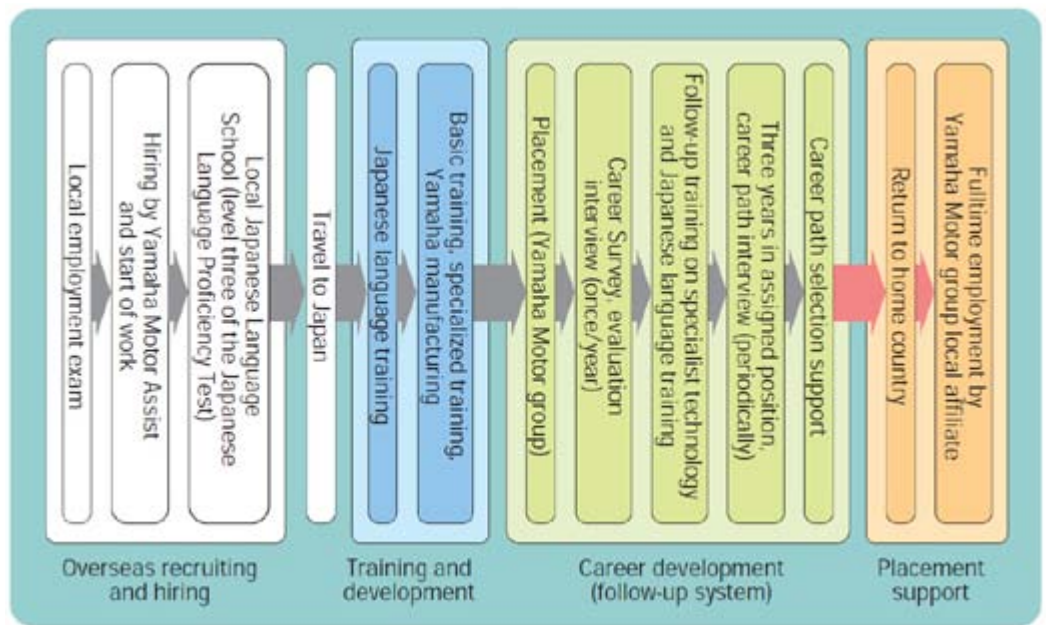
Measures by Group Companies

Yamaha Motor Assist Co., Ltd. has been running an international human resource development program since 2008. The aim of the program is to nurture competent engineers with the potential to become future leaders at group companies in rapidly growing emerging markets, such as in Asia. A period has been established after hiring for personnel to acquire Japanese language skills and other basic skills, and then once they reach the required level, they are given the opportunity to experience work in Japan.



Written test held in Indonesia

During 2010, about 20 people, who were recruited in Indonesia some time after 2008, have been working hard in three-year technical training and development programs either at Yamaha Motor or at another group company in Japan.



The topic of human resource development essential for the Yamaha Motor group's global business activities has also been taken up as a special feature article.

The development of human resource by the Yamaha Motor group has also been taken up as a special feature article.

Close up 2: Global human resource development to sustain the evolution of engineering, manufacturing and marketing
<http://www.yamaha-motor.co.jp/global/about/csr/close-up/0002.html>

Supporting Career Development

A career is not something that is developed only at work. The Yamaha Motor group defines it as something that takes shape during the course of one's life and which includes experiences outside work. We support career development from employee perspectives such as the desire to perform meaningful work and to feel confident about one's own lifestyle.

At Yamaha Motor, we established the Career Support Office to support each employee in the development of their careers based on the fundamental awareness that "all people are predisposed to improve themselves and work towards their personal goals." During 2010, we have also been actively engaged in the dissemination and provision of information, such

as announcing examples of activities supporting career development for employees at seminars outside the company (total of three activities) as well as ongoing career support initiatives on the company's intranet. In FY2010, new requests for career advice through one-on-one interviews were received from 101 employees.



Career development support tool documents



Image of the relationship between the Management Principles and individuals

Developing Business Leaders

Yamaha Motor established the Yamaha Business School (YBS) in 2003 to develop employees who will one day play a role in running the business. With curriculums that include management classes held in the presence of the company's top management, themed sessions taught by outside instructors and self-development programs taught by specialists from various fields, this program seeks to help maintain and advance the company's competitiveness for the next 10 to 20 years by passing on the Yamaha Motor "management DNA." Since 2003, a total of 470 employees have participated in the YBS.

Opportunities for "Self-value Design"

There is no single model or pattern for human resource development. Every individual should have a different course of career development. Yamaha Motor recognizes that, as the intensity of change gets stronger in the modern business environment, it is becoming increasingly necessary to think about career steps not just in terms of extensions of one's present role or position, but in terms of "self-value design" based on individual will and the value the individual seeks to design for the future.

Since the introduction of the Self Value Challenge Program (SVC) in 1998 for in-house recruitment, Yamaha Motor has endeavored to scout far and wide for personnel from within the company at times such as when recruiting for overseas assignments or when launching new projects. Under this program, applicants do not need the approval of their superiors. Since 1998, applications have been received a total of 240 times, resulting in a total of 185 transfers.

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Workplaces Thriving on Diversity

Introducing measures aimed at achieving employee diversity and stimulating workplace environments

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Employees

Workplaces Thriving on Diversity

Workplaces where People Respect Each Other's Individuality

Based on our fundamental belief that "all corporate activity originates first of all with and for people," the Yamaha Motor group has clearly defined its stance on human rights in its Code of Ethics. We believe that in order to create vibrant workplaces, first and foremost it is vital to create an environment where we mutually respect the individuality of each person.

At Yamaha Motor Co., Ltd., we conduct career surveys on all permanent employees as part of our human resource measures, based on the concepts that the relationship between the company and our employees is defined as a "business partnership" and the role of the company is to provide an "attractive workplace for autonomous individuals." These surveys involve a self-evaluation by the employee as well as an evaluation by their superior regarding their assigned work roles, while giving them an opportunity for consultation on their career plans over the next three years.

Stable Employment for People with Disabilities

In accordance with our policy of "operating workplaces where the disabled can work together with the able-bodied," Yamaha Motor Co., Ltd. has established the Disabled Employment Promotion Committee, and is working to improve the workplace environment through measures such as having analyses of organizational work and other tasks conducted by committee members assigned to each division.

As of December 31, 2010, the company employed 76 severely disabled persons and 59 mildly disabled persons, thus achieving a disabled employment rate of 1.86% (135 persons in total). Furthermore, in order to provide multi-faceted support for workplaces where people with disabilities work, the company is also putting a great deal of effort into measures for improving communication, such as offering sign language and note-taking classes, etc.



Sign language class

Post-retirement Re-employment Program

Yamaha Motor Co., Ltd. has introduced a post-retirement re-employment program that allows personnel who desire to work past the age of 60 to use the knowledge and skills

they have acquired through their many years of work experience. This system is now firmly established and facilitates the passing on of valuable experience and know-how to younger employees.

Employee Awareness Survey

With the objective of creating a lively workplace environment, Yamaha Motor Co., Ltd. has been continuously implementing its Employee Awareness Survey to grasp the status of employee awareness and realities of the workplace. The survey includes questions under the following categories: management, workplaces, job duties, superiors, the human resource system, and legal and ethical compliance. The issues that emerge from the results of the survey were conveyed through feedback meetings to the management and each department head and are used to affect relevant measures.

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Supporting the Work-Life Balance

Introducing measures aimed at achieving and supporting favorable work-life balance for the employees

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Employees

Supporting the Work-Life Balance

Achieving work/life balance

Yamaha Motor Co., Ltd. has established programs that enable employees to choose from a variety of working styles to support their efforts to maintain a proper work/life balance.

Flexible work time, designated no-overtime days, parenting and family care leave programs, and an internal childcare facility have been established and we also periodically provide information to employees who are on leave and take measures to create an environment that will facilitate their transition back to work. Yamaha Motor Co., Ltd. has also taken measures to increase work choices so that employees can work in ways suited to their individual circumstances, such as a short-time work system introduced in 2009. The percentage of employees taking paid leave was 71.5%* in 2010.



Wai Wai Land is a childcare facility at Yamaha Motor Co., Ltd. for children aged zero to six; barrier-free and security considerations have been incorporated in the facility, which has operated since 2005

*The percentage is calculated as the ratio of the actual leave taken during the year to the annual paid leave due for all regular employees.

Main Child Care and Family Care Support Programs (Yamaha Motor Co., Ltd.)

| Programs | Details |
|---------------------------|---|
| Child care leave | Employees may take leave until the child's second birthday (used by 109 women and 1 man in 2010) |
| Family care leave | Employees can take leave for up to one year on request (used by 1 man in 2010) |
| Family illness leave | Employees taking care of preschool aged children can take up to 5 days per year in the case of 1 child, and up to 10 days if they have two or more preschool aged children. |
| Flexible work time system | Work hours can be set at any time between 6:30 a.m. and 9:45 p.m. *core working hours are from 10:15 a.m. to 3:00 p.m. |
| Workload reduction | Limits are placed on overtime, and nighttime work is excused for employees with a child of preschool age and employees caring for a sick or aged family member. |

| | |
|------------------------|--|
| Short-time work system | Employees may reduce their working hours by two hours each day (used by 70 women and 1 man in 2010) |
| Others | Designated "no overtime" days (every Wednesday; day preceding a company holiday; paydays; and bonus payment days). Employees can take three consecutive days of paid leave every year (from age 30, employees can take a consecutive five-day paid leave every five years). |

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Workplace Safety and Health

Introducing measures aimed at assuring employee safety in the workplace and healthy work environments

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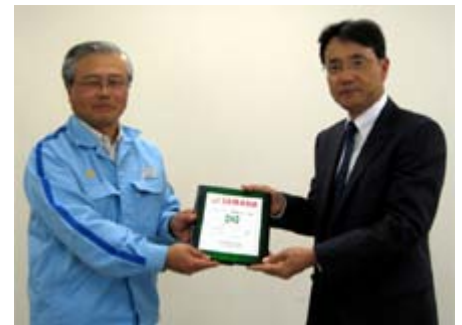
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Employees

Workplace Safety and Health

Creating Safer Workplaces

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), now in its sixth year of operation, to detect potential dangers or harmful conditions at workplaces, and measures are taken to prevent occupational accidents. Apart from improving equipment safety, we are also engaged in the development of human resources that can support occupational safety by conducting position-specific education and training, such as safety manager training programs and skill improvement programs for supervisors, and holding occupational safety and health meetings. In 2008, Yamaha Motor began introducing OSHMS at its group companies, and as of 2010, nine domestic companies and one overseas company have acquired group certification. As for activities in 2011, acquisition of group certification is planned for the ASEAN region.



Awarding of group certification: TOYOBESQ (top), Fine Catec (bottom)

Since April 1, 2011, Yamaha Motor has operated an "Integrated Management System" that combines the above system with the environmental management system.

[Click here for the Integrated Management Policy \(PDF file will open in a new window\)](#)

Acquisition of group certification in 2010

| Region | Company name |
|----------|---|
| Japan | Fine Catec Co. Ltd., TOYOBESQ CO. LTD., Yamaha Kumamoto Products Co. Ltd. |
| Overseas | International Casting Co., Ltd. (ICC: Thailand)* |

*On June 1, 2011, ICC changed its company name to Yamaha Motor Parts Manufacturing (Thailand) Co., Ltd.

Supporting Employees in Maintaining a Healthy Mind and Body

Yamaha Motor promotes a wide range of initiatives for helping employees maintain and improve their emotional and physical health. We are committed to creating healthy and vital workplaces for the prevention of and recovery from lifestyle-related diseases. For instance, we make efforts for endurance improvement and obesity prevention through exercise habits, such as by hosting walk rally events and holding the Walk, Walk Campaign twice a year. In partnership with the health insurance association, we have also been providing antismoking products to interested employees to help them in their efforts to quit smoking. The company's smoking rate has declined from 35.6% in 2009 to 33.4%.

In terms of support for mental/emotional health, we have continued to engage in efforts such as health guidance given by occupational health physicians, mental/emotional health seminars for new managers and supervisors, and support for expatriates and mid-career recruits.



Nicotine gum and patches provided for employees who want them

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Business Partners

Introducing procurement activities in line with CSR and environmental policy and partnership with our suppliers

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Business Partners

Strengthening Collaboration with Business Partners in Pursuit of Continuing Growth

Yamaha Motor group products are created through collaboration with numerous suppliers in Japan and other countries. As our business becomes increasingly global, local procurement rates at overseas manufacturing bases have increased and the supply chain as a whole has expanded and become more complex. As a result, conducting procurement from the perspective of corporate social responsibility (CSR) has become even more important.

Our fundamental policies regarding the business partners with whom we have procurement and sales relationships are codified within our Basic Policies of CSR. With mutual trust and mutual benefit from a long-term perspective as our objective, we make decisions on procurement based on comprehensive assessments without regard to country of origin or corporate scale, in order to offer broad opportunities globally. We conduct fair business in compliance with the competition laws of all countries and regions while working to strengthen collaboration with our business partners so we can achieve sustainable growth.

CSR Implemented throughout the Supply Chain

As a corporate group that conducts business globally, the Yamaha Motor group is fully aware of the importance of undertaking CSR initiatives throughout the supply chain. We believe it is essential to build strong partnerships with suppliers.

Furthermore, as a manufacturer concerned with "mobility," we take active measures in our business activities and with respect to our products to reduce the use of environmentally hazardous substances and to use energy resources efficiently, and we share with suppliers all standards and various information, including the Green Procurement Guidelines. To conduct CSR initiatives throughout the entire supply chain, we supplemented the Green Procurement Guidelines for environmentally friendly measures by adopting in July 2010 the Supplier CSR Guidelines on basic CSR matters, including safety, quality, risk management, compliance, and proper information disclosure. Based on these guidelines, Yamaha Motor makes requests concerning the practice of CSR to suppliers in periodic Suppliers Conferences and other meetings and asks its suppliers to implement similar measures.

The Yamaha Motor Group Green Procurement Guidelines (English, and Chinese versions) can be accessed on the following page:

<http://www.yamaha-motor.co.jp/global/about/csr/>

Fair Trading and Strict Compliance

Relations founded on trust are essential for continuous and progressive business activities, and we believe that this requires fair trading throughout the entire supply chain. The Yamaha Motor group strives to maintain strict compliance with applicable laws and regulations such as the Subcontracting Law based on the Automobile Industry Equitable Transaction Guidelines issued by Japan's Ministry of Economy, Trade and Industry. We also share information with each supplier and in our transactions with them we

request that they take similar measures. In addition to complying with relevant laws and regulations, we endeavor to disclose the Yamaha Motor group Code of Ethics and hold briefings to build the foundations for relations of trust with suppliers. Going forward, we will make the safety and assurance of customers the pillar of our business while building comprehensive relations with suppliers that fulfill our corporate social responsibilities. We will do so by respecting human rights, cultures, and customs, taking into consideration our relations with local communities and the global environment, and protecting and managing information.



Suppliers Conference specially held for related parties

Measures concerning Dealers

Besides the procurement of parts and materials, collaboration with dealerships is another essential element in the implementation of CSR initiatives for the Yamaha Motor group, because dealerships are key points of contact with the customers for sales and service. Yamaha Sports Plaza (YSP), an official Yamaha sports bike dealer system in Japan, cooperates in a range of measures undertaken by Yamaha Motorcycle Sales Japan Co., Ltd., including motorcycle infrastructure development, motorcycle etiquette training, motorcycle recycling, tree planting and other environmental campaigns, and fundraising for seeing-eye dog training. YSP dealerships also play an important role in building ties with local communities and society.

The Yamaha Motor group holds periodic meetings and implements other measures to strengthen collaboration with dealers.

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Introducing the approach and policies related to local communities

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The Community

Building Relationships of Trust with Local Communities and Society for Harmonious Coexistence

The Yamaha Motor group conducts operations in every region of the globe and our business activities attract the support of local communities. It is our sincere hope that our products will contribute to creating more fulfilling lives for people around the world. Based on the recognition that all member companies of the Yamaha Motor group must coexist harmoniously and forge sustainable relationships with local communities based on trust, we strongly believe in the necessity of maintaining and enhancing such relationships with stakeholders in these communities through daily communication.

We have prioritized initiatives in four areas and implement measures that apply our varied knowledge of traffic safety, the environment, and other topics accumulated through our business activities to support the development of future leaders through sports as well as engineering, manufacturing and marketing. We are also undertaking the "40,000 People's V Campaign" to support the volunteer activities of each and every employee.

The Yamaha Motor group is committed to continuing its efforts undertaken in cooperation with governments, schools, NPOs, and other community organizations to support the development of a sustainable society by employing our corporate resources including technologies, expertise, and group company facilities.

Important areas of activities contributing to society

| Key themes | | Activities (Social contribution towards coexistence with society) |
|---------------|----------------------------|--|
| Global issues | Developing future leaders | <ul style="list-style-type: none"> Promoting mental/emotional and physical health through sports Promoting creativity through engineering, manufacturing and marketing |
| | Environmental conservation | <ul style="list-style-type: none"> Environmental education for local communities Respecting biodiversity |
| | Improving traffic safety | <ul style="list-style-type: none"> Providing transportation safety education to the community Awareness raising |

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- Supporting the community with Yamaha Motor's products, human resources and know-how

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Social Contribution Activity Examples

Introducing examples of activities that contribute to local communities and society at large in FY2010

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The Community

Social Contribution Activity Examples

In addition to contributing to society through its business activities, the Yamaha Motor group also undertakes social contribution initiatives by communicating with stakeholders in all countries and regions where group companies operate.

Developing Future Leaders



Yamaha Motor group products are built on technologies and expertise accumulated over many years. Creating environments that nurture the development of the personnel who can support the group's engineering and manufacturing practices with solid understanding of them is an important issue.

[Continue reading →](#)

Environmental conservation



Yamaha Motor Portugal S.A. (YMP), the group distributor of motorcycles and other products in Portugal that recently celebrated 20 years in business, conducted the "Eco Yamaha" campaign, donating two tree saplings for every scooter, motorcycle or four-wheeled ATV sold.

[Continue reading →](#)

Improving Traffic Safety



The Yamaha Motor group conducts Yamaha Riding Academy (YRA) programs globally to teach motorcycle riders proper riding techniques and the fun of riding, as well as to raise awareness of the importance of riding safely. The focus of these programs is emerging nations,

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Community Issues



Yamaha Motor provides support to "Team Chura Sango," a coral reef restoration project established by the Okinawa Sightseeing Industry Research Group and the Onnason Fisheries Cooperative Association and conducted in partnership between government and business.

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Developing Future Leaders

Introducing examples of activities that contribute to the nurturing of future leaders in the communities

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▶ Environmental Conservation

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Developing Future Leaders

Supporting Training for Student Interns Seeking to Work in Engineering, Manufacturing and Marketing

Yamaha Motor group products are built on technologies and expertise accumulated over many years. Creating environments that nurture the development of the personnel who can support the group's engineering and manufacturing practices with solid understanding of them is an important issue. Yamaha Motor group companies accept student interns based on the belief that it will contribute to the creation of such environments, as well as to the development of human resources in societies throughout the world from a long-term perspective.

In March 2010, the Yamaha Motor group cooperated with five other Japanese companies in overseas internships in an initiative launched by the Institute of National Colleges of Technology in 2008 with the aim of supporting engineers. Our sales company, Thai Yamaha Motor Co., Ltd., and three other group companies in Thailand accepted four interns from Japan. The interns experienced various engineering and manufacturing worksites and workflows involved in marketing, planning and development, manufacturing, production control, quality control, shipment, sales, and service, and visited dealers and safety promotion sites over the course of the three-week programs.

Elm Design Co., Ltd., a group company in Japan that handles exterior design for motorcycles and other products, accepted students from the Art Center College of Design in the United States for approximately two months so they could obtain hands-on experience in product design. Yamaha Motor Engineering Co., Ltd. conducted training on motorcycle CAE structural analysis and other topics for students from Toyohashi University of Technology. Meanwhile Yamaha Motor Electronics Co., Ltd. and TOYOBESQ CO., LTD. provided hands-on factory training for students from seven local junior high and high schools to teach them the significance of working and developing their aptitude through hands-on work experience, and thus providing them with opportunities to realize their own potential. In these ways the Yamaha Motor group conducts programs to contribute to the development of future leaders by providing experience in the fields of engineering, manufacturing and marketing.



Practical training on the use of measuring instruments and calibration

Courses Utilizing Skills and Knowledge Gained through Work

Yamaha Motor implements ongoing measures to foster interest in engineering, manufacturing and marketing among children by making use of the knowledge and skills gained through its businesses, engineering, manufacturing and marketing.

"Discovering the Mysteries of Boats" is a course that explains in a manner accessible to children the mechanism of boat buoyancy and differences in boat speed caused by variations in structure, and it allows children to try their hand at model boat building using transparent file folders. The participants, mainly elementary school students, come to understand how a heavy boat can float and enjoy making their own boats.

Yamaha Motor also provides continuous support for

"corporate lectures," a program where employees with extensive work experience are sent to colleges and universities as instructors and lecture students not only on scientific perspectives and concepts, but also on approaches based on practical experience.



| | Discovering the Mysteries of Boats | | College Lectures | |
|------|------------------------------------|----------------|---------------------|-----------------|
| | No. of participants | No. of courses | No. of participants | No. of sessions |
| 2010 | 1,245 | 64 | 2,845 | 38 |
| 2009 | 540 | 32 | 2,243 | 43 |
| 2008 | 321 | 16 | 2,280 | 44 |

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Environmental Conservation

Introducing examples of activities that contribute to environmental preservation in the communities

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Environmental Conservation

"Eco Yamaha" Tree Planting in Portugal

Yamaha Motor Portugal S.A. (YMP), the group distributor of motorcycles and other products in Portugal that recently celebrated 20 years in business, conducted the "Eco Yamaha" campaign, donating two tree saplings for every scooter, motorcycle or four-wheeled ATV sold.

Every year, thousands of forest fires break out in Portugal causing serious problems, and in 2010 the area destroyed was 50% greater than the year before (more than 125,000 ha). YMP conducted the tree-planting campaign with the aims of contributing to society and reducing the environmental impact caused by its business activities. A total of 10,000 Strawberry Trees and Holm Oaks (5,000 of each), which are commonly found on the Mediterranean coast and in the western part of Europe, were planted in Vila Nova de Foz Coa in the Coa Valley, approximately 380 km north of Portugal's capital city of Lisbon (UNESCO has added several thousand such Prehistoric Rock Art Sites to its World Heritage List). A ceremony marking the completion of the campaign held in November 2010 was covered on television and in other media, and has contributed to fostering environmental awareness in the region.



Actors, leading models, professional soccer players, and Yamaha contract riders participated in the ceremony marking the completion of the tree-planting campaign held on November 20.

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Improving Traffic Safety

Introducing examples of activities that contribute to riding safety in the communities

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Improving Traffic Safety

Yamaha Riding Academy Programs in Emerging Nations

The Yamaha Motor group conducts Yamaha Riding Academy (YRA) programs globally to teach motorcycle riders proper riding techniques and the fun of riding, as well as to raise awareness of the importance of riding safely. The focus of these programs is emerging nations, which account for more than 90% of global motorcycle demand. In India, which is experiencing rapid motorization fueled by strong economic growth, group company India Yamaha Motor Pvt. Ltd. (IYM) enthusiastically supports the training of certified instructors and is working to expand these programs throughout India's expansive territory, area by area. In Vietnam, where the use of motorcycles as a key means of transportation/transport is growing, various innovative events involving picture-story shows and quizzes on traffic safety using mascots teach children about the importance of traffic safety in a fun environment. Over the course of a year, these events were held 18 times with 11,160 children participating. In 2010, events were held more than 250 times in six emerging nations including ASEAN countries, India, and Russia with more than 26,000 participants.



A YRA certified instructor explains basic motorcycle operation and the characteristics of its movement to children in Russia.



Children in Vietnam have fun while learning about the importance of wearing a helmet.

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Community Issues

Introducing examples of activities that contribute to solutions for community issues

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Community Issues

Yamaha Motor Supports "Team Chura Sango" Joint Coral Reef Restoration Project

Yamaha Motor provides support to "Team Chura Sango," a coral reef restoration project established by the Okinawa Sightseeing Industry Research Group and the Onnason Fisheries Cooperative Association and conducted in partnership between government and business. Coral species in tropical regions including those around Okinawa are being threatened by environmental changes, red soil outflow and rising ocean temperatures, resulting in coral bleaching, coral damage by crown-of-thorns starfish and other phenomena. In response to rising awareness of the need to preserve the coral reef environment, Team Chura Sango was established in 2003 and is working to restore the ecosystem by planting coral in coastal waters in the vicinity of Onnason. Their aim is to revitalize the abundant coral reefs that have long been a symbol of Okinawa as a tourist destination, and their efforts are recognized today as a representative Okinawan environmental preservation initiative. Throughout 2009, more than 700 volunteers participated in planting more than 1,200 coral cuttings.

Ten Yamaha Motor employees and their families participated in the Okinawa Onnason Sango Coral Planting Tour, an event held in November 2010 to mark the 50th year of the Yamaha Motor group's marine business. The participants toured the Onnason Fisheries Cooperative coral farm, learned how to handle coral, and after practice using models, travelled to a spot in the bay with a water depth of three to five meters and planted coral cuttings on the reef there. The Yamaha Motor group will continue to encourage employees to participate in this program and provide ongoing support for its activities.



Coral planting began in 1997 and Team Chura Sango's activities are now recognized as the impetus for other similar coral planting programs conducted in many regions.

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Volunteer Activities Examples

Introducing examples of employee volunteer activities in the communities

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Volunteer Activities Examples

In addition to the social contribution initiatives that the Yamaha Motor group conducts through its business activities, the group also supports employee volunteer activities using a system that provides information via the company intranet. Some specific examples from Japan are discussed below.

Promoting Internal Sharing of Information related to Various Social Contribution Activities

Information regarding volunteer activities is provided through the information system of the Yamaha Motor group's corporate intranet. This information includes reports on social contribution activities conducted by Japanese and overseas group companies as well as employee volunteer activities, information about related organizations such as NPOs, important information for conducting volunteer activities, and a schedule of activities. Employees who wish to participate in the activities can register their names with the activity group using the system. We initiated the "40,000 People's V Campaign*" in 2004 with the objective of promoting employee consciousness about volunteering and also to provide the required impetus for employees to begin participation in such activities. The aim is for all employees to volunteer at least once each year so that total participation in social contribution programs for the entire group reaches 40,000 people. In 2010, participation reached 42,834; thus, the goal was met for the third consecutive year. Employees participated in a wide range of volunteer programs including staging theatrical performances at the home-stay residences of foreign students, day care centers, and nursing homes, and offering technical training for trial motorcycles that can be useful for disaster relief.



*This number was chosen because there were approximately 40,000 employees in the global Yamaha Motor group in 2004, the year when this campaign was started. The "V" in the campaign name stands for Volunteer.

Examples of Long-Term Programs

One long-term volunteer program is the children's course conducted by Fun Engine Lab, an employee group. The program is designed for

local elementary school children during the summer vacation. In it they disassemble and assemble engines and build toy wind cars while learning about their structures and mechanisms. To date, the course has been held more than 100 times and approximately 5,200 children have participated.



Raising Funds by Collecting Incorrectly Addressed and Written Postcards

Another volunteer program conducted by Yamaha Motor group employees involves collecting incorrectly addressed and written postcards, used stamps, plastic bottle caps, and used telephone cards and other type of prepaid cards.

In 2010, employees donated 738 postcards (equivalent to 32,153 yen) to the Iwata UNESCO Association, 9.3 kg of used stamps (equivalent to 9,310 yen) to the Shizuoka Volunteer Association, and 335,000 bottle caps (837.5 kg; enough to provide 418.7 vaccines) to the Ecocap Movement. The donations are provided through the relevant organizations to aid children in emerging nations and to protect the elephants in Thailand.

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Introducing the approach and policies concerning the global environment

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Coexisting with the Environment to Achieve Sustainable Development

Many environmental and resource-related issues including advancing global warming, excessive energy and water consumption, and the loss of biodiversity are becoming increasingly serious on a global scale. The Yamaha Motor group believes that the social responsibility of enterprises involved in the global supply of products that support mobility requires substantive measures to address these issues.

We are working to raise awareness of these issues, which are being confronted by communities throughout the world, while utilizing group strengths to address them. We recognize that personal mobility, which constitutes the core of our business, will play a substantial role. We believe that it is imperative that we take into account harmony with the environment in all our business activities including the development of high-quality compact vehicles with little environmental impact based on technological innovation, the spread of Smart Power* products such as electrically power assisted bicycles and electric motorcycles, research and development of hybrid systems, and the implementation of programs that contribute to society by using the human resources and know-how accumulated through our business.

With our corporate mission of "offering new excitement and a more fulfilling life for people all over the world," the Yamaha Motor group has hereto endeavored to create diverse value. Going forward, we are committed to continue achieving growth in tandem with the development of a sustainable society in an overall harmony that includes responding to environmental issues such as global warming, in accordance with the Yamaha Motor Group Environmental Plan 2020.

* Smart Power: New power sources, primarily for electric vehicles, designed to create a new paradigm of mobility

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 group-wide long-term vision. | |
| | | <ul style="list-style-type: none"> Reduce risks from environmentally hazardous substances Implement green procurement | Identify environmentally hazardous substances and support the use of alternatives |

| | | | |
|----------------|---|--|---|
| Eco Operations | Environmental preservation through global business activities that aim to minimize environmental impact | Reduce emissions of greenhouse gases | Reduce CO2 emissions per unit of sales by 1% (annual average) |
| | | <ul style="list-style-type: none"> Implement the 3 Rs through the 3 Es Reduce water consumption (3 Es: Easy to make, easy to repair, easy to disassemble) (3 Rs: Reduce, Reuse, Recycle) | Support the effective use and recycling of limited resources |
| Eco Management | Environmental management through reinforcement of group environmental governance systems | Create and operate group-wide environmental management systems | Link group-wide 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"> Improve sensory environments (odors, noise, etc.) Communicate with local communities Preserve ecosystems | 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 |

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2010 Plans and Performance

Presenting the list of FY2010 environmental activity plans and actual performance results

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The Environment

2010 Plans and Performance

Efforts toward the Goals

| 2010 Plans | 2010 Performance |
|--|---|
| Development of products and services based on "Pillars of the Environment" | Incorporated into the most recent medium-term plans of each business division |

Environmental Preservation Issues

| | | 2010 Plans | 2010 Performance |
|----------------------|--|--|---|
| Greenhouse Gases | 1. CO2 emissions assessment and reduction | Each company reduce by 1.5% (annual average) per unit of sales | In conjunction with lower production volumes, 38 of 108 group companies achieved the target |
| | 2. Improvement of fuel efficiency | Identify and develop models with improved fuel efficiency among the products lines of each business division | Proceeded as planned (miniaturization, adoption of FI, adoption of 4ST, etc.) |
| | 3. Reduction of CO2 emissions from manufacturing processes | Reduce the total emissions volume by 26% (compared to 1990) in all manufacturing processes of Yamaha Motor | Reduced the total emissions volume by 49.0% |
| | 4. Reduction of CO2 emissions from distribution operations | Reduce annual emissions by 3.0% per unit of sales (by 2007 standard) | Although substantial improvements were made compared to 2009, the reduction per unit of transported volume was only 2.2% |
| Hazardous Substances | 1. Reduction of exhaust gas from products | Meet the regulations ahead of schedule | Satisfied all regulations |
| | 2. VOC reduction (2 companies*1) | Reduce by 50% compared to 2000 (per unit of painted area) | Goal achieved with a 60.8% reduction |
| | 3. Promotion of green procurement | Promote green procurement at all domestic and key overseas group companies | Green procurement conducted in accordance with the applicable laws and regulations of each country and voluntary industry standards |
| | 4. Adherence to | Operate a system to collect data on environmentally | |

| | | | |
|---|--|--|--|
| | laws and self-imposed operating standards | hazardous substances contained in parts (E-sis) at all 26 companies (one company fewer than in 2008 as a result of removal from group companies) | System in operation at all 26 companies as planned |
| Waste Material / Preserve Resources | 1. Promotion of "3R" in product development | Achieve 95% reusability/recyclability | 95% reusability/recyclability achieved for six of seven business product lines |
| | 2. Promotion of "3R" in manufacturing | Keep waste materials for direct/indirect landfill disposal to 0 tons | 0 tons |
| | | Achieve recycling rate of 100% in manufacturing processes | 100% |
| | 3. Waste materials in manufacturing processes (3 companies*2) | Continue super-zero emission | Achieved super-zero emissions again |
| | | Implement measures and effectiveness assessment | Ongoing implementation of complete sorting and sale of sorted materials |
| | 4. Establishment of recycling system for products in Japan | Raise awareness of recycling systems among shops that handle end-of-life motorcycles in order to shift to no-fee recycling by October 2011 | Training on recycling systems conducted at 110 meeting sites nationwide |
| | | Maintain a nationwide recycling system for industrial-use unmanned helicopters | Disseminated information on proper disposal (ongoing proper disposal of all helicopters) |
| | | Collect information and support the building of a lead-acid battery recycling system by SBRA*3 | Participated in industry Automobile Battery Recycling Task Force; other activities ongoing |
| 5. Reduction of parts packaging materials | Reduce packaging materials, making 68% of packaging materials returnable | 71.3% returnable rate achieved | |
| 6. Promotion of recycling in sales channels | Implement Eco-Partner outlet policy in ASEAN (target: 1,000 outlets) | 587 outlets acquired Eco-Partner status (495 in Indonesia, 2 in Thailand, 10 in the Philippines, and 80 in Singapore) | |
| 7. Reduction of water consumption | Understand actual water consumption conditions of group companies globally | Investigation of water consumption conditions completed at 54 of 91 target companies (59%) | |

System to ensure continuation of environmental activities

| | 2010 Plans | 2010 Performance |
|---|--|---|
| 1. Setting up and operating Group EMS (ISO 14001/Yamaha self-certification) | Review Group EMS programs | 45 companies acquired ISO 14001 certification 5 companies acquired Yamaha self-certification |
| | 58 companies to introduce self-checks using the G-YECOS original Yamaha environmental information network system | Seven companies introduced G-YECOS in 2010, reaching 74 companies in total |
| | Integrate YHSJ*4 and other activities and acquire certification | YHSJ was integrated in April; an expanded review was conducted and certification received in November |
| | | Two training sessions were held to |

| | | |
|---|---|---|
| | Increase environmental auditors to 140 | support the development of environmental auditors and the total number of environmental auditors reached 171 (including interns) |
| 2. Environmental risk management | Reduce environmental risks by making them visible and assessing them | Work was performed on making risks visible by registering information on the G-YECOS system but the registration rate was low; further efforts will be made to raise the registration rate |
| 3. Creation and use of environmental management support tools | Comply with the revised PRTR Law Expand system operations to Marine Engine Business unit | System updates in conjunction with a review of substances subject to the PRTR Law were completed Operation of the chemical substance management system in Marine Engine Business Unit began in April |

Approaches

| | | 2010 Plans | 2010 Performance |
|---|--|--|--|
| Approach to Environmental Concerns | 1. Expansion of the Eco Life activity menu | Achieve 67% participation rate in eco-commuting | Employees were encouraged to participate through the company intranet and via email. Participation reached 68% (nine business sites are registering under the Ministry of Land, Infrastructure, Transport and Tourism's Eco-Commuting Business Site certification program) |
| | 2. Expansion and support of diverse Eco activities | Establish the Eco Point system at YMC | 190 persons applied to participate in the system |
| | 3. Fostering of "Eco Mind" | Introduce "Management layer and general manager class education" into by-segment education of employees | An outside instructor was invited to Yamaha in October and management level and general manager class education is being conducted on an ongoing basis |
| Harmonious Coexistence with Communities | 1. Coexistence with communities | Achieve participation of a cumulative total of 40,000 Yamaha Motor group people in the 40,000 People's V Campaign | A cumulative total of 42,800 people (20,500 in the environmental field and 22,300 in the social contribution field) participated (third consecutive year in which at least 40,000 people participated) |
| | 2. Corporate social contribution | Give lectures on corporate environmental initiatives at community events and schools | Gave lectures on corporate environmental initiatives at two universities in Shizuoka Prefecture and at seminars sponsored by Aichi Prefecture |
| | | Continue holding various types of training programs | Accepted environmental trainees from two junior high schools in Iwata City and other schools |
| | | Continue environmental activities in concert with local municipalities, research and educational institutions and other corporations | Participated in tree thinning in areas planted by Iwata City, a beach clean-up program in Hamamatsu City, a clean-up campaign for Lake Hamana in Kosai City, a tree planting program in Nakatajima |

| | | | |
|------------------------|--|---|--|
| | | | conducted by another company, and other programs |
| | 3. Coexistence with nature | Research on and preparations for eco-system monitoring Sea turtle preservation | Ongoing monitoring at the site of the planned Kikugawa Test Course Cooperation in the baby turtle release program conducted by a local non-profit organization |
| Information Disclosure | 1. Information disclosure and dialogue | Participate in events intended to improve communication with local communities | Held dialogues with local governments concerning the status of Yamaha Motor's waste processing Participated at environmental events sponsored by local non-profit organizations (communication with non-profit organizations and local residents) |
| | 2. Communicating environmental information in relation to products, technologies, and services | Exhibit environmentally friendly products at Eco Products Expo. | Displayed environmentally friendly products (EC-03, PAS, etc.) |
| | | Promote environmental product information dissemination | Ongoing disclosures on the company website of environmental information for each motorcycle model and information on 3R designs and motorcycle, FRP boat, and FPR pool recycling systems |

*1: Yamaha Motor Co., Ltd., Yamaha Motor Powered Products Co. Ltd.

*2: Yamaha Motor Co., Ltd., Yamaha Motor Powered Products Co., Ltd., Yamaha Motor Electronics Co., Ltd.

*3: Stands for Lead Acid Storage Battery Recycle Association

*4: Yamaha Motor Hydraulic System Co Ltd.

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Environmental Management

Introducing information concerning environmental management activities in the Yamaha Motor group

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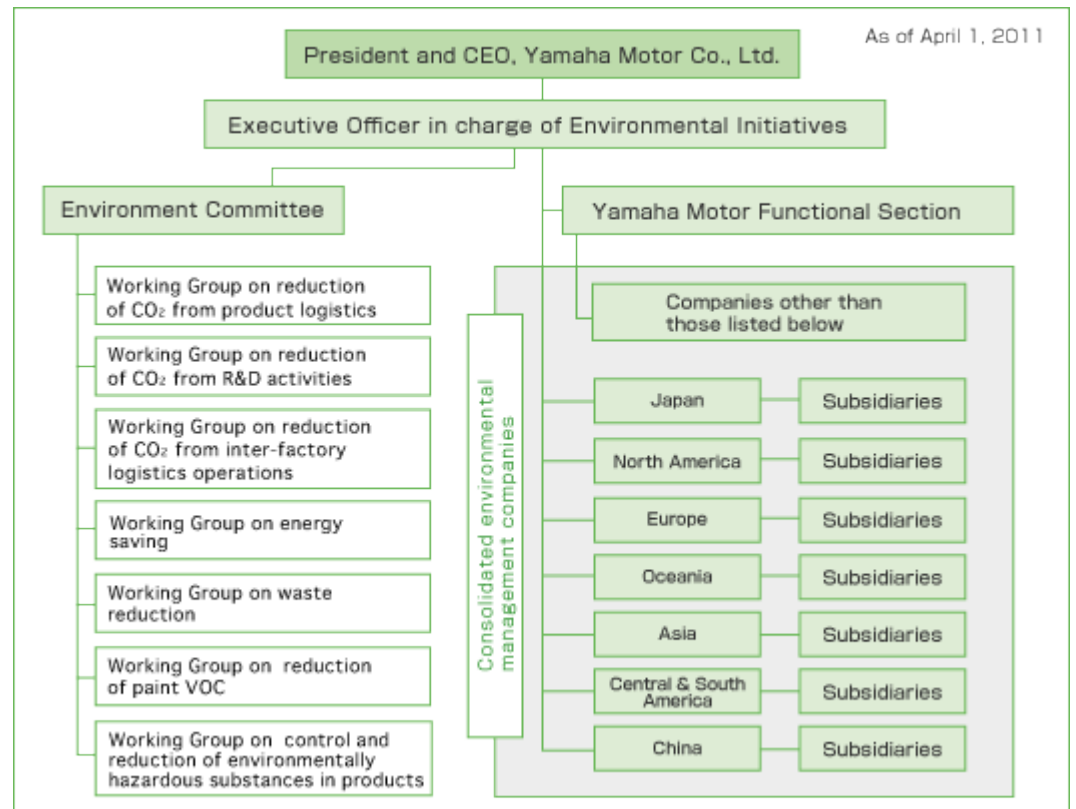
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Environmental Management

Organizational Structures for Promoting Environmental Management

Within the Yamaha Motor group, the Environment Committee is positioned as a central organization in the implementation of domestic and overseas environmental initiatives and receives counsel from corporate officers who are responsible for those initiatives. 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.

Yamaha Motor group's Organizational Structure for Environmental Planning and Promotion



Environmental Management Systems

The Yamaha Motor group revised its policies concerning the environmental management systems (EMS) used to carry out environmental initiatives throughout the group in 2010 to require each group company to establish systems tailored to its own corporate structure with the aim of achieving more efficient and more effective operation.

As of the end of December 2010, 45 group companies had received ISO 14001 certification, and five group companies were certified under the Yamaha Motor Group Environmental Management Certification System (YEMCS).



YEMCS certification

Since April 1, 2011, Yamaha Motor has operated an "Integrated Management System" that combines the above system with the health and safety management system.

[Click here for the Integrated Management Policy \(PDF file will open in a new window\)](#)

Global Environmental Information Network System (G-YECOS)

The Yamaha Motor group uses an original Global Environmental Information Network System known as G-YECOS to share information relating to ISO 14001 environmental management systems and environmental performance, examples of environmental programs, and so forth with the aim of raising the level of environmental initiatives throughout the group.

By introducing G-YECOS, domestic and overseas group companies can share information with the parent company as well as with other group companies to learn about the application of environmental laws in other countries and the results of environmental monitoring, leading to more effective environmental initiatives.

As of the end of December 2010, G-YECOS was in operation at 74 companies.

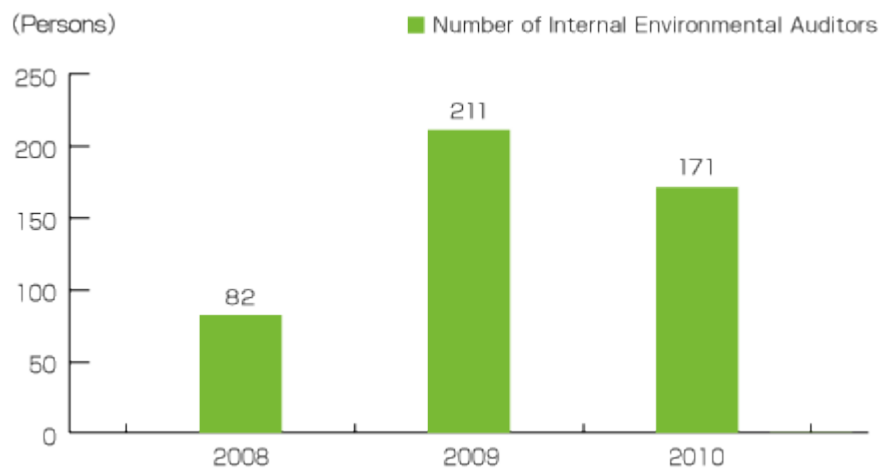
Internal Environmental Audits

Yamaha Motor's environmental audits include internal environmental audits conducted by internal auditors in accordance with ISO 14001 standards and external inspections. In fiscal 2010, Yamaha Motor had 171 internal environmental auditors. Skills-enhancement training was conducted in the second half for 100 persons ranging from interns to highly experienced auditors. Actual issues identified during the internal audits conducted in June and July were used as subject matter and information on indications made during the audits was shared. Yamaha Motor will continue its periodic efforts to raise the skills of auditors and will conduct more efficient and more effective environmental audits.



A skills-enhancement training course conducted by an outside instructor

Number of Internal Environmental Auditors



Note: The number of internal environmental auditors in 2009 included 80 internal auditors from the integration of Yamaha Marine and ISO organizations and 41 interns who passed a development training program.

Environmental Management Costs

Yamaha Motor discloses quantitative information concerning its environmental preservation measures and calculates environmental costs and the effects of these costs based on the Environmental Accounting Guidelines of Japan's Ministry of the Environment (2005 edition) so it can conduct more effective environmental management. In 2010, total environmental costs including capital investment and operating costs were approximately 8.7 billion yen, an increase of around 14% from the previous year. Global preservation costs, resource recycling costs, management costs, and R&D costs increased, while all other cost categories fell.

* The scope of environmental accounting calculations includes Yamaha Motor Co., Ltd. and one manufacturing company.

2010 Environmental Costs and Economic Effects

| Category | | | Environmental Costs | | | Economic Effects | |
|---------------------------|--------------------------------------|---|---------------------|-------|-------|------------------|----------------------|
| | | | Investment | Cost | Total | Within FY | Full-year equivalent |
| Business Area Cost | Pollution prevention cost | Exhaust gas processing/test, water contamination prevention, odor prevention | 73 | 515 | 588 | 30 | 31 |
| | Global environment preservation cost | Energy preservation at plants, energy preservation in logistics | 103 | 130 | 233 | 48 | 80 |
| | Resource recycling cost | Industrial waste processing (waste oil, sludge, waste plastic, grindstones, etc.), operation of incineration facility | 3 | 524 | 527 | 33 | 37 |
| Subtotal | | | 179 | 1,169 | 1,348 | 111 | 148 |
| Upstream/Downstream Costs | | Implementation of decommissioned ship recycling system, reduction of packaging sent to Europe, green purchasing, and | 0 | 151 | 151 | 1 | 306 |

| | | | | | | |
|---------------------------------|--|-----|-------|-------|-----|-----|
| | allowance for Eco-commuting | | | | | |
| Administration Costs | Implementation of environmental ISO, environmental staff costs | 15 | 439 | 454 | 5 | 5 |
| R&D costs | Development of eco power unit and lightweight materials, future development of environmental products | 232 | 6,540 | 6,771 | 0 | 0 |
| Social Activity Costs | Beach cleanup programs, events including the Baby Turtle Release program, and tree-planting management | 0 | 4 | 4 | 0 | 0 |
| Environmental Remediation Costs | Cleanup of contaminated soil | 0 | 10 | 10 | 0 | 0 |
| Total | | 425 | 8,312 | 8,738 | 117 | 459 |

Unit: million yen. Individual figures may not add up to the total because of rounding.

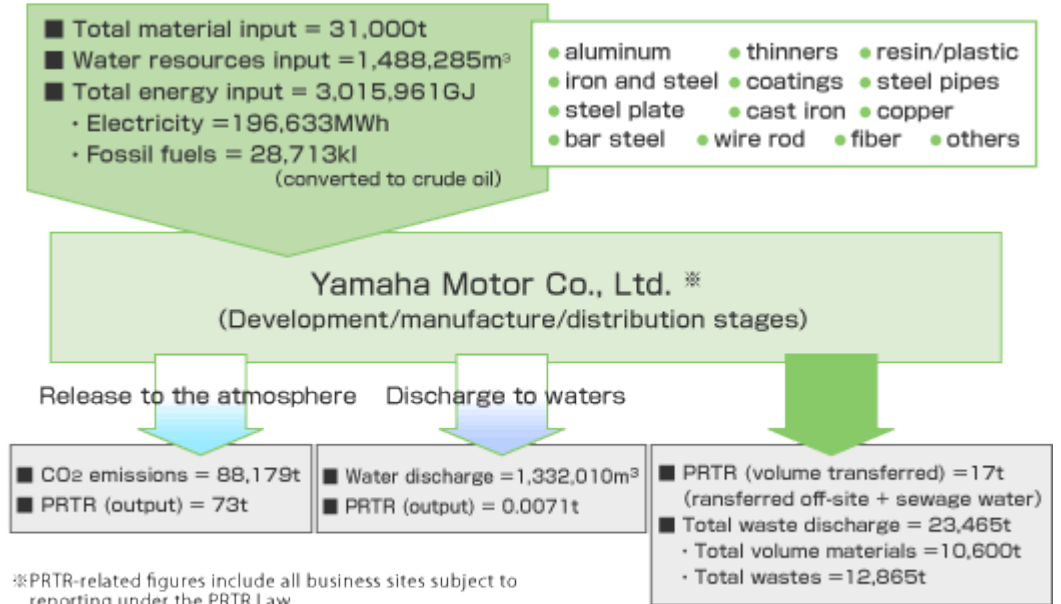
| Environmental Preservation Effects | | |
|------------------------------------|-----------|----------------------|
| Category | Within FY | Full-year equivalent |
| Reduced Energy (GJ) | 28,001 | 197,502 |
| Reduced CO2 (t-CO2) | 1,145 | 2,382 |
| Conserved water (t) | 413 | 1,257 |
| Reduced waste (t) | 295 | 529 |
| Reduced VOC (t) | 40 | 40 |

All of the environmental preservation effects are estimated based on the environmental conservation costs.

- Reduced energy: effects of reducing electricity, oil, gas, and so on are corrected in the unit of energy
- Effect of reducing CO2: effect of reducing energy origin CO2

- R&D costs do not include product development premised on sales.
- Economic effects do not include deemed effects such as risk avoidance and enhancement of corporate image.
- Calculations are on a cash flow basis and do not include depreciation or reserves.

Business Activities and Environmental Effects



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Approach to Reducing CO2 Emissions

Introducing corporate efforts to reduce CO2 emissions

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The Environment

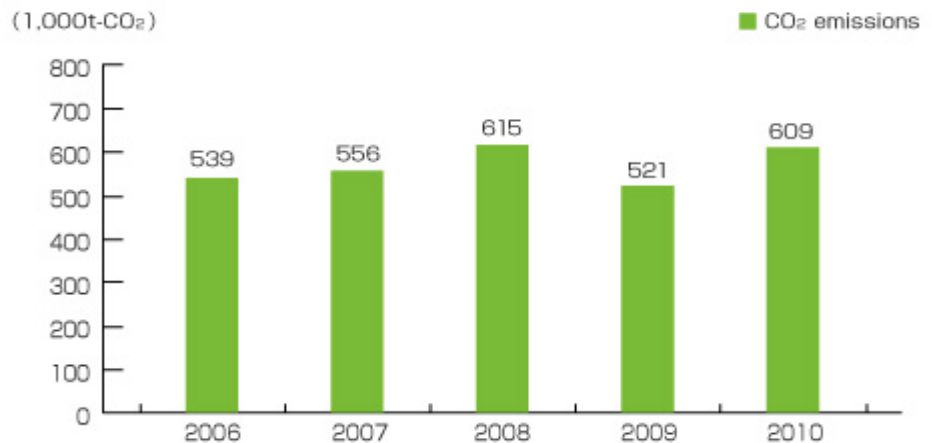
Approach to Reducing CO2 Emissions

As a manufacturer of motorcycles and other transportation machinery, the Yamaha Motor group is taking various actions to reduce greenhouse gas emissions, which it considers the most critical issue in the environmental field. Yamaha Motor set "30% reduction of CO2 emissions per unit of sales compared to FY1990" as the group's common 2010 goal, and is working to reduce greenhouse gas emissions in all of its business activities, particularly throughout the entire lifecycle of its products, from development to manufacturing, use and final disposal.

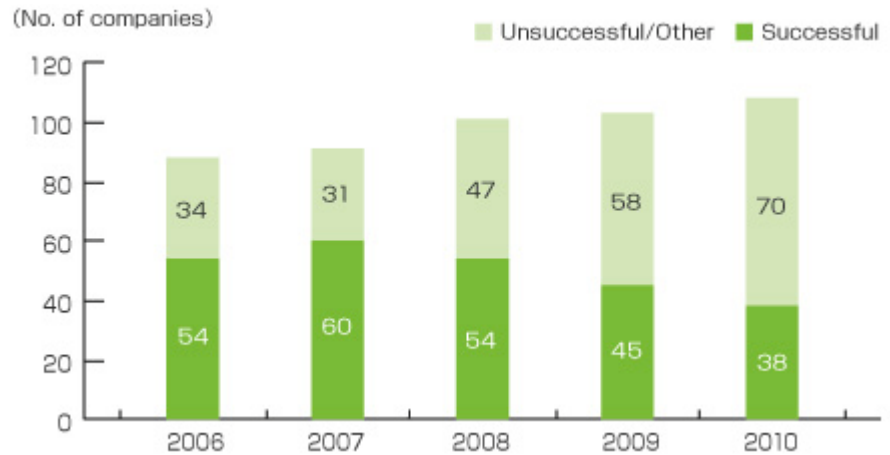
All our business sites are taking actions to achieve the goal of "reducing CO2 emissions per unit of sales by 1.5% year-on-year," and in 2010, among the 108 consolidated companies in the Yamaha Motor group subject to environmental management, 38 companies (35%) achieved the common group goal. Actual CO2 emissions in 2010 were 609 thousand t-CO2, compared to 521 thousand t-CO2 in 2009, which translates into an increase of 88 thousand t-CO2, resulting from a recovery in production volumes.

We will be working to efficiently reduce greenhouse gas emissions via such means as checking the status of programs targeting reduction of energy consumption by domestic and overseas group companies, and providing assistance to those needing to advance their programs.

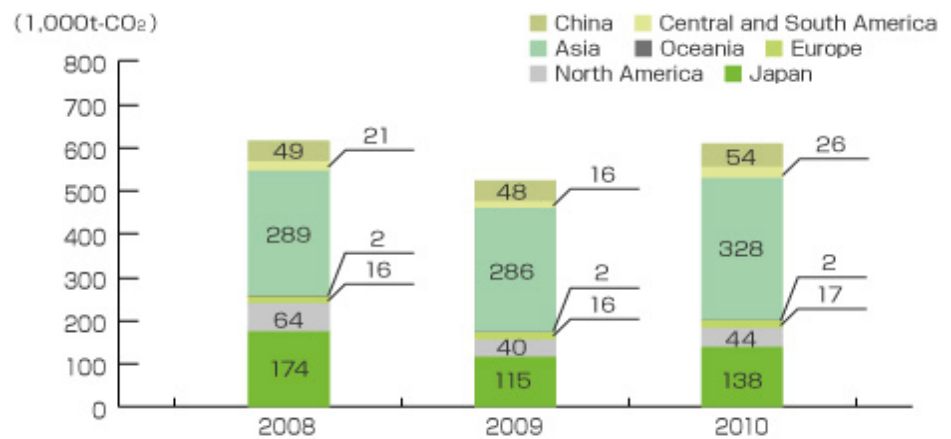
**Yamaha Motor group trends in CO2 emissions
(108 companies subject to consolidated environmental management, 2010)**



Yamaha Motor group CO2 emissions per unit of sales trends in number of target-achieving companies



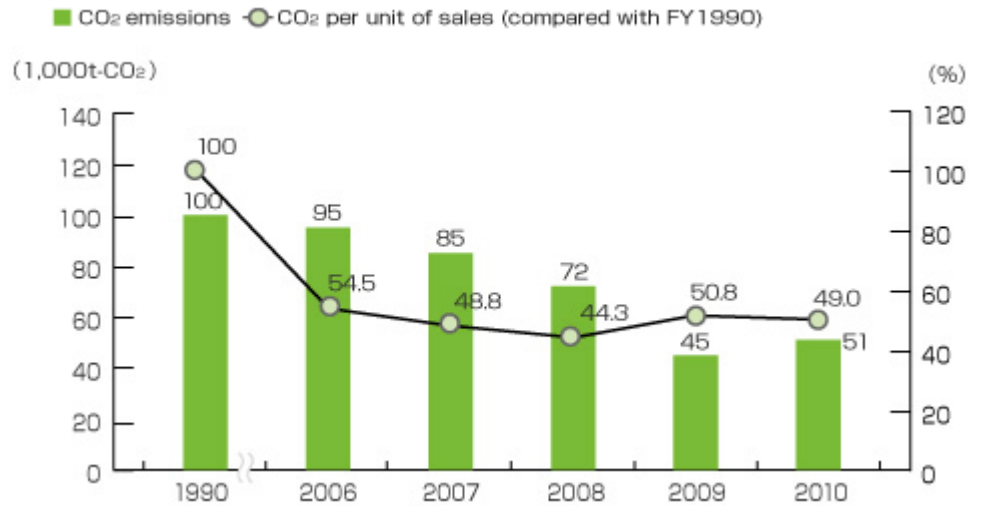
Trends in CO2 emissions by region



Reducing CO2 Emissions at the Manufacturing Stage

Yamaha Motor set a target for 2010 of 73,940 t-CO₂ of emissions from all of its manufacturing facilities (a reduction of 26% compared to 1990), with actual emissions totaling only 50,848 t-CO₂ (down 49% compared to 1990). In addition, new energy sources such as solar power and natural gas cogeneration accounted for 42,148 MWh (21.4% of total electric power consumption), resulting in a 13,065 t-CO₂ reduction (thermal conversion). We are committed to continuing introduction of energy-saving devices and improving our operational management system.

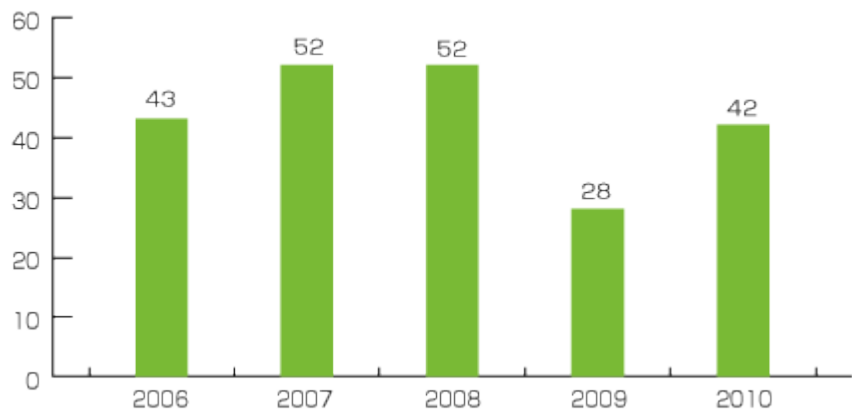
Trends in CO2 emissions and CO2 emissions per unit of sales at the manufacturing stage at Yamaha Motor (excluding administrative and technical divisions)



Note: Including the former Yamaha Marine (Yamaha Marine merged with Yamaha Motor in January 2009)

Trends in the use of new energy sources* by Yamaha Motor

Energy usage (unit: 1,000MWh)



* The scope of the total includes solar power and natural gas cogeneration, which are defined in the Special Measures Law for Promoting the Use of New Energy.

Note: In 2009, total electric power demand declined in conjunction with lower production volumes, and consequently the use of new energy also fell.

Power Generation Systems Using New Energy Installed at Factories

Yamaha Motor is installing power generation systems that use solar and wind power. The Nakaze Factory, which forms and paints motorcycle exterior parts, installed solar and wind power generation systems for concurrent operation in 2008, the first installation of its kind by Yamaha Motor. In 2010, the system generated 419 MWh of power, reducing CO2 emissions by approximately 289 tons. The power is used for lighting and air conditioning in the office buildings at the factory.



Solar generation system introduced through a joint research project with NEDO (Nakaze Factory)



Vertical wind power generation system, which is quieter than the propeller type (Nakaze Factory)



Hamamatsu IM Site



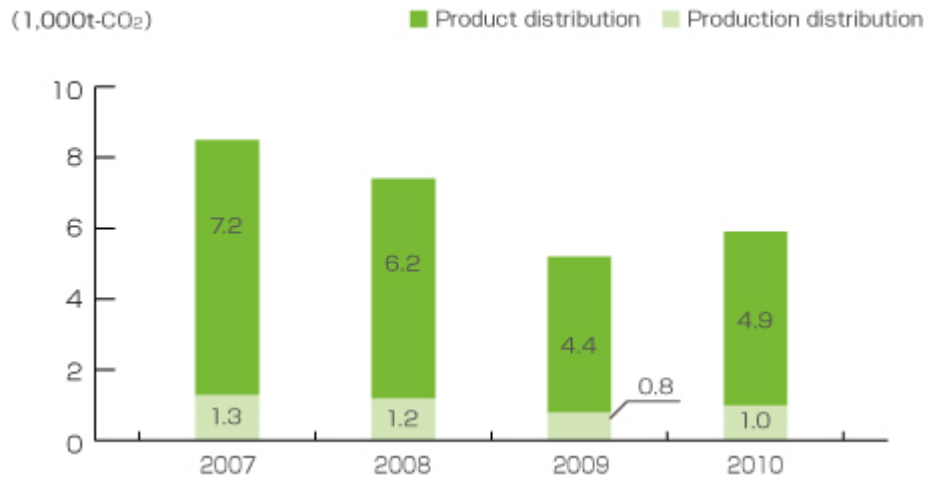
Morimachi Factory

Reducing CO2 Emissions at the Distribution Stage

Yamaha Motor has established the goal of "Improving transportation efficiency by 1% a year (compared to 2007)" for all divisions. Yamaha Motor's basic approach is to implement measures beginning with those that will have the greatest CO2-limiting impact while balancing the energy conservation benefit with cost benefit. Yamaha Motor has also established a working group that centrally promotes CO2 emissions reduction in distribution.

CO2 emissions increased in 2010 as a result of a recovery in production volumes, but transport efficiency was 9% higher than in 2009. Yamaha Motor will continue to examine its distribution methods and implement ongoing measures such as sharing information concerning initiatives taken by all relevant divisions.

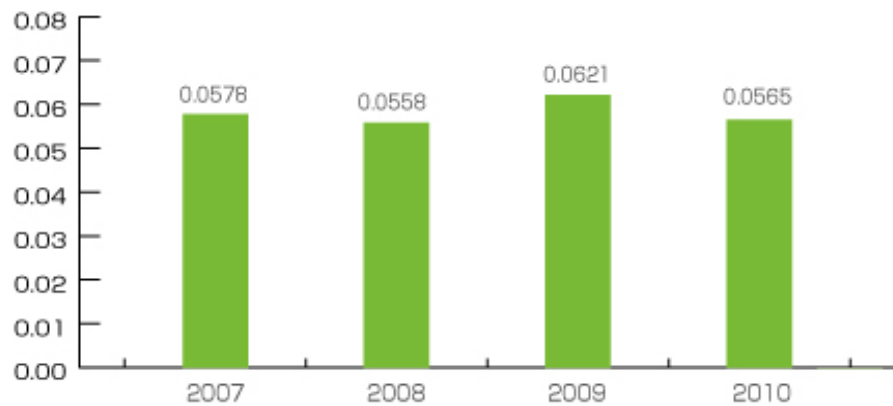
CO2 emissions in distribution



Note: CO₂ emissions figures for 2009 were revised following a re-examination when calculating the totals for 2010.

Transport efficiency

Output level kl / (ton-kilometer) ※



* Unit volume calculated by converting the fuel energy necessary to move 1 ton of freight 1 km into crude oil

Reducing CO₂ Emissions from Products

Yamaha Motor group comprehensively assess the environmental impact of our products throughout their entire lifecycle, including their development, production, usage, and disposal phases. Since the products Yamaha Motor manufactures emit the largest volume of CO₂ during the usage phase, we are actively taking steps to reduce the amount of CO₂ emitted during use.

We set a target of improving the average fuel efficiency of all products by 30% by 2010 as a means of reducing CO₂ emissions from products that use internal combustion engines such as gasoline engines, and were able to achieve this target for all but a few products by expanding the lineup of models with improved fuel efficiency.

Going forward, we will continue our efforts to reduce CO₂ emissions by improving product fuel efficiency in accordance with the new medium-term management plan announced in February 2010 (covering the three years from 2010 to 2012).

Developing Vehicles Powered by "Smart Power"

Yamaha Motor launched the "Passol," the first production-model electric motorcycle, in 2002, and subsequently has supported the widespread use of the "minimal commuter" vehicles that will play an important role as next-generation urban transport infrastructure. This included the launch in 2005 of the "Passol-L" and "EC-02," which feature a higher-performance electric motor and batteries with higher energy density for extended running distance per charge.

Yamaha Motor began nationwide sales of the "EC-03" electric motorcycle in October 2010.

Features including the control technology developed through the "PAS" electrically power assisted bicycle, quiet and smooth ride, and environmental performance have gained considerable support from the public. In addition to short-range urban use, the EC-03 is also beginning to be used at tourism sites and resort facilities.

Electrically power assisted bicycles have become increasingly popular in recent years, and Yamaha Motor has been expanding its product lineup in response to customer demands and applications including the launch in May 2010 of the "PAS Raffini," an electrically power assisted bicycle that complies with the safety regulations for two-child tandem riding.



"PAS Raffini" complies with safety regulations for two-child tandem riding.

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Efforts to Reduce Environmentally Hazardous Substances

Introducing corporate efforts to reduce use of environmentally hazardous substances

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Efforts to Reduce Environmentally Hazardous Substances

Reducing PRTR* substances

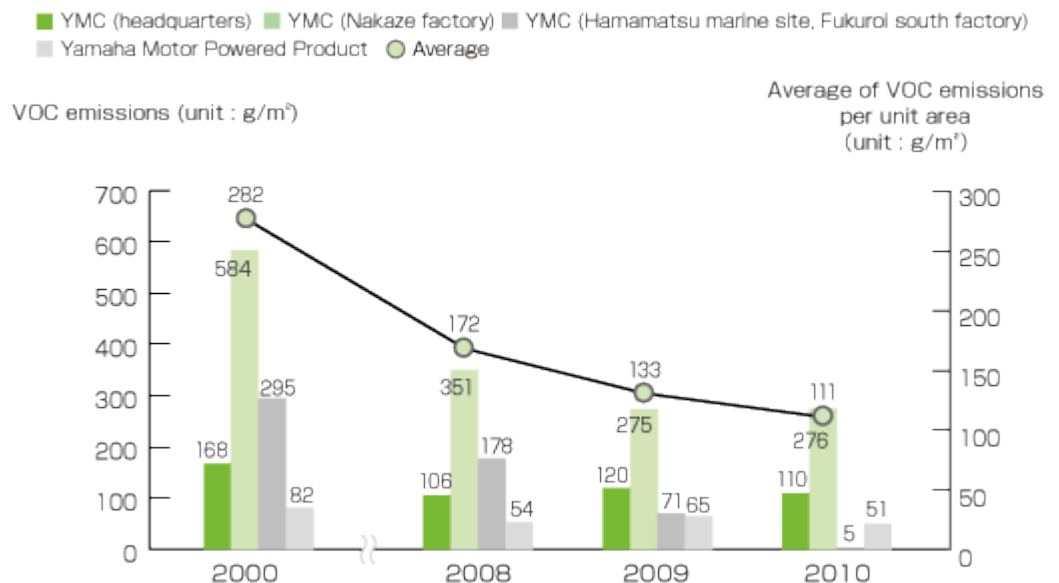
In accordance with various countries' regulations, the Yamaha Motor group tracks and reports the content of chemical substances in the waste materials it generates or discharges that may be harmful to human health or the environment. More than 99% of the PRTR substances released by Yamaha Motor are VOCs**, most of which are generated in painting processes.

The Fukuroi South Factory began operating a regenerative thermal oxidizer system in 2009, and as a result of this and other measures, VOC emissions per unit of production were 111 g/m² (group average) in 2010, a reduction of 60.8% compared to 2000. We have achieved at least a 50% per unit reduction for the second consecutive year. We plan to continue reducing VOC volumes by promoting expanded use of low-VOC paints, improving coating efficiency and reducing paint volumes.

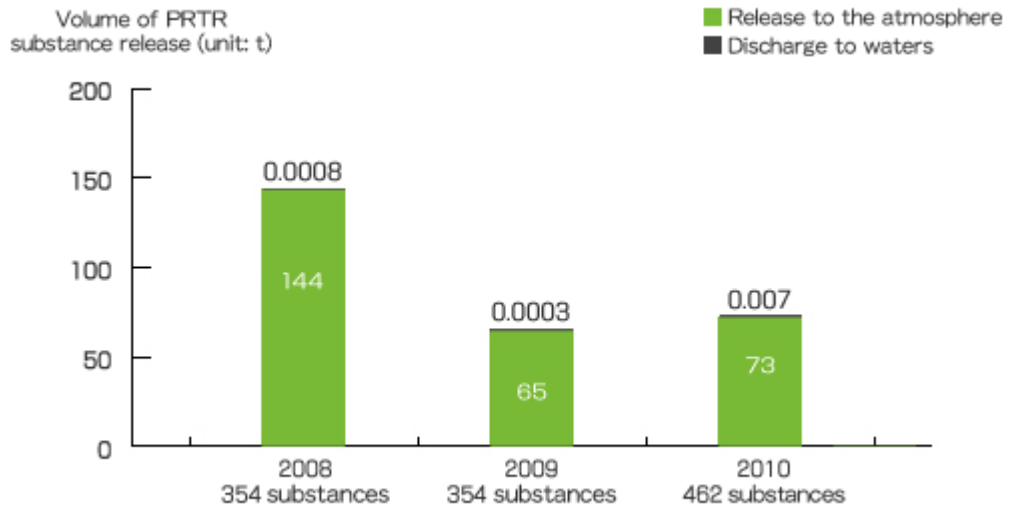
* PRTR: Pollutant Release and Transfer Register

** VOC: Volatile Organic Compounds

Trends in VOC release



Trends in the volume of Yamaha Motor waste materials subject to PRTR



Note1: Released volumes represent the sum of reported volumes from each business unit.

Note2: Beginning from this report, the periods for annual totals is the same April to March period as used for our reports to local governments.

Note3: Since 2010, the number of PRTR substances reported on has increased from 354 to 462.

Complying with the REACH Regulation

In response to the enactment of Europe's Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) regulation in June 2007, the Yamaha Motor group is strengthening its chemical substance management. We completed pre-registration of target substances in 2008 and investigated chemical substances contained within products sold in Europe for reporting in 2011. We will continue to share pertinent information throughout our entire supply chain, and strive to further enhance the management of chemical substance information.

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Approach to Recycling and Reusing Resources and Reducing Usage

Introducing measures for recycling and limiting the use of natural resources

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The Environment

Approach to Recycling and Reusing Resources and Reducing Usage

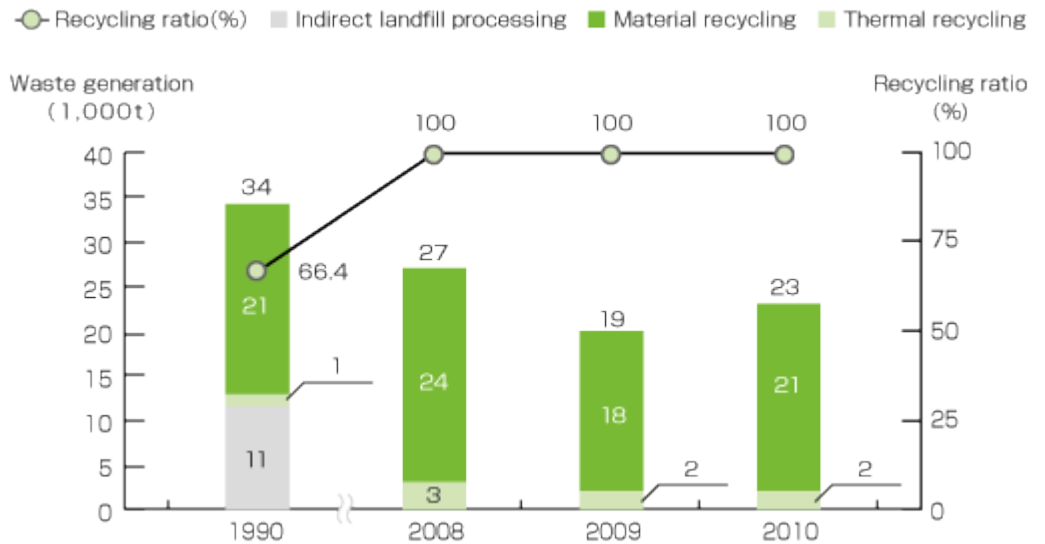
The "3R" concept (Reduce, Reuse, Recycle) is becoming ever more important in all phases of product lifecycles from development and production to use and final disposal, in order to create a recycling-oriented society. The Yamaha Motor group set "Product and factory: 100% recycling" and "Long life" as goals for 2010 and has undertaken various initiatives to meet them.

In order to reduce product weight and thus increase fuel efficiency, we are implementing various approaches such as reducing component size, increasing the use of magnesium, aluminum and plastic resins, reducing the number of parts, and reducing the thickness of parts by pursuing optimal shapes. Furthermore, we plan to increase the use of a system that collects parts recyclability data in order to improve the applicability of the 3R concept to our products.

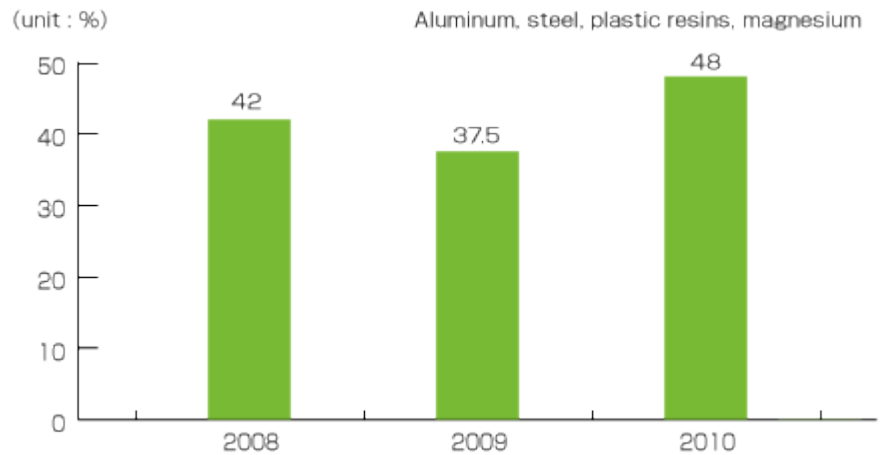
Measures to Reduce Waste and Conserve Resources at the Manufacturing Stage

In 2010, Yamaha Motor generated 23,465 tons of industrial waste. Waste is appropriately processed through material recycling and thermal recycling at our Amenity Clean Energy Plant (ACEP), an internal waste incineration facility. As a result, Yamaha Motor has been able to continuously achieve 0 tons of direct/indirect landfill waste (a recycling rate of 100%). In addition, we set a target of reducing waste volume per unit of sales by an average of 1% annually compared to 2007 (3% by 2010) and achieved a 2% reduction.

Yamaha Motor trends in waste generation at the manufacturing stage and recycling ratio



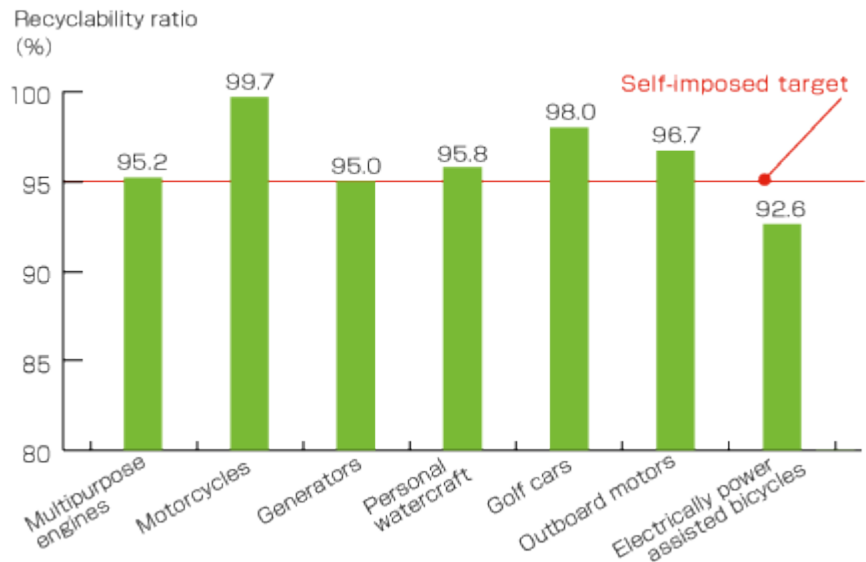
Proportion of recycled materials procured by Yamaha Motor



3R Designs and Product Recycling

The Yamaha Motor group is actively adopting designs based on the 3R concept (Reduce, Reuse, Recycle) for various products. In Japan, we are continuing operation of the Motorcycle Recycling System in cooperation with other industry firms to facilitate appropriate processing of end-of-life motorcycles by dealers.

Recyclability ratio by product line in FY2010



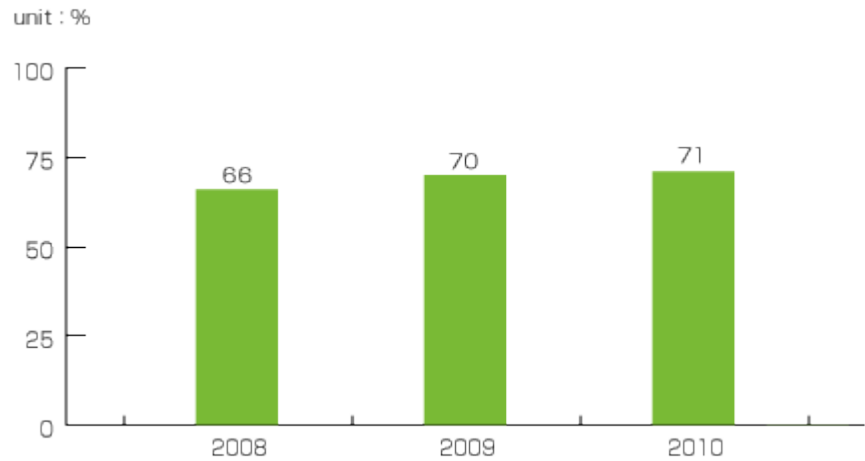
Example of 3R design (model released in 2010)



3R Initiatives in Spare Parts Distribution

The Yamaha Motor group is taking various steps to reuse and recycle resources and reduce resource usage during parts distribution. For example, we are implementing snugly interfitted packing inside cargo containers (thus increasing loading density and reducing number of containers necessary), increasing the number of regions that use returnable shipping pallets with the start of operations at the Latin America distribution center (thus increasing reuse rate), and manufacturing returnable pallets from the plastic resins discharged from our sites (thus recycling the waste materials within sites). In 2010, 71% of Yamaha Motor's export containers were returnable, up from 70% in 2009.

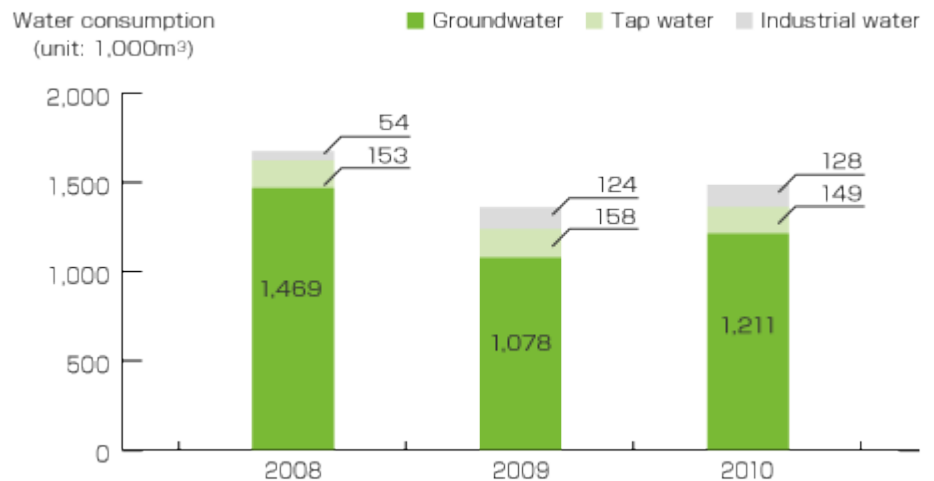
Percentage of returnable Yamaha Motor parts containers for overseas shipment



Conservation of Water Resources

The Yamaha Motor group addresses the conservation of water resources as a group-wide issue and is taking global measures to improve the operational aspects involved in the investigation of actual water consumption.

Yamaha Motor water consumption



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Initiatives to Preserve Biodiversity

Introducing activities aimed at preserving biodiversity

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The Environment

Initiatives to Preserve Biodiversity

At its planned test course construction site (489,101 m²) and the surrounding area in Kikugawa city, Shizuoka prefecture, Yamaha Motor conducted an all-season environmental assessment over a one-year period in 2008. The results were compiled in 2009 and a Natural Environment Conservation Agreement was prepared. This became the basis for the preservation of plants (six species), mammals (one species), birds (four species), and fish (one species) identified from amongst those species listed in the Shizuoka Prefecture Red Data Book (Classification: Vulnerable, and Near Threatened). Yamaha Motor submitted the agreement to the related department of the Shizuoka prefectural government and is conducting ongoing monitoring. In addition to the impact on the surrounding ecosystem, the company also plans to forecast the air pollution, noise, vibration, water quality degradation, and soil pollution that the surrounding area might suffer during site preparation and will try to minimize their impact during construction.



Penthorum chinense, a near threatened species (the Red List by the Ministry of the Environment)

Beach Clean-up and Baby Turtle Release

In September 2010, Yamaha Motor held the 20th annual Nakatajima "Beach Clean-up & Baby Turtle Release" program at Nakatajima Sand Dunes. The event is intended to protect sea turtles. Approximately 800 group company employees and family members—a record-high turnout—participated in collecting 160 kg of plastic, bottles, cans, and other waste during the beach clean-up activity. A new activity initiated in 2010 in cooperation with a local non-profit organization was piling up sandbags filled with sand and Japanese sedge to restore the beach.



Briefing the participants



Piling up sandbags

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Communication about the Environment

Introducing measures aimed at promoting environmental awareness and activities

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Communication about the Environment

In order to help achieve sustainable growth for the communities and coexistence with the global environment while providing our products and services, the Yamaha Motor group believes that it is important to promote environmental protection activities and to strengthen cooperation with all of our stakeholders through obtaining their understanding and participation. We also believe that clearly communicating our approach to environmental preservation to the world is one of our corporate social responsibilities.

We set the goal of "being trusted and esteemed as a corporate citizen by local communities" in the Yamaha Motor Group Environmental Plan 2010, which covered the period through 2010. We are strengthening our communication with stakeholders by holding environmental symposiums in response to external requests in regards to our environmental activities (such as eco-commuting, beach cleanup, and baby turtle release) and disseminating information through means such as CSR reports.

Our continuing initiatives pertaining to eco-commuting activities, which have been implemented since 2004, were recognized and nine sites were registered in the first year of the Excellent Eco-Commuting Business Site Accreditation System of Japan's Ministry of Land, Infrastructure, Transport and Tourism. In 2010, we continued the eco-commuting program.



A briefing on eco-commuting



The Excellent Eco-Commuting Business Site Accreditation System Certificate

Introducing the Eco Point System

One of the goals of the Yamaha Motor Group Environmental Plan 2010 is to have "every group member strongly motivated to proactively participate in environmental programs." To help group members achieve this goal, Yamaha Motor introduced an Eco Point System in January 2008. This system established an index that assigns points to environmental activities and allows members to select eco prizes according to the number of activities conducted and the number of points earned in one year. In 2010, participation in this program reached 190 persons.

Using the Intranet to Foster an "Eco Mind" Outlook

Yamaha Motor uses its corporate intranet to report in a timely manner on the status of eco-commuting and employee volunteerism and to disseminate information on cleanup programs for beaches and areas in the vicinity of company facilities as well as environmental communications with local communities and the public. These efforts serve to raise employee awareness concerning the environment and to encourage participation.



Employees participating in a beach cleanup program

Yamaha Motor Displays at "Eco-Products 2010"

With "reexamining transport to restore people and the earth to health" as its theme, Yamaha Motor displayed the PAS electrically power assisted bicycle and the EC-03 electric commuter at Eco-Products 2010, Japan's largest environment-related product exhibition, in December 2010.



The Eco-Products 2010 exhibition

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CSR Information Disclosure

Explaining the policies and schedule for disclosure of information in the 2011 CSR Report

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CSR Information Disclosure

The Yamaha Motor group has sought to enhance communication with our many stakeholders and broaden the type of information and content we report to the public by issuing our CSR Report annually, a compilation of our approach to corporate social responsibility (CSR) and the initiatives we conduct to fulfill it.

When preparing the CSR Report 2011, we organized the Yamaha Motor group's various CSR-related initiatives from the perspectives of what is important to the public and what is important to Yamaha Motor. In consideration of appropriate disclosure to stakeholders and reducing environmental impact, this report will be available on the Yamaha Motor website only.



Guidelines Consulted: We consulted the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines Version 3 and the Environmental Reporting Guidelines (2007) published by Japan's Ministry of the Environment.

Scope of the report: In principle, information pertains to the Yamaha Motor group, comprising Yamaha Motor Co., Ltd. and consolidated group companies (includes some affiliated companies); in cases where the scope differs, this is stipulated in the report.

Company name: Yamaha Motor Co., Ltd. is referred to as Yamaha Motor or just Yamaha in this report (in some tables, graphs and illustrations this may be abbreviated to YMC). For consolidated subsidiaries (and some affiliates), abbreviated versions of domestic company names in Japanese and overseas company names in English are used.

Time period covered: January 2010 - end of December 2010 (reports on certain important information extend beyond the period stated here).

Origin of articles: The articles appearing in this English version of the report are translations of texts originally written and edited in Japanese.

Previous publication: June 2010
Next publication: June 2012 (scheduled)

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GRI Reference Table

Presenting a Table of GRI guidelines concerning information in the 2011 CSR Report

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GRI Reference Table

| Item | Index | Web Links |
|--------------------------|---|--|
| 1. Strategy and Analysis | | |
| 1.1 | Statement from the most senior decision maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy. | Message from the President |
| 1.2 | Description of key impacts, risks, and opportunities. | Yamaha Motor Group's Approach to CSR |

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| 2. Organizational Profile | | |
| 2.1 | Name of the organization. | (About Yamaha Motor > Overview) |
| 2.2 | Primary brands, products, and/or services. | (About Yamaha Motor > Overview) |
| 2.3 | Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures. | (About Yamaha Motor > Overview) |
| 2.4 | Location of organization's headquarters | (About Yamaha Motor > Overview) |
| 2.5 | Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report. | (About Yamaha Motor > Group Companies) |
| 2.6 | Nature of ownership and legal form. | (About Yamaha Motor > Overview) |
| 2.7 | Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries). | (About Yamaha Motor > Overview) |
| 2.8 | Scale of the reporting organization, including: <ul style="list-style-type: none"> • Number of employees; • Net sales (for private sector organizations) or net revenues (for public sector organizations); • Total capitalization broken down in terms of debt and equity (for private sector organizations); and • Quantity of products or services provided. | (About Yamaha Motor > Overview) |
| 2.9 | Significant changes during the reporting period regarding size, structure, or ownership including: <ul style="list-style-type: none"> • The location of, or changes in operations, including facility openings, closings, and expansions; and • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations). | (History) |
| 2.10 | Awards received in the reporting period. | R&D and Engineering and Manufacturing |

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| 3. Report Parameters | | |
| 3.1 | Reporting period (e.g., fiscal/calendar year) for information provided. | CSR Information Disclosure |
| 3.2 | Date of most recent previous report (if any). | CSR Information Disclosure |
| 3.3 | Reporting cycle (annual, biennial, etc.) | CSR Information Disclosure |
| 3.4 | Contact point for questions regarding the report or its contents. | (Contact Us) |
| 3.5 | Process for defining report content, including: <ul style="list-style-type: none"> • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organization expects to use the report. | CSR Information Disclosure |
| 3.6 | Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. | CSR Information Disclosure |
| 3.7 | State any specific limitations on the scope or boundary of the report. | CSR Information Disclosure |
| 3.8 | Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations. | (About Yamaha Motor > Overview) |
| 3.10 | Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). | Not applicable |
| 3.11 | Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. | Not applicable |
| 3.12 | Table identifying the location of the Standard Disclosures in the report. Identify the page numbers or web links where the following can be found: <ul style="list-style-type: none"> • Strategy and Analysis 1.1 – 1.2; • Organizational Profile 2.1 – 2.10; • Report Parameters 3.1 – 3.13; • Governance, Commitments, and Engagement 4.1 – 4.17; • Disclosure of Management Approach, per category; • Core Performance Indicators; • Any GRI Additional Indicators that were included; and • Any GRI Sector Supplement Indicators included in the report. | GRI Reference Table |

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| 4. Governance, Commitments, and Engagement | | |
| 4.1 | Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. | (Corporate Governance) |
| 4.2 | Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). | (Corporate Governance) |
| 4.3 | For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members. | (Corporate Governance) |
| 4.4 | Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. Include reference to processes regarding: <ul style="list-style-type: none"> • The use of shareholder resolutions or other mechanisms for enabling minority shareholders to express opinions to the highest governance body; and | (Corporate Governance) |

| | | |
|------|---|---------------------------------------|
| | <ul style="list-style-type: none"> Informing and consulting employees about the working relationships with formal representation bodies such as organization level 'work councils', and representation of employees in the highest governance body. | |
| 4.5 | Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance). | (Corporate Governance) |
| 4.6 | Processes in place for the highest governance body to ensure conflicts of interest are avoided. | (Corporate Governance) |
| 4.7 | Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics. | (Corporate Governance) |
| 4.8 | Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation. Explain the degree to which these: <ul style="list-style-type: none"> Are applied across the organization in different regions and department/units; and Relate to internationally agreed standards. | Yamaha Motor Group's Approach to CSR |
| 4.9 | Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles. | Yamaha Motor Group's Approach to CSR |
| 4.10 | Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance. | Yamaha Motor Group's Approach to CSR |
| 4.11 | Explanation of whether and how the precautionary approach or principle is addressed by the organization. | Yamaha Motor Group's Approach to CSR |
| 4.12 | Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses. | Business Partners |
| 4.13 | Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> Has positions in governance bodies; Participates in projects or committees; Provides substantive funding beyond routine membership dues; or Views membership as strategic. | Close up |
| 4.14 | List of stakeholder groups engaged by the organization. | Basic Policies of CSR |
| 4.15 | Basis for identification and selection of stakeholders with whom to engage. | Basic Policies of CSR |
| 4.16 | Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group. | Basic Policies of CSR |
| 4.17 | Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. | R&D and Engineering and Manufacturing |

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| 5. Disclosure on Management Approach and Performance Indicators | | |
| [Economic] | | |
| Management Approach | | |
| Goals | | (For Investors) |
| Policy | | (For Investors) |

| Performance Indicators | | |
|-----------------------------------|---|---|
| EC6 | Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation. | Business Partners |
| EC8 | Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. | The Community |
| [Environmental] | | |
| Management Approach | | |
| Goals | | 2010 Plans and Performance |
| Policy | | Basic Policies of CSR The Environment |
| Organizational Responsibility | | Environmental Management |
| Training and Awareness | | Environmental Management |
| Monitoring and Follow-up | | Environmental Management |
| Performance Indicators | | |
| EN1 | Materials used by weight or volume. | Environmental Management |
| EN2 | Percentage of materials used that are recycled input materials. | Approach to Recycling and Reusing Resources and Reducing Usage |
| EN3 | Direct energy consumption by primary energy source. | Environmental Management |
| EN4 | Indirect energy consumption by primary source. | Environmental Management |
| EN8 | Total water withdrawal by source. | Environmental Management |
| EN11 | Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. | Initiatives to Preserve Biodiversity |
| EN12 | Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. | Initiatives to Preserve Biodiversity |
| EN16 | Total direct and indirect greenhouse gas emissions by weight. | Approach to Reducing CO2 Emissions |
| EN17 | Other relevant indirect greenhouse gas emissions by weight. | Approach to Reducing CO2 Emissions |
| EN18 | Initiatives to reduce greenhouse gas emissions and reductions achieved. | Approach to Reducing CO2 Emissions |
| EN19 | Emissions of ozone-depleting substances by weight. | Not applicable |
| EN22 | Total weight of waste by type and disposal method. | Approach to Recycling and Reusing Resources and Reducing Usage |
| EN26 | Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. | Approach to Reducing CO2 Emissions |
| EN27 | Percentage of products sold and their packaging materials that are reclaimed by category. | Approach to Recycling and Reusing Resources and Reducing Usage |
| EN30 | Total environmental protection expenditures and investments by type. | Environmental Management |
| [Labor Practices and Decent Work] | | |
| Management Approach | | |
| Policy | | Basic Policies of CSR |
| Organizational Responsibility | | Workplace Safety and Health |
| Training and Awareness | | Developing Human Resources/Supporting Career Development Workplace Safety and Health |
| Monitoring and Follow-up | | Workplace Safety and Health |
| Performance Indicators | | |

| | | |
|-------------------------------|--|--|
| LA1 | Total workforce by employment type, employment contract, and region, broken down by gender | (About Yamaha Motor > Overview) |
| LA10 | Average hours of training per year per employee, and by employee category. | Developing Human Resources/Supporting Career Development |
| [Human Rights] | | |
| Management Approach | | |
| Policy | | Basic Policies of CSR |
| Organizational Responsibility | | Workplaces Thriving on Diversity |
| Training and Awareness | | Workplaces Thriving on Diversity |
| Monitoring and Follow-up | | Workplaces Thriving on Diversity |
| [Society] | | |
| Management Approach | | |
| Policy | | Basic Policies of CSR |
| Organizational Responsibility | | (Corporate Governance) |
| Training and Awareness | | Risk Management/Compliance |
| Monitoring and Follow-up | | Risk Management/Compliance |
| Performance Indicators | | |
| SO2 | Percentage and total number of business units analyzed for risks related to corruption. | Risk Management/Compliance |
| SO3 | Percentage of employees trained in organization's anti-corruption policies and procedures. | Risk Management/Compliance |
| SO4 | Actions taken in response to incidents of corruption. | Not applicable |
| [Product Responsibility] | | |
| Management Approach | | |
| Policy | | Basic Policies of CSR |
| Training and Awareness | | R&D and Engineering and Manufacturing Customer Response/Services |
| Monitoring and Follow-up | | Customer Response/Services |

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