

YAMAHA MOTOR CO., LTD.

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BIMONTHLY

A Quarter-Century Endurance Run!

The story of Yamaha's long-selling Enduro outboard motor line is a story of a 30-year dedication to durability, serviceability and tailoring specs by region to withstand some of the toughest working environments in the world.



Enduro outboards, a quarter in the Yamaha spirit



Lying at an elevation of 1,000 meters, central Africa's Lake Victoria is home to a thriving fishing industry for the popular white-meat fish Nile perch. In a recent visit to one of the lake's major fishing towns, we found that most of the fishermen there are proud and happy owners of Yamaha 15 hp Enduro outboard motors. In this issue we take a look at the engineering philosophy behind these Enduro models that has remained unchanged for 25 years, even as their technologies have evolved. We also introduce you to the factory where these engines are built and the customers who love and depend on them.

The Enduro models of Yamaha's 2-stroke outboard motor lineup are built especially for the tough demands of commercial use. Production of Yamaha commercial-use outboards began in the 1970s, and it was in 1974

that they began to be sold under the Enduro name and to win recognition in markets worldwide. At the time, however, there was no distinction in the approach to engineering standards between commercial-use and leisure use models. That distinction didn't enter the picture until after 1983, when Yamaha outboards were introduced for the first time on the North American market.

To learn about the developments of those days, we spoke to Mr. Yutaka Suzuki of Yamaha's ME Company (Marine Engine Operations).

"Our basic outboard motor engineering standards were based on long years of accumulated know-how in outboard motor development that went back to 1960 at Yamaha, and when we entered the North American market we used the Enduro brand name for our models at the

time. The use environments for pleasure-use and Enduro engines are completely different. The pleasure, or leisure, use outboards are used mainly for amateur angling, and what people want in them are comfort qualities like quietness, and low vibration. On the other hand, the commercial-use Enduro models

have to be built to withstand long hours of high-speed running and usually over 1,000 hours of use a year. The boats they are used on also tend to be heavier and

carrying much bigger loads (like a fishing catch) at times. You have to build these engines to take that kind of abuse," he says. This means that the Enduro models are designed for durability, serviceability and

exchangeability of parts. The engines need to have a high level of water resis-

tance, highly durable bearings and bushings, durable gear and shaft alloys and rugged shafts and brackets. They also have to be designed for easy carrying, have dimensions that enable use in shallow waters and other special qualities like cooling systems that can handle muddy water.

To learn more about how the Yamaha Enduro models evolved over the years, we spoke to Mr. Kenichi Handa of the Engineering Division (Yamaha Marine Co., Ltd.). Says Mr. Handa: "There is no end to the evolution of our Enduro models. We have a proven and trusted basic design to which we are continually adding improvements and refinements year by year. We don't change the basic design, however. What



In Egypt



In use in Costa Rica



This Indonesian owner of a 15 hp Enduro says, "Yamaha is the greatest"

century of success

Yamaha outboards are manufactured today at Yamaha Kumamoto Products Co., Ltd. in Kumamoto, Yamaha Marine Co., Ltd. in Hamamatsu and the MBK Industrie factory north of Paris



Mr. Handa, Senior Supervisor, Design Dept.



Mr. Suzuki, Senior Supervisor, Product Planning Group Product Div.



At work in Brazil



A Peruvian customer who operates a water taxi on the Amazon River with his E40J says, "I bought this outboard used four years ago and it keeps running with no problems"

continues to evolve are functions to meet real market needs, like the waterproofing systems, anti-corrosion measures, strengthening of the bearings, as well as improving the shape and structure of the cowl," he explains.

As for why Yamaha doesn't change the basic design of the engine, Mr. Handa



Says this Malaysian E40X owner, "The performance is good and it seldom needs repair. That's so important, because engine breakdowns are a fisherman's worst enemy"

goes on to explain: "These outboards are put to tough use, and there are times when an owner might have to lay the engine down on a sand beach to work on it. So there is always the chance of sand or other debris getting in. That's why the key is a design that is easy to work on and repair when trouble occurs. And this

good serviceability has been recognized in the world's markets. For example the 'assembled crank type 2-stroke engine' design adopted on our Enduro models is one that also makes it relatively easy to perform maintenance like changing bearings. The different parts can be exchanged to return the engine to its original performance level and keep it running like new. That is why there is a big turnover in replacement parts, and all the Yamaha service information we supply further builds trust in the brand."

Mr. Handa goes on: "When it comes time to plan a new model, we make sure that we design a mature machine that uses the same proven parts like pistons, gears and bearings, interchangeably. But all this is easier said than done, from an engineering standpoint. The key is to build an engine with a structure that makes it easy to repair and return to its original performance level with limited facilities and minimum repair effort when something goes wrong."

There are other reasons why so many boat owners choose Yamaha Enduro outboards. "In this world there are a lot of different types of boats. The different shapes of boats in different regions of the world have evolved in the course of history to meet the unique weather, climate and sea conditions of each region around the world. At Yamaha we also have a boat building division and they work to create replicas of boats from different regions that we can run extensive tests with. Then, based on these tests, we can come up with proposals to make our engines perform better on these different types of boats," he explains "For example, in one case we developed a stabilizer to add to the outboard and the fishermen



A Yamaha owner in China



In use in Gabon



On the job in Ghana

using it were thrilled by how much easier it became to handle their boats. By supplying outboards that have been tailored in these ways to fit the needs of the different regions' boats, we are also able to change the markets in ways that create new demand. The development of the Enduro series over the years has been typified by this kind of spiral effect," concludes Mr. Suzuki. And, Yamaha's attitude of protecting the boat culture of different regions eventually leads to a lot of satisfied customers.



"The best thing is that it doesn't break down. I'm also very satisfied with the speed and performance. My friends all use Yamahas too," says this Malaysian owner of a 60 hp Enduro



This fisherman in Senegal operates an 8-meter boat. "Nothing but a Yamaha does the job"



Yamaha Kumamoto Products is located at the western-most point of the Japanese islands where the country's largest coalmines once operated and now a flourishing metal industry exists. Among its products are the aluminum ingots used at the Yamaha Kumamoto Products factory

To see how these proud Yamaha outboards are manufactured, *Yamaha News* visited the Yamaha Motor Co., Ltd. (YMC) subsidiary Yamaha Kumamoto Products Co., Ltd. (YKP) on Japan's western island of Kyushu. What really makes this factory unique are its comprehensive facilities to cover the complete manufacturing process from casting and machining to painting, assembly and final product inspection, all the way to packaging. In fact, this is one of the few factories in the world that incorporates the entire outboard motor manufacturing process. "Besides being a comprehensive manufacturing facility this factory has taken



Aluminum ingots are shaped into Enduro engine parts



Assembling piston pins

many measures to ensure that it is environment-friendly as well. For melting the aluminum, we use LP gas instead of burning the usual fuel oil and this greatly reduces the amount of sulfur and CO₂ produced" said Mr. Yoshihiko Ohtsu. For maintaining the temperature of the molten aluminum we also use an electric heating system that produces no waste gasses. And, we have a bacterial decom-

position process to treat excess paint and greatly reduce the amount of paint waste produced," he explains.

Mr. Atsushi Akahane of the Production Department here at Kumamoto Products talked to us about the unique features of the assembly line. "We manufacture some 500 different specifications of Yamaha outboards here for the world's markets, and in order to handle this kind of lot diversity with flexibility and precision, we adopt what we call a 'set supply' system that prepares a set of only the parts needed for a specific product lot. We also ease the effort of our line workers in moving from work station to work station in the assembly process by installing FDC personnel conveyors. And, to



The FDC conveyor under foot makes the workers' jobs easier

Messages from Yamaha Kumamoto Products Staff



From left in front row: Mr. Yamamoto, Mr. Miura, Mr. Hiramoto, in the back row: Mr. Kuroda, Mr. Yoshimoto

The Obsession with a Hammer Stroke — Kazuya Yoshimoto

The casting work here requires that we be able to change molds quickly and efficiently. Through a lot of improvements to the work process, we have managed to cut the time required by about half. We all have our particular obsessions when it comes to doing our job well, like "this part should be cooled from this direction" or "this kind of

of our workers by using test pieces and having them compete to spray a complex surface with optimum film thickness. Everyone has really gotten into it, and the more skillful they get the less excess paint we waste in our work.

Everyday Brings New Discoveries — Hideki Yamamoto
The key to quality control work is to check the assembly and man-

ufacturing processes involved whenever a problem is found. For example, if an exhaust leak is discovered around the engine, we find out what parts are involved and feed the information back to the relevant production stations and make sure the cause is found. We have created a text to assist in this process. Every day there are new things to discover and study.

Competition in Paint Film Thickness — Yoshitada Kuroda

Painting a surface with a complicated shape is something that can only be done manually by skilled workers. So we are working to build the skills

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Feeling is One of the Check Items Too — Akira Miura

In the final product inspection we put the motor in a tank and actually run the engine. All five senses are involved in such an inspection. For example, listening to see if there is anything even slightly unusual about the engine sound is one of the check items. If we sense that anything is strange at all we

never hesitate to pull that motor off the line. Then we make sure that the reason is found. Each and every motor is a new challenge that requires every bit of my attention and experience.

Toward a Closed-loop Type Use of Water — Tsunehito Hiramoto

At this factory we produce 70% of the electricity we use here on-site, and in 2003 we were one of the first facilities in the Yamaha Motor group to introduce a cogeneration system that converts the cooling water from our generator to heat our boiler and thus replace the use of type A fuel oil. Also, we are now reusing 5% of the 40 tons of waste water generated here each day. Our goal is to eventually create a complete closed-loop recycling system for this water.



All cast aluminum parts must meet strict inspection and measurement standards

ensure consistency in the bolt fastening that makes up about 40% of the work on the assembly line, we use special fastening tools that provide the same precise fastening torque no matter who uses them.”

Another feature of the manufacturing process here is a so-called “in-line inspection” system that incorporates quality control checks into each of the work processes from casting, painting and assembly to the final finished product inspection. This means quality defects are caught and corrected at each stage of production. And each outboard that comes off the assembly line has its engine started and test run in a special testing tank before it is packaged for shipment. Says Mr. Kenji Kawamukai of the Quality Assurance Department, “Since we have a comprehensive inspection system covering every stage from the casting to packaging, we can deal with each problem immediately as it

occurs. This combines with our various other quality control measures to ensure that we almost never have delays in lot completion due to quality glitches.”

Here at Kumamoto Products a visitor also sees a training center and training machines where new employees learn the assembly skills. But these hardware aspects are only part of the story. “What’s important is the hearts and minds of our people,” says Mr. Akahane. “It is no good if people see their jobs just as an operation to be performed. They have to know what is vitally important about the assembly job they are doing. Being aware of how each part fits into the final product, like the role this part plays in the flow of the exhaust system, helps build a worker’s motivation.”

Playing an important role in conveying this kind of information is a 60-page booklet that the employees themselves have put together in their group activities as an educational text.



A 60-page booklet that the employees themselves have put together in their group activities as an educational text

Full of photos and diagrams for explaining the role of each part, the order in which they are assembled and the important points to be aware of in the assembly process, this



Yamaha Enduro outboards are tested in all types of simulated environments during the development process. They are tested with a variety of different types of fuel and prototypes are made to test in the actual markets. Also, data is taken and tests made for other factors like oil types, different air and water temperatures and the amount of calcium in different sea water environments. This photo shows final product testing

booklet builds worker skills and understanding of their jobs.

Mr. Akahane continues, “True product quality can only be born in the hearts of the people who build the products.”

In the past four years, over 1,000 foreign visitors have made study tours of this factory. And the factory’s manufacturing division managers also make overseas market tours whenever the opportunity arises. In this way, the quarter-century success story of the Yamaha Enduro outboards is a story of customers who use their Yamahas with loving care and Yamaha people who are constantly working to reflect real market needs in the development of ever better products and to build better sales and service networks that are closer to each market.

A fishing village on Lake Victoria in Uganda



(From left) Mr. Akahane, Mr. Ohtsu, Mr. Kawamukai of Yamaha Kumamoto Products Co., Ltd.



D'Ieteren Sport S.A.

Location: Wauthier-Braine, Belgium

President: Roland D'Ieteren

Employees: 42



Our reporter: Serge Henkens, General Manager, D'Ieteren Sport S.A.

D'Ieteren Sport S.A. was established in 1975 and gradually ensured the distribution of a wide variety of Yamaha products throughout Belgium and Luxembourg. Our company belongs to the D'Ieteren Group, currently the most important car distributor in Belgium, representing VW, Audi, Seat, Skoda, Porsche, Bentley and Lamborghini.



The present D'Ieteren Sport headquarters was built here in Wauthier-Braine two years after the company's founding in 1975

Our solid base

Today, D'Ieteren Sport operates with eight dealer networks dedicated to the different Yamaha product lines: on-road motorcycles, off-road motorcycles, leisure ATVs, utility ATVs, Yamaha scooters, MBK scooters, Yamaha outboard motors and WaveRunners. And, a good number of our dealers handle several of these products.

Our internal organization is closely based on these subdivisions, with specific sales and marketing managers assigned to the on-road, off-road, scooter and marine divisions, respectively.

We also have a thriving accessories division that supplies Yamaha Genuine Accessories, as well as motorcycle gear brands

Promoting the Full Yamaha

such as Spidi and Fieldsheer clothing, Sidi boots, Kappa carriers, Pirelli tyres and more.

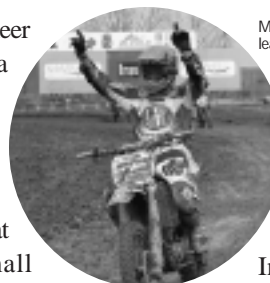
Racing sells

It is a well-known fact that Belgium is a very small country, with an area of just 30,000 sq. km, and a rather dense population of 340 inhabitants per sq. km. Despite Belgium's fairly wet climate, the Yamaha touring type motorcycle models are particularly successful. But, due to our mild winters, there is no snowmobile market, and with a restricted 67 km coastline, marine products represent a mere 4% of our turnover. Our average customers belong to the 35-55 age groups and use their motorcycles mainly for leisure time riding. But, severe traffic problems are encouraging an increasing number of commuters to use their motorcycle or scooter on a daily basis.

For a small country, however, Belgium has produced many great sportsmen! One of Belgium's most popular professional riders is Stefan Everts, 7-time Motocross World Champion and most certainly one of the major assets to the Yamaha brand.

In the enduro and motocross model segments, D'Ieteren Sport has fought hard to keep its leading market position and was able to close the 2003 season with an impressive 35% market share.

With Yamaha's advanced technologies, racing activities are an important part of our world. D'Ieteren Sport has been quite active



Motocross World Champion, Stefan Everts is one of Belgium's leading sportsmen (Photo taken at the Italian MX1, 2004)

in this domain with the Yamaha R6 Cup.

Each year about 40 riders compete in the Belgian Supersports Championship.

Inspired by these racing activities, we offer a fully monitored and free-of-charge racetrack riding course to all our supersports customers. We want to give all potential customers the opportunity to ride with our motorcycles. That's why D'Ieteren Sport developed the Yamaha Contact Center where the full motorcycle and maxiscooter line-up, with the exception of the R1 and R6 models, is at the customer's disposal for a two-hour test ride. Appointments can be made exclusively at the official Yamaha motorcycle dealerships.

After each test, the customer is asked to fill out a questionnaire which is then immediately sent to the dealer by fax. Thanks to this, the dealer knows about the customer's opinion before the second visit to the shop. The Yamaha Contact Center can be contacted from Friday to Monday during the warmer months of March until October.

MBK success

Along with the Yamaha brand, D'Ieteren Sport launched MBK products following the dual-brand strategy guidelines. This strategy proved to be most lucrative for the brand. The market share grew from 10% in 1994 to 30% by 2003! Considering the general decline in the market over the past few years, this is indeed an outstanding performance. MBK became the leading brand setting this trend, particularly amongst young people, to the extent that the "Booster" became the generic name for any 50cc scooter in the Belgium market.

Marine activities exceed expectations

Although the marine market is not large in Belgium, our customers wish to be "well-equipped." Obviously, they prefer products that are both powerful and reliable. That's



The Yamaha R6 Cup organized by D'Ieteren Sport Belgium is competed amongst others at Belgium's Francorchamps and Zolder racetracks and even in Germany and the Netherlands

Line and Motor Sports



The MBK Booster is popular especially among young Belgians



The unique Raid Rubson Turquoise is a fascinating challenge involving navigation, diving and deep sea-fishing around one of the most beautiful surroundings in the world

why Yamaha's bigger outboard motors seem to be their first choice and why, in 2004, we obtained a 47% market share (Value Share) and became the top brand in Belgium for the very first time!

In association with the Briefing agency and the Henkel Group, Belgium is also proud to present the 4th edition of the Raid Rubson Turquoise. This 10-day event will be organized at the Grenadine Islands. A fleet of 15 Capelli 7.5m boats, equipped with Yamaha HPDI 250hp outboard motors, each of them carrying a four-member crew, will be engaged in a fierce competition involving speed and navigational skills, in combination with diving and deep sea fishing activities. The Raid Rubson Turquoise takes place in one of the world's most beautiful surroundings with an important number of VIPs attending this exclusive event. We are looking forward to full media coverage extending beyond Belgian borders.

Uncontested leader in ATVs

As for our ATV related activities, we follow the trend of numerous other countries here in Belgium. Thanks to the incredible popularity of the all-terrain-vehicles, business is booming. The leisure ATVs make up 70% of our sales, while the remaining 30% are utility models sold to commercial enterprises in the agriculture and forestry sectors. With a 60% market share, Yamaha is Belgium's uncontested ATV market leader. In order to fully support the product, we opted for a distribution network of specialized ATV dealers closely involved in commercial activities and promotional events.

Brussels International Motor Show reaches out to customers

This brings us to the Brussels Motor Show. This biennial show is especially focused on powered two-wheeler products, in combination with leisure and utility vehicles, attracting 350,000 visitors. During the 2004 edition of the auto and motorcycle show in Brussels, all the major car and powered two-

Belgium

Capital City: Brussels
Area: 30,528 sq. km
Population: 10,310,000
Languages: Dutch, French, German



Historical sites: Each year a spectacular flower carpet covers the ancient cobblestones of the majestic "la Grande Place" market place in the Belgian capital, Brussels

Typical dish: Belgian mussels and fries is one of the simplest and most popular dishes enjoyed by the people of Belgium, and it goes especially well with a local "Trappist" beer



wheeler distributors participated and the attendance grew to 750,000 visitors! Taking into account the numerous sales agreements signed at the show, it is clear that the Belgian customer prefers to make his final decision in Brussels.

A durable investment

There is a famous Belgian proverb saying that almost every Belgian citizen is born "with a brick in his stomach." This means that we want to build or buy a house before thinking of spending our money on anything else. Motorcycles would be next in line. People do appreciate the advanced technologies and power found on the FJR1300, one of the best assets to the Yamaha range in 2003, along with the Fazer 600. We are equally convinced that the ever-growing number of R1s will soon be seen on our Belgian roads.



Yamaha exhibits at the Brussels International Motor Show, which attracted 750,000 visitors in 2004

MotoGP

MotoGP Opening Round



Rossi (right) pulled away from rival M. Biaggi in the final laps

Five months after the news of reigning World Champion Valentino Rossi's switch to Yamaha sent shockwaves through the racing world, the long-awaited opening round

of the 2004 MotoGP series got off to a thrilling start at the Africa's GP in Welkom, RSA on April 18. Riding the Yamaha YZR-M1 for the Gauloises Fortuna Yamaha team,

Rossi Wins on MotoGP

Rossi outran the competition and became the first rider in the history of the premier class to win consecutive victories with different manufacturers. For Yamaha, it was the first MotoGP win since October 2002.

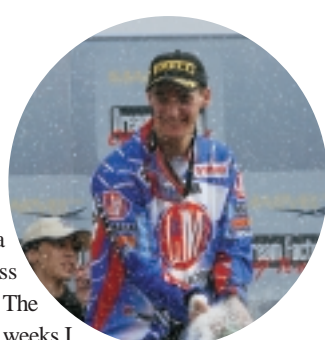
Starting from the pole position, Rossi grabbed the holeshot and led for most of the 28-laps race but not without having to fight off a determined challenge from Honda rival Max Biaggi. The two pulled away from the competition while trading the lead several times in a close running battle, until Rossi broke away into the lead for the final time with two laps to go and took the checkered flag. Meanwhile, the other three Yamaha riders finished 9th through 11th.

After the race an emotional Rossi said, "This is the best race of my career. I want to say a big thanks to my mechanics and to Yamaha for all their efforts. Yamaha has made such a great effort and so much work to change

MX1

MX1 Motocross World Championship

Everts Rushes to the Lead in Season Ranking



Everts in Round 2, the Spanish GP (March 28th)

In the MX1 class of the world motocross championships that kicked off this season in Belgium on March 21 and finished its third round in Portugal on April 4, two Yamaha riders, the Belgian duo of defending champ Stefan Everts and Cedric Melotte, stand at 1-2 in the early season ranking riding the YZ450FM for the Yamaha L&M Motocross Team.

Special attention is focused on the pinnacle MX1 class of the world motocross championships this year as most of the manufacturers field 4-stroke machines and the competition returns to a two heat final for the first time since 2000. Going for his eighth world title this year, Stefan Everts overcame injuries to place 5th in both heats of the season opener and then came back to win both heats in the rain and mud at Round 2 to show how serious he is about winning another title. In Round 3 he took the holeshot in heat one and raced on to the win. In heat two he finished 2nd to pile up a total of 129 season points, putting him on top in the ranking. After Round 3, Everts

said, "I can still make a lot of progress in my riding. The last couple of weeks I have not been able to train properly. First, due to my rib injury and after that I hurt the ligaments in my right thumb. I need some time to gain momentum and regain my best speed." We can expect good things from the middle stages of the season. Meanwhile, the new addition to the Yamaha team this year, Cedric Melotte started the season off well with a 2nd in and 1st place finish in the heats of Round 1. Bad starts in both heats of Round 2 left him finishing 10th twice. In Round 3 he came back to stronger 5th and 4th place finishes to keep 2nd place in the ranking. "I was happy to be on the podium with my 3rd place overall in Round 3," Melotte said. "Overall it could have been better of course, but I will definitely be working to improve my finishes." It looks like Yamaha is off to a good start on its way to a second consecutive title in this pinnacle motocross class.

Opener as Yamaha Sets Sights Title



Rossi won from the pole position on his YZR-M1

their situation. Today's race showed that the level of this sport has greatly increased since last year but winning a race like this is not a miracle, it's due to all the hard work we've put in." Meanwhile, General Manager Masao Furusawa of YMC's Technology Development Division commented, "We didn't have much time for machine development after Rossi joined us but we managed to make big progress in both the engine and



the chassis. Shifting the development focus for the engine from maximum power to power distribution was especially effective, and it also contributed to major progress in the chassis performance. Our main job from now on will be adding more power to this new engine character we have developed. Our goal for Round 2 is to keep working on the machine's competitiveness so that not only Rossi but our other three Yamaha riders, Carlos Checa and Fortuna Gauloises Tech 3 riders Norick Abe and Marco Melandri can also go for a podium spot." It looks like Yamaha is off to a good start on its way toward winning back motorcycle racing's biggest title.



The first round winner, Valentino Rossi

AMA SX

AMA Supercross series Championship

Chad Reed One Step Away from Supercross Title!



Reed on his YZ250



Chad Reed in Daylona

At the 15th round of the AMA Supercross series in Salt Lake City on April 24, Chad Reed of the Yamaha Factory Racing team rode his Yamaha YZ250 machine to a strong 2nd place finish with his teammate David Vuillemin in 3rd.

Following the Yamaha podium sweep in the season's opening round, Reed piled up seven wins and three 2nds to dominate the competition. After a fall in round 12 that left him at the back of the pack, he fought back fiercely to finish 3rd. By round 14 in Irving, Texas, he had chalked up an amazing 10 wins and was ready to go into the 15th round with the season title well within his reach. However, it was later determined that the fuel Reed and two other riders had used at round 14 was not in compliance with the new AMA fuel regulation and he was penalized 25 season points as a result. Still, Reed will go into the final race of the series with a 12 point lead over second place K. Windham (Honda) and strong determination to win his first 250cc class Supercross title.

RACING

EXPRESS



New Zealand

880 nautical miles to Caledonia with fuel-efficient Yamaha 4-strokes

Powered by a pair of Yamaha 225hp 4-stroke outboards, the Ron Given-designed 12m powercat, *Tamatea*, made the trip from Opuia, in the northern part of New Zealand to the island of New Caledonia, 880 nautical miles in just over two days. Being the first major ocean voyage undertaken by 4-stroke Yamahas, *Tamatea* managed to save more than two days over the previous delivery record of five days.



Success for *Tamatea* with the acclaimed Yamaha F225s

Using a total of 4,000 litres, the average fuel consumption was even more astonishing. Despite carrying an extra handicap of two tons in fuel and equipment, the Yamaha F225s used an average of just 2.27 litres each per nautical mile. The six-ton boat managed an average speed of 16.48 knots at average cruising rpm of 3,500.

Kelvin Travers from Silver Tiger Boats, *Tamatea's* builder and skipper, raved about the engines. He said "They offered smooth constant power, not missing a beat and instilled complete confidence in the crew at all times. The Yamahas were ideal for a light displacement powercat – and they saved 900 kg in weight over diesel power plants." Greg Fenwick, Yamaha Motor New Zealand Limited (YMNZ) marine manager, also added "These engines have already proven themselves in coastal passage-making and now on a serious blue water crossing, where the reliability and fuel efficiency of the engines is the paramount safety feature."

From Greg Fenwick, Marine Manager, YMNZ, New Zealand

U. A. E.

600 participants successfully complete Yamaha ATV riding course

Beginning on January 15, a one-month Yamaha riding course designed for teaching sound ATV riding was held by the local distributor, Al Yousuf Motors L.L.C. in Dubai, the United Arab Emirates (U.A.E.).

Held at a venue in the heart of the city, this one-month event was planned to coincide with the Dubai Shopping Festival 2004.

The event was aimed at informing the U.A.E government authorities and the public in general about the contributions of Yamaha and Al Yousuf to proper driving of ATVs.

Thanks to the efforts and hard work of Al Yousuf, over 600 riders successfully completed the course. And there was high praise from all those

Mexico

X-Touring Yamaha for Adventurous ATV Customers



The "X-Touring" course included 400-year-old "caminos reales" trails never before traveled by motor vehicles



Yamaha ATVs participated in the first "X-Touring Yamaha"

Yamaha Motor De Mexico, S.A. De C.V. (YMMEX) teamed up with its distributor HATO MOTORS in Zamora Michoacan to offer Yamaha ATV customers an unmatched riding adventure in central Mexico. To accommodate both novice and experienced riders, two courses were selected in cooperation with the local communities. Starting on February 5, the participants departed from Zamora on 32 Yamaha ATVs and were soon tackling tough forest and mountain trails that required plenty of teamwork to negotiate. Some of the trails were historic "caminos reales" (true paths) built over 400 years ago for foot travelers and animals and never before traveled by motor vehicles. These proved a real challenge even for the rugged and powerful Yamaha all-terrain vehicles and local residents looked on in amazement, having never seen vehicles that could handle the paths before. Everyone was tired but proud of their accomplishment when they settled into comfortable rural cabins in Patzingo that night. The next day, a few intrepid riders made it through the thick volcanic sand to the crater of the Paricutin volcano. Then the group divided up to tackle either the "x-treme" or "light" courses that followed. The last riders finally reached the goal in Uruapan under a full moon at 10:00 on the evening of the 6th. After the great success of this "X-Touring Yamaha" event, the satisfied participants are already looking forward to the next one.

From LCC Magdalena Flores, Marketing Div., YMMEX, Mexico



Participants enjoy themselves while learning about sound ATV riding



Spectators watch participants complete the Yamaha ATV riding course

who attended, including spectators and members of the participants' families. Such positive feedback reflects the commitment and philosophy of Yamaha.

There are also plans to further establish and develop ATV riding courses in the United Arab Emirates to encourage better education in sound ATV riding practices.

From Nobuo Iwaki, OMDO, YMC

Japan

South African distributors and dealers visit YMC headquarters

Winners of the 2003 sales contest held by Yamaha Distributors South Africa (YDSA) visited the Yamaha Motor Co., Ltd. (YMC) headquarters in Iwata recently as part of their incentive trip to Japan from March 14 to 20. The tour included 29 dealers, important fleet customers and representatives of the media from the Republic of South Africa.

After touring the main motorcycle and outboard motor factories and the Communication Plaza, the visitors were invited to a reception in the evening at a hotel in nearby Hamamatsu. In attendance were YMC's Senior Managing Director Kajikawa and Yamaha Marine's President Sato, who presented awards to winning dealers in appreciation of their great contribution in promoting sales of Yamaha products.

After the visit, one of the important fleet customers commented that they had clearly learned a lot from their trip and expressed a deeper trust in the products and a stronger commitment to Yamaha.

From Sumiyo Hakamata, OMDO, YMC



Visitors enjoyed a tour of the Communication Plaza and tried some virtual test rides



Top dealers and other representatives from South Africa gathered for the reception at a hotel in Hamamatsu

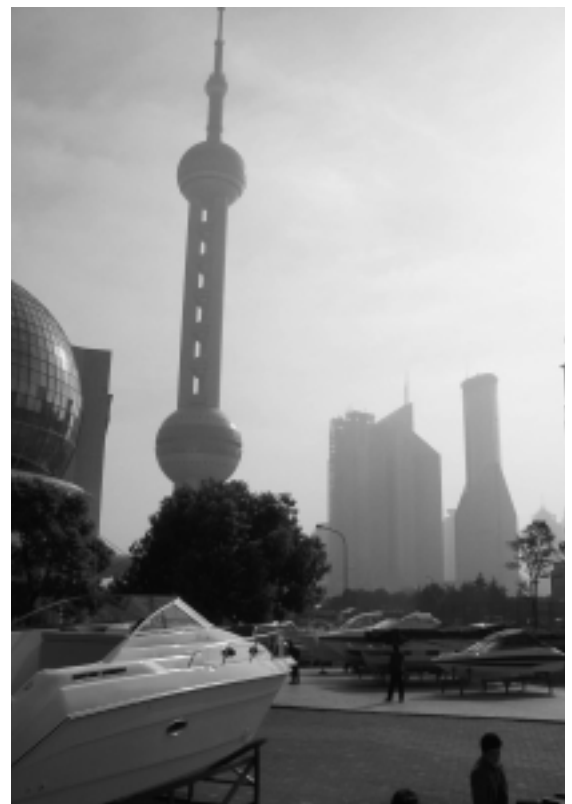
China

Shanghai Boat Show evolving with a growing market

From March 24 to 27, the Shanghai International Convention Center was the site of the 9th Shanghai International Boat Show, China's largest event of its kind. This year's show attracted a record 120 exhibitors, among which YMC mounted a prominent booth displaying boats like the popular Japanese market model motor cruiser "24 Siesta," 4-stroke outboard motors like the F150 and an FRP children's pool. Panels were also prepared to explain the environment-friendly features and quality advantages of Yamaha 4-stroke outboards and the unique qualities of Yamaha's FRP pools that can be assembled and disassembled in units, like the 50-meter competition pool used at the 2001 World Swimming Championships in Fukuoka, Japan. Visitors were also impressed by features like the Yamaha "Emergency Water Supply System" that filters pool water for use as potable water in times of emergency. Until now, China's marine market has centered mainly around tour boats and fishing boats and engines, but with the growing consumer market for leisure recreational boats, it is hoped that a market is emerging for boats like the 24 Siesta.



24 Siesta was a highlight of the Shanghai Boat Show



At the Shanghai Boat Show

Australia

YMA opens new full-function office for Queensland



Mr. Vivian and Mr. Kajikawa planted a commemorative tree

Yamaha's Senior Managing Director, Mr. Takashi Kajikawa, traveled to Australia recently to help open a new YMA office in Brisbane, Queensland on February 26.

Mr. Kajikawa, along with Managing Director of YMA, Mr. Bill Vivian, helped to plant a distinctive tree to mark the opening of the new 6,000 sq. m building.

Having outgrown its previous residence that it has occupied since 1983, YMA Queensland selected the suburb of Bulimba for a new, purpose designed office, warehouse and service training area that has excellent access to shipping and transport, as well as main road arteries. "This is a state-of-the-art facility tailor made for our needs which should help our business grow in this state," said Mr. Vivian after helping to plant the Queensland native bottle tree.

From Sean Hawker, YMA, Australia

Peru

Yamaha Riding School for city police and motocross riders

Yamaha Motor del Peru S.A. (YMDP) successfully organized riding courses of the Yamaha Riding School (YRS) in the last week of February. The courses were attended by 63 participants, including officers of the city police force who participated in the road course on their street bikes and a second group of experienced motocross riders using their off-road competition bikes.

Aimed at improving the riding skills on their own machine, all participants were extremely satisfied with the lessons provided. The event was particularly enjoyable due to the involvement of the veteran Yamaha international instructor, Mr. Toh, who shared his knowledge and experience with all those who participated. He was assisted by junior instructor, Mr. Katoh, YMC coordinator, Mr. Okawara and YMDP staff.

YRS is the only maker-sponsored riding program in Peru. No other competing brand organizes this type of program, which makes Yamaha stand apart from the competition.



City police polished their riding skills



The motocross course participants

As a policy for getting closer to local communities, YMDP will continue to organize such events in order to build relations with potential customers and to learn more about what they want from a bike. The participation of police and motocross fans will also contribute notably to traffic security and the growth of motorcycle sports in Peru.

From Miguel La Rosa Toro, YMDP, Peru

Pakistan

Dawood Yamaha Holds Market Information Contest



Outstanding Service Representatives receive awards in the Lahore ceremony on Feb. 10

On February 10, the Service Division of Pakistan's Yamaha distributor and manufacturing base, Dawood Yamaha Limited (DYL) held an awards ceremony for its recently completed Market Information (MI) Contest at a hotel in Lahore, the country's second largest city. The aim of this contest was to reward the company's field service representatives based on the quality of the product quality-related MI reports they send in periodically to DYL headquarters. These MI reports are

a vital source of information on what types of problems are occurring in the DYL-manufactured Yamaha motorcycles in Pakistan. The MI reports of the 18 participating service representatives were rated for completeness and information quality by means of "SW2H" criteria and the winners selected on the basis of the highest average rating. The top prize, a laptop computer, went to Mr. Muhammad Ashfaq, a relatively new young addition to DYL's Service Division.

DYL plans to continue this contest in the future as an effective means of not only motivating employees but also helping to improve the quality and certainty of market information gathering and the speed with which responding measures can be implemented.

From Hiroyuki Watanabe, MC Service Div., YMC



The MI Contest winner received a laptop computer (From right: DYL's Mr. Jawaid, Mr. Ashfaq, Mr. Dawood and Mr. Al Kato of YMC)

Morocco

Preparations for Market Growth

Moroccan Yamaha distributor, MIFA, which operates a CKD (Complete Knock Down) factory for MBK brand mopeds, organized a dealer meeting on February 25 at a hotel in Casablanca and 66 main domestic moped dealers gathered to discuss the sales promotion campaign for

2004.

Thanks to the dealer network's efforts until now, moped sales have increased steadily to the point where the MBK brand at present commands a strong 65% market share. MIFA's goal for 2004 is to increase this share to 70%. The

meeting stressed the importance of strengthening CCS (Customer and Community Satisfaction) activities based on a stronger relationship between MIFA and the dealers to help maintain solid growth. Other proposals included measures to decorate shops stylishly to attract more young people and thus create new demand. Specific sales campaigns were also proposed. In order to further motivate the dealers, MIFA also distributed free shop decoration tools and premium gifts to be given to new customers. The dealers were clearly inspired by these efforts to push for further growth. And, they also appreciated the open session of very frank questions and answers, in the true Moroccan tradition.

From Kyoko Shimoishi, OMDO, YMC



MIFA offered its dealers free customer giveaways to support the moped market and a sample of a new semi-synthetic 2-stroke engine oil that eases maintenance



An appreciative audience of dealers gathered at a hotel in Casablanca

Yamaha opens its door to win people's hearts

For three years, Industria Colombiana De Motocicletas Yamaha S.A. (Incolmos) has been developing with great success its "Puertas Abiertas" (Open Doors) program, which seeks to bring a wide range of people closer to the Yamaha brand through guided tours of our factory, with the end purpose of building closer relationships with them.

Thanks to this program, we have proved that people become strongly attracted to the Yamaha brand when they are given the opportunity to get to know it. Time and again we have seen that those who get to know Yamaha fall in love with it immediately.

Also, we have learned that often it is not necessary for our valuable visitors to have a direct connection with motorcycles in order to feel a

strong affinity for our brand.

This program receives a diverse range of visitors from clients, representatives of companies with fleets of bikes and general bike users to young high school and university students and students of mechanics at local schools, etc.

Nearly 900 people have visited our factory and they all take back to their diverse professions and activities strong impressions of our prod-

ucts, the prominent Yamaha brand and all that it represents.

This year, we already have received visit requests from various institutions eager to get a Yamaha experience, and we are confident they will all receive important and lasting memories.

From Andrés Gómez, Marketing Dept., Incolmos, Colombia



Many users (above) and students (left) visit the Incolmos factory every year

Vietnam

YMVN Automatic Tour 2004 Across Vietnam

As part of a successful sales campaign, Yamaha Motor Vietnam Co., Ltd. (YMVN) organized an "Automatic Tour 2004" for users of its



Everyone involved with the tour from Hanoi to Da Nang at Hai Van

automatic transmission models Nouvo and Mio.

Some 43 bikes and 86 riders participated in this event which was organized to expand sales further and to challenge these machines over varied hard terrains.

Begun on February 17 of this year, this five-day tour across Vietnam commenced from two starting points: at Hanoi in the north and Ho Chi Minh City in the south. Each group traveled around 1,000 km before they met up in the middle at the final destination of Da Nang.

Along the way, the touring parties stopped to enjoy the famous landmarks and even had time to play a game of beach soccer. The group from Hanoi was lucky enough to be joined by the All Japan Trial Championships competitor, Takumi Narita.

All who participated thoroughly enjoyed themselves and the success of this tour was featured in all four main newspapers in Vietnam.

From Amane Kojima, MC Operations, YMC

Belize

New Home Office for MARELCO

On February 17, the Yamaha distributor for the Central American country of Belize, MARELCO Ltd., celebrated the opening of its newly built home office facility in Belize City.

With a 35-year history of selling Yamaha products, beginning with the P250 outboard motor in 1969, MARELCO is one of the oldest Yamaha distributors in Central America. Led by its president, Mr. Peter Gegg, the company welcomed some 100 guests to the opening ceremony, including the country's Prime Minister Said Wilbert Musa and the First Lady, the Minister of Agriculture and Fisheries and the Mayor of Belize. Representing YMC was a delegation of three led by OMDO Senior General Manager Shibata, who presented MARELCO with a set of Japanese Samurai armor. The new two-story building MARELCO has built has a floor space of 1,254 sq. m and will bring together the showroom, office and service workshop facilities, thus creating a



The new MARELCO home office building

model for the 3S policy the company promotes.

With beautiful coral reef coasts, Belize boasts a large tourist industry that attracts about 800,000 visitors annually. In this marine market Yamaha outboards continue to keep the No. 1 share. From its new headquarters MARELCO plans to expand its business in the tourist areas of ATV tours and motorcycle rentals.

From Osamu Kobayashi, OMDO, YMC



Senior General Manager Shibata, Prime Minister Musa and MARELCO President Gegg with the Samurai armor presented by YMC

World press descends on Sydney for 2004 YZF-R1, XT660R/X debuts

Over the three weeks from February 9 to 28, the world's motorcycling press took to the streets and the racetrack en masse as Australia hosted the long-awaited press debuts of the 2004 models YZF-R1, XT660R and XT660X in Sydney. 120 journalists from 21 countries took part in two days of test-rides for the YZF-R1 on city streets and the winding country roads of the Southern Highlands as well as the Eastern Creek race track. On the third day they rode the XT660R and XT660X in morning and afternoon sessions on public roads and bushland dirt roads. Yamaha Motor Europe N.V. (YMENV) took charge of the logistical work for the launch, which also saw a number of representatives from YMC present, including the R1 project leader Mr. Yoshikazu Koike.



roads, many praised the stability of the new R1's ride despite the somewhat bumpy road conditions. They also noted how the greatly reduced engine vibration has increased the comfort of the ride. On the track at Eastern Creek, they immediately discovered that this was an entirely new machine when it came to high-performance circuit riding.

"Yamaha has succeeded in building a machine that is both easier to ride for beginners and so sophisticated in the chassis design that you can bank it steeply on the turns and ride it like a GP machine," said one journalist. There were also rave reviews for the detailed refinement of the R1's new styling.

As for the XT660R, Yamaha's first big single with fuel injection, the journalists praised its fine balance of improved control on dirt roads and greater ease of use in city riding. Many expressed their surprise at how light and nimble it felt for a 660cc machine.

Yamaha's new entry in the popular Motard style category, the 17-inch front wheeled XT660X, also received praise: "Both the R and X variants are highly finished models that will answer the needs of almost any kind of rider," commented one journalist.

From Sean Hawker, YMA, Australia



International journalists ready for a circuit run on the new YZF-R1

Joining the press at the race track were Gauloises Fortuna Yamaha Moto GP rider Carlos Checa and local Nikon Yamaha team riders Daniel Stauffer and Shannon Johnson, both of whom are racing the new R1 in this year's Australian Superbike Championship.

Later, Stauffer went on to win his first two races in the ASC aboard a very standard 2004 model R1. There was unanimous agreement among the journalists that the slightly higher handlebars and the foot rests positioned not too far back made for a very comfortable riding position in around-town riding. On the country



UK journalist Alan Cathcart tests the R1 in Sydney

The new XT660R/X dazzled the press with its distinctive new look and improved ride

Soqi joint venture to build generators in China

Yamaha's electrical parts and generator manufacturer, Soqi Inc., has established a new 50/50 joint venture in China with the Fujian prefecture generator manufacturer Fuzhou Jiixin Electronic Co., Ltd. for the manufacture of generator parts. The name of the new company is Fuzhou Jiixin Soqi Power Products Co., Ltd. and serving as its president will be Mr. Katsuhiko Sakuramoto, who is also the present president of Soqi. On February 7, a grand ceremony was held in the city of Fuzhou to celebrate the founding of the new joint venture. In attendance were representatives of the Fuzhou city government, Yamaha Motor Co., Ltd. and many business affiliates who will be involved with the new company.

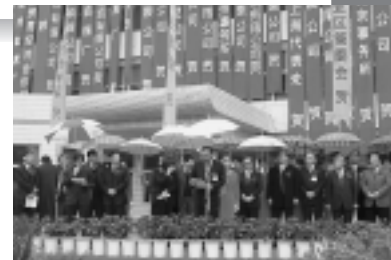


The new company on the day of its founding ceremony

The new company has been estab-

lished with the main purposes of helping increase the cost competitiveness of the Yamaha generators manufactured by Soqi, as well as offering a new manufacturing base. Its 7,500 sq. m. plant is equipped with the full range of manufacturing equipment and facilities, including presses, press dies, welding, painting and assembly lines, and in fact, manufacturing of some generator parts and press dies has already begun under the new company management as of January.

Plans call for the new company to produce 50,000 units of three of the smaller Yamaha generator models in the first year of operation and to gradually expand to an annual production of 200,000 units in the future. As for press die manufacturing operations, business will be sought both in China and Japan. *From Hisayoshi Nakayama, Soqi Inc., China*



Yamaha Outdoor Power Equipment Operations Sr. General Manager Takashi Tsuchiya speaks at the ceremony

WORLD TOPICS

To have your topic included in *Yamaha News*

World Topics:

- 1) Send us your text or an outline of the contents, making sure to specify who, what, when, where, why and how details.
- 2) Also send 1 or 2 high-resolution photos with explanations.
- 3) Submissions received in Japan by the 20th of odd-numbered months will be considered for the next issue.

Notice of when your article will appear in YN will be made after the editing process.

Send your articles to me, (Ms.) Maki Yamaguchi, at the address below.

Address: 2500 Shingai Iwata Shizuoka Japan E-mail: yamaguchima@yamaha-motor.co.jp



“3E Campaign” Seeks Environment-Friendly Ideas for 2004

This January, Yamaha has launched a “3E Campaign” that solicits ideas for ways to make Yamaha products (1) Easy to build, (2) Easy to service and (3) Easy to disassemble thus contributing to the environmental friendliness of our products at all stages of their life cycle, from the manufacturing stage to the final scrapping and recycling.

This campaign is designed to go beyond simply increasing environmental consciousness in Yamaha employees in that the ideas received will be reflected in the “3R” activities (Reduce, Reuse, Recycle) of our product development departments. In this way, the “3E Campaign” can make a big contribution to the Yamaha Motor group’s environmental efforts. The campaign seeks specific ideas in areas like reducing energy and labor in the parts processing and assembly stages of manufacturing through the use of common parts and materials, making assembly simpler by reducing the number of parts required, making parts and components easier to replace, easier to check and easier to disassemble. Also we want ideas for materials that are easier to separate and sort for recycling and materials with less



environmental impact.

In contrast to Yamaha’s “Keep Minimum Campaign” that seeks to reduce the company’s overall CO₂ output primarily in our manufacturing divisions, the “3E Campaign” is aimed primarily at contributing to the “recycling-based society” ideal. And, since this is a campaign that is being promoted by our service divisions with their close links to the marketplace, it is one that

will be close to Yamaha dealers everywhere.

3E idea entries are made at the national Yamaha office, division and group levels in each country. And, since dealers can also make entries through their local Yamaha group company, this campaign represents a challenge that people who handle and love Yamaha products all over the world can participate in.

The “3E Campaign” Director Speaks

Iso' Hiroe, Environmental Affairs Div., YMC

You can divide environmental issues into three main categories: waste, greenhouse gas emissions and toxic materials. Of these, greenhouse gas emissions are a universal issue shared by all of humankind, but when you think in broader terms, all three of these issues can be considered aspects of waste. In fact, greenhouse gases are a form of waste, and so are toxic materials. If handled improperly, waste can

become a form of toxic poison, and if handled properly it can be a reusable resource. We have undertaken this “3E Campaign” with this fact in mind as an extension of our 3R program for dealing with the issue of waste through Reduce, Reuse and Recycle efforts. Our customers also share the desire to care for things of value. You might call this a healthy form of conservation. If products are easy to disassemble their life span can be lengthened,



and that is one way of dealing with environmental issues. I hope we will receive lots of good ideas from everyone through this campaign.

Designing the look of the next-generation sport sedan Yamaha "Majesty 400"



Ever since its initial debut, the Yamaha "Majesty" has been tremendously popular in European markets like Italy, with strong demand centering around the users in their late 30s and early 40s who appreciate its reliability, quality and good looks as well as practical aspects like storage space and ease of use. Meanwhile, as evidenced by the recent popularity of models with larger radius wheels, customers today are beginning to ask for models with even better performance on cobblestone streets and expressway riding as well. That's why the new 2004 Majesty has been designed as a next-generation sport sedan with boosted high-speed cruising performance and a ride that can smooth out rough streets.

But the first thing you will notice about the new Majesty is its striking new look.

"As I was working on the exterior design of this model, I kept envisioning it cruising along the cobblestone streets of Rome," says one of the chief designers. "We wanted to maintain the original concept of a 'sport sedan for the adult rider' but shift the emphasis from a 'sport' to a 'sporty' look. To do this we accented the horizontal lines to create a 'long & low' look while also adding elements that contributed to the running performance and riding comfort."

One of the most noticeable points of the new Majesty's styling is the way the tires are made more visible and balanced with the body in the side view. Also, sculpting the spokes to look continuous with the rims helps make the wheels look larger. Also, for the sake of visual balance, the number of spokes in the front and rear wheels were altered. Making the wheels

look bigger and the body more compact helps create a reassuringly "sporty" image. Design touches were also added to make the front disk brake look larger.

The front view has been designed as a natural evolution of the existing Majesty identity. The lines around the front fender create a visual image of air being drawn into the radiator opening, while the headlight assembly is designed for an impression of brightness and the front face is given an overall look of compactness.

Other touches include a new step board shape that enables a more natural upright riding position and a well-balanced side view in the tail section that accentuates the roundness of the tire.

All of these design touches reflect Yamaha's dedication to design perfection that goes beyond the dictates of sheer machine performance.