



CSR
(Corporate Social Responsibility)

Contributing to the Development of a Sustainable Society



Customers

Striving to Bring *Kando* to Our Customers



Shareholders and Investors

Engaging in Active Communication



Employees

Creating Workplaces That Respect Diversity



Business Partners

A Spirit of Fairness and Cooperation



The Community

The Bonds for Creating and Sharing *Kando*



The Environment

Achieving Sustainable Growth Which Harmonizes People with Nature



Corporate Governance

Aiming to be a Model Company
Trusted by Society



Approach to and Basic Policies of CSR

Introducing Yamaha Motor Group's
approach to CSR and its underlying
principles

> Please click here for details of our basic policies and implementation
measures.



Downloads

Download PDFs of the latest CSR
Report and related publications from
the past



Cooperating with international initiatives

- > Sustainable Development Goals (SDGs)
- > Participating in the UN Global Compact

Latest News

March 1, 2018

Information on cooperating with international initiatives (SDGs and UN Global Compact) uploaded

January 1, 2018

Green Procurement Guidelines (18th revision) uploaded

October 31, 2017

ESG-related information uploaded

October 3, 2017

CSR Guidelines for Suppliers uploaded

> ISO26000 Reference Table

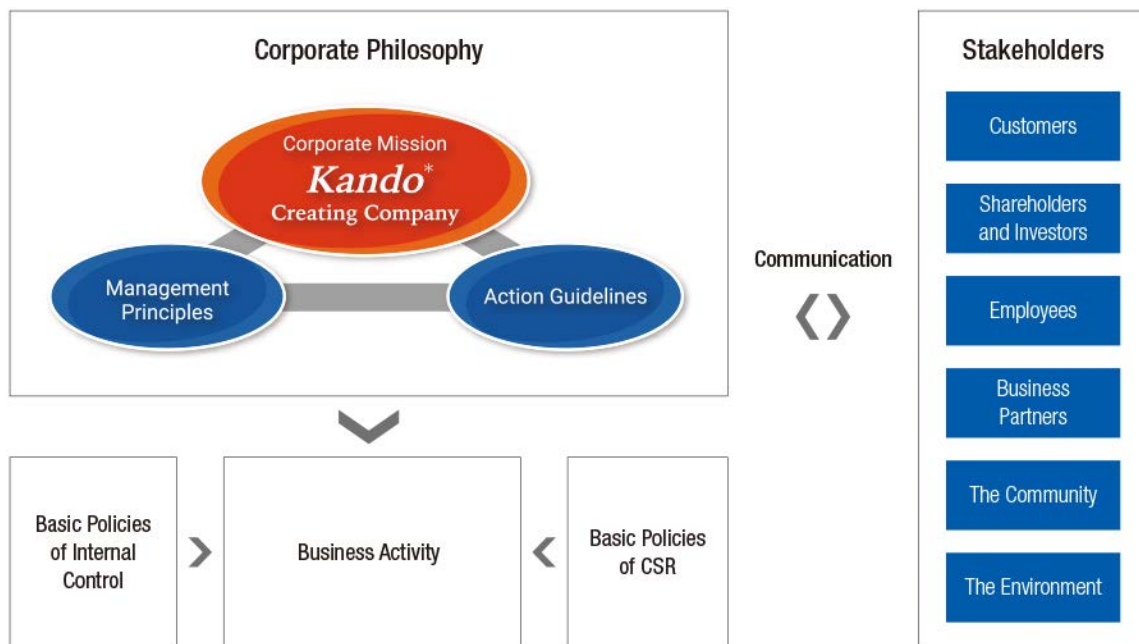
Approach to CSR

Introducing Yamaha Motor Group's stance on CSR and its philosophy

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.



Basic Policies of CSR

The 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.

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

Sustainable Development Goals (SDGs)

Introducing the Yamaha Motor Group's SDGs

Approach to SDGs

The United Nations Sustainable Development Summit was held in September 2015, and passed Sustainable Development Goals (SDGs) comprising 17 goals and 169 targets as a “plan of action for people, planet and prosperity.”

The Yamaha Motor Group is engaged in business activities around the world, with the corporate mission of being a “*Kando* Creating Company—Offering new excitement and a more fulfilling life for people all over the world.” We have laid out our approach to the Group’s CSR in the preamble of our Basic Policies of CSR, adopted in 2011, which states that the Group “strives to contribute to the sustainable development of society through our business activities based on our corporate philosophy.”

We are pursuing the SDGs as part of our commitment to CSR, with the aim of achieving corporate growth through the resolution of social issues in the countries and communities in which we operate, as a company that all stakeholders, including society, always look to for the next advances and innovations.

Examples of SDG-Related Activities

Activity	Related SDG
Supporting employment and education with motorcycles	  
Vitalizing local communities through increased overseas manufacturing	  
Promoting traffic safety	 
Improving the technical skills of motorcycle technicians	 
Developing technical skills by leveraging Japanese-style manufacturing	 
Modernizing fishing industries in developing countries with outboard motors	    
Training engineers by transferring FRP boat manufacturing technology	   

Verification testing of mobility support for persons with limited mobility	
Increasing efficiency of agricultural operations with unmanned helicopters	
Yamaha Clean Water Supply System	     
Cleaning up beaches to protect endangered species	
Cleaning up lakeshores using marine products	
Protecting rare plant species	
Removing alien plant species	 
Yamaha Motor Foundation for Sports	

Approach to Sustainable Development Goals (SDGs)

Introducing the Yamaha Motor Group's SDGs

Creating possibilities and enriching the lives of young people

Supporting employment and education with motorcycles

More than 80% (unit sales basis) of Yamaha's motorcycles—our main business—are sold in Asia outside Japan. Their primary use is for daily mobility. As a means of commuting to school or to work, these motorcycles are creating possibilities and enriching the lives of young people in these countries.



Improving local economies through globalization of business

Vitalizing local communities through increased overseas manufacturing

Yamaha Motor has roughly 150 Group companies in more than 30 countries and regions around the world, developing, manufacturing, and selling products in a broad range of fields. Our manufacturing activities in emerging markets such as India, in particular, are gaining momentum year by year, significantly contributing to increased employment in these local communities.



> Solutions for Community Issues



Correct and safe use of products

Promoting traffic safety

We are engaged in a wide range of activities to promote motorcycle safety, from safe riding courses for general customers, to workshops for companies and organizations that use our products commercially and the training of instructors at affiliated companies in various countries.

- > Yamaha Riding Academy [Movie](#)
- > Yamaha Riding Academy



Yamaha Technical Academy

Improving the technical skills of motorcycle technicians

Yamaha Technical Academy is an educational program for Yamaha motorcycle technicians. Enhancing the skills of these technicians increases customer satisfaction and benefits our sales network, enriching the lives of the people involved in these activities.

> Yamaha World Technician GP



Aiming to raise the level of local manufacturing skills

Developing technical skills by leveraging Japanese-style manufacturing

Yamaha Motor's Indian subsidiaries and local NGOs have been setting up Yamaha Training Schools since 2013. In 2017, Yamaha Motor NTTF Training Center was opened to develop human resources in India, as part of the public-private sector Manufacturing Skill Transfer Promotion Program. Both facilities are contributing to higher levels of technology and enriching daily lives in the communities in which they operate.

> India Institute for Manufacturing



Promoting the fishing industry with marine engines

Modernizing the fishing industry with Enduro, an outboard motor tailored to the difficult environments of developing countries

We help modernize the fishing industry by introducing outboard motors as well as the Japanese way of fishing, and handling and processing fish in countries where people use wooden boats with oars and sails. This expands accessibility to larger fishing grounds, increases the types of fish caught, and brings them back to market more quickly. Given the potential threat of outboard motor breakdowns on the lives of fishermen, Enduro was invented for use in difficult environments while running on inferior fuel. Our efforts to train local mechanics and set up parts networks are also widely supported by fishing communities.



> Enduro

> Fishery Journal Digital Archive



From wooden boats to FRP boats

Training engineers by transferring FRP boat manufacturing technology

We have launched “technical assistance factories” for FRP boats around the world. Today, 14 facilities spanning 13 countries produce 3,000 boats annually, and also play a role in training technicians, creating employment, and promoting the fishing, tourism, and transport industries. The transition to FRP boats from wooden boats also reduces deforestation as well as operating costs for small-scale fishermen and fisherwomen, while reducing CO₂ emissions through low fuel consumption. FRP boats also reduce accidents associated with wooden boats and promote the safety of boat operations and fishing.



> FRP Boats in Mauritania [Movie](#)

> Modernizing Fishery in Africa [Movie](#)



Building community-friendly transport systems

Verification testing of mobility support for persons with limited mobility

We carried out verification testing in Japan for automated driving services using golf car-based vehicles, as part of a Ministry of Land, Infrastructure, Transport and Tourism-led project to create safe transport for people and goods in rural areas with aging populations.



Increasing agricultural productivity 10-fold

Increasing efficiency of agricultural operations with unmanned helicopters

Yamaha Motor's industrial-use unmanned helicopters are dramatically increasing the efficiency of agricultural operations through remote operations for spreading pesticides and direct rice seeding. We are working toward achieving the 2016–2018 Medium-Term Management Plan target of "offering productivity 10 times greater than previously."



- > Annual Report 2016
- > Rev Story: Transforming Agriculture from the Air [Movie](#)



Bringing smiles to faces through clean water

Yamaha Clean Water Supply System

We have developed the Yamaha Clean Water Supply System, which purifies surface water, and installed the system in areas where it is difficult to access clean drinking water. In addition to improving the lives of people in these areas by alleviating illnesses caused by contaminated water, this initiative has provided more time for women and children, who are primarily responsible for drawing and carrying water, to engage in studies and other productive activities. The system also contributes to promoting water sales and delivery businesses, and to less burning of wood by eliminating the need to boil water.



- > Yamaha Clean Water Supply System
- > Working to Change Water and Lives in Africa [Movie](#)
- > Bringing Beautiful Change to People's Lives [Movie](#)



Protecting the ocean, our business field

Cleaning up beaches to protect endangered species

Since 1991, we have been carrying out ongoing beach cleanups and baby loggerhead sea turtle observation tours at the Nakatajima Sand Dunes (in the southern part of Hamamatsu, Shizuoka Prefecture), where turtles come to lay their eggs, to protect endangered loggerhead sea turtles.

- > Baby Turtle Observation Tour and “Sustainable Beach” Project
- > Environmental Conservation



Effective lake cleanups with our products

Cleaning up lakeshores using marine products

To protect the natural environment of Lake Hamana in Shizuoka Prefecture, we have held semiannual “Marine Cleanup Activities at Lake Hamana” continuously since 2013, using Yamaha Motor’s boats and outboard motors. We conduct effective cleanups by utilizing the distinctive features of our products.

- > Marine Cleanup Activities at Lake Hamana



Preserving biodiversity

Protecting rare plant species

Prior to the construction of our motorcycle test course in Kikukawa, Shizuoka Prefecture, in 2008 we carried out a one-year environmental assessment of the site and surrounding area. Thereafter, we transplanted rare plant species, and we continue to carry out activities to protect and monitor rare plant species.

- > Protecting Rare Plant Species at the Yamaha Motor Kikukawa Test Course



Removing alien plant species from seashores

Removing alien plant species

Together with our beach cleanup activities at the Nakatajima Sand Dunes (in the southern part of Hamamatsu, Shizuoka Prefecture), we remove alien plant species including *Oenothera laciniata* and *Diodia teres* in May and September of each year, to create an environment compatible for the endangered riverside tiger beetle.

> Removing Alien Plant Species



Creating healthy people and society through sports

Yamaha Motor Foundation for Sports

The Yamaha Motor Foundation for Sports supports activities for sports enthusiasts and provides opportunities for children to experience sports, with the aim of creating people and a society that shares a passion for pursuing challenges.

> Yamaha Motor Foundation for Sports



Supporting the UN Global Compact

Introducing the Yamaha Motor Group's support of the UN Global Compact

The UN Global Compact is a set of 10 voluntary principles in four areas, proposed by then UN Secretary-General Kofi A. Annan at the World Economic Forum held in January 1999.

The Yamaha Motor Group's president committed to participate in these principles, and registered as a participating company in December 2017.



The Ten Principles of the UN Global Compact

Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights Principle 2: Businesses should make sure that they are not complicit in human rights abuses
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining Principle 4: Businesses should eliminate all forms of forced and compulsory labour Principle 5: Businesses should effectively abolish child labour Principle 6: Businesses should eliminate discrimination in respect of employment and occupation
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

Corporate Governance

Introducing some measures related to corporate governance

Corporate Governance

In an effort to strengthen and enhance its corporate governance, the Yamaha Motor Group is working to realize its corporate social responsibility (CSR) and engaged in risk management to form the basis for gaining the trust of society and strengthening compliance throughout the Group.

> Please click [here](#) for details of our basic corporate governance policies and implementation measures.

Initiatives for advancing CSR

Aiming for steadfast advancement of CSR, the Yamaha Motor Group shares our approach to CSR with all employees so that each and every one of them can implement it in their work. To this end, we include items in the Basic Policies of CSR which express the social responsibilities of each major stakeholder.

In addition, the Yamaha Motor Group prioritizes its CSR initiatives and undertakes all related activities based on ISO 26000, an international guidance on social responsibility.

Risk Management

Risk Management Structure and Activities

The risk management structure works toward the thorough reduction of risks on a groupwide basis, and is led by the Risk Management and Compliance Committee. The Committee, chaired by the President and Chief Executive Officer, monitors risks on a groupwide basis while also implementing measures to address any significant risks imposed on the Group.

Based on Group regulations, "Rules of Risk Management," each Group company assesses risks while taking into account changes in the operating environment including the laws and regulations of the countries in which it operates, and reports assessment results annually to the parent company (Yamaha Motor). In addition, based on Group regulations, "Rules for Initial Response to an Emergency," each company reports on the occurrence of compliance-related misconduct, disasters, and incidents to the risk management supervising section of the parent company.

The Risk Management and Compliance Committee identifies significant risks at the Group level and makes comprehensive decisions regarding those risks for the entire Group.

Six risks have been identified as being significant to the Group in 2017: natural disaster; fire/explosion incident; labor dispute; transfer pricing risk; a major accident involving a product; and violation of Anti-Monopoly Act.

In the event a significant incident arises affecting Group management or multiple divisions/companies, Yamaha Motor will establish its Emergency Countermeasure Headquarters to respond and quickly mitigate the consequences of the situation.

Business Continuity Planning

Based on "Rules of Business Continuity," Yamaha Motor is preparing for an anticipated major earthquake in the Nankai Trough off Japan's Pacific coast based on the damage projected by government bodies, placing foremost priority on the lives and safety of our employees. To maintain the continuity of business operations, buildings and facilities are made earthquake resistant, and the entire Company conducts an evacuation drill and each business location carries out initial response drills, which are repeated annually. An overall Business Continuity Plan is also being formulated to clarify the procedures for restoring operations.

A response plan, which identifies the issues to be addressed for the continuation of operations at Group companies, has also been formulated for the outbreak of a potentially global pandemic. Based on the "Business Continuity Procedure (Pandemic version)," Yamaha Motor conducts drills to prepare for the possibility of a pandemic outbreak of a new infectious disease.

Code of Ethics

The Yamaha Motor Group has formulated and disseminated throughout the Group its Code of Ethics, which stipulates standards of behavior to be observed based on the Company Pledge, passed down since the Company's foundation, and the Management Principles. To familiarize all employees with the Code of Ethics, an educational video has been prepared in 11 languages for use in training at Group companies.



Yamaha Motor's Code of Ethics

> Please click here to view the Code of Ethics. [PDF](#)

Implementation of Training in Compliance and Regulations

Based on its "Compliance Management Rules," Yamaha Motor formulates a compliance activity plan each year, holds seminars on laws and regulations that pertain to the Company, conducts annual workplace training to cultivate awareness of compliance among all employees, and implements compliance in work operations at the individual employee level to create a model that will gain the trust of society.

More than 6,600 employees attended laws and regulations training sessions during 2016, which covered topics including the government's new My Number Act, the Antimonopoly Act, the Unfair Competition Prevention Act, copyrights, insider dealing, export and import processing, environmental regulation, and the Subcontract Act.

In addition, although all employees are thoroughly familiar with compliance, the degree of knowledge expected of them differs depending on the authority granted to directors, division managers, other management, and general employees. Level-specific stratified compliance training is therefore carried out as well, to address compliance specific to each level of responsibility.

Compliance Training 2016 in Japan—No. of Attendees (Aggregate Attendees)

Executive officer training	29
Division manager training	200
Workplace training	16,028
Laws and regulations training	6,672
E-learning	34,142
Level-specific stratified training (division manager, manager, floor manager, new hires, mid-career hires and temporary staff, etc.)	1,271

Compliance Training at Overseas Group Companies—No. of Attendees (Aggregate Attendees)

North America, Europe, Australia	Central and South America	ASEAN	East Asia	China and Taiwan	Total
13,326	2,018	12,703	12,937	2,606	43,590

Anti-Corruption Measures

In relation to bribery, Yamaha Motor has prepared and disseminated throughout the Group its Guidebook to Prevent Bribery of Public Officials, and established other programs that ensure the thorough prevention of corruption including laws and regulations training and training targeted for specific groups or individuals. A prior consultation system has also been introduced to prevent bribery, and prior consultation with the relevant legal affairs division is mandatory in cases where benefits are provided to public officials in Japan or any other country, or for subcontracting where there are existing possibilities of contact with public officials in Japan or any other country. Mandatory procedures are also in place for political contributions, based on the laws of the country involved.

There were no significant legal violations as a result of failure to comply with the policy for the prevention of corruption during 2016, and no corruption-related fines, penalties, or settlements were paid.

Whistle-Blowing Systems (Compliance Hotlines)

In addition to its Harassment Hotline, Yamaha Motor has established its Compliance Hotline for any notification of behavior that could violate the Code of Ethics and for discussion or inquiries regarding compliance in general. The Compliance Hotline has been set up at an external, specialist institution, and is the common contact point for notification and consultation for all domestic Group companies. By way of anonymity, this arrangement reduces the reluctance of reporting by eliminating the fear of retribution and clarifying relevant regulations, in an effort to prevent or quickly detect illegal or improper conduct.

During 2016, there were 76 internal reports (including consultations) made to the Compliance Hotline, the subjects of which are broken down below. There were no reports involving violations of human rights.

	2014	2015	2016
Reports made	47	63	76

Subject of Reports in 2016	Percent of Total
Human resources and labor relations	64%
Financial/accounting	23%
Information management	11%
Human rights violation	0%
Corruption prevention	0%
Other	2%

Overseas Group companies have also established whistle-blowing frameworks based on the laws of the country in which they operate and the circumstances of each company.

In addition, reports that are verified to be true and for which the existence of a problem is confirmed are taken up and reported to the parent company based on the initial emergency response regulations.

Thorough Import and Export Management

Because a large proportion of the Yamaha Motor Group's business activities are conducted outside of Japan, we are constantly engaged in activities which place importance upon the management of imports and exports.

As an initiative related to exports, at Yamaha Motor Co., Ltd., we conduct Security Trade Control (STC) study sessions and liaison meetings based upon compliance with the Foreign Exchange and Foreign Trade Act and other related laws and regulations. For relevant departments and Group companies, regular and comprehensive educational training sessions are implemented. As one aspect of training for those engaged in trade, we encourage employees to take the STC Associate^{*1} and STC Expert^{*2} examinations and we have had successful candidates each year.

We continue our initiatives to prevent the order, import, transfer and supply of goods which are confirmed to contain substances prohibited for use in manufacturing^{*3} or where the inclusion of such substances cannot be confirmed.

*1 The "STC Associate Examination" is a practical accreditation exam for security trade control conducted by the Center for Information on Security Trade Control (CISTEC), a non-profit and non-governmental organization.

*2 The "STC Expert Examination" is an accreditation exam demanding a higher level of ability compared to the "STC Associate Examination."

*3 Substances prohibited for use in manufacturing, etc. are substances indicated in Item 1, Article 16 of the Enforcement Order of Industrial Safety and Health Law.

Initiatives for Protection of Personal Information

Under the "Privacy Policy," the Yamaha Motor group has created a system to appropriately manage personal information provided to us by customers and is promoting policies related to the protection of personal information.

> [Privacy Policy](#)

Customers

Introducing our initiatives to provide value through *Monozukuri* (engineering, manufacturing and marketing) and services, and to promote safe driving

Aiming to be an engineering, manufacturing and marketing enterprise that gives customers a sense of *Kando**

The Yamaha Motor Group's product quality and *Monozukuri* (engineering, manufacturing and marketing) are based on maintaining ongoing, close relationships with our customers. Going forward, we believe we must continue to strive to enhance this product quality by taking a customer-oriented approach. To do this, all divisions are striving to raise the quality of the work they perform.

The Yamaha Motor Group will continue to undertake activities that provide a sense of excitement to customers. We will strive to achieve the best quality possible and realize safety and reliability, based on a customer-oriented approach that emphasizes a deep sense of emotion in accordance with the spirit of the Yamaha Brand Charter.

**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.

Providing New Excitement

Yamaha's corporate mission of being a "*Kando* Creating Company" is an expression of our desire to offer our customers around the world products and services that bring joy and unexpected exhilaration of the kind that enriches their lives with new fulfillment, in harmony with society and the environment.

Being such a company requires us to constantly uphold our standing as an excellent engineering, manufacturing and marketing enterprise with a prominent global presence. Product creation begins with the customer. Our task as a manufacturer is to enhance our competitiveness by maximizing and optimizing the value of the products we provide to customers, in terms of their appeal, reliability and cost performance, in ways that exceed customer expectations.

Examples of *Kando*



Initiatives to Enhance Product Quality

The Yamaha Motor Group places its highest priority on customer safety. In addition to enhancing product quality, we continue to put our maximum effort into activities that provide customers with appropriate explanations on how to use our products properly, to ensure that customers do not suffer any injury or accidents.

Specifically, since 2015 we have been implementing the "I am Yamaha" activities, in which each employee plays a leading role, with the aim of having their customers say, "I'll purchase a Yamaha again," or "My next purchase will be a Yamaha." These activities encourage a strong sense of ownership in every employee, so that each individual believes, "It is I, and no one else, who is personally responsible for making the Yamaha brand shine." This attitude, along with a customer-oriented approach, allows employees to refine their powers of perception (ability to make discoveries) and to enhance the quality of their work. Both as an organization and as individuals, we will strive to further improve quality by working to: 1) enhance our customer sense; 2) increase interaction; 3) learn from mistakes; and 4) do high-quality work.

The Customer Service We Believe In

The Yamaha Motor Group views opinions and requests from customers as expressions of their expectations for our products and services, so we carefully respond to each opinion and request we receive, in the belief that raising the level of customer satisfaction will lead to trust. Based on this belief, we are continuously working to strengthen our services to learn how customers view and use our products, so that we can use this insight to improve product quality and create new products for the future.

Our Customer Communication Center handles customer inquiries related to our products and services, including motorcycles, marine products, electrically power assisted bicycles, generators, and snow throwers. Comments received from customers are stored in a database, and are made available within the Company so that they can be used to develop and improve our products and enhance our services.

In addition, in order to enhance the skills of active motorcycle service technicians throughout the world and to further increase customer satisfaction, we hold the “YAMAHA World Technician GP” once every two years. Elite technicians, comprising winners from each region’s preliminary competitions, are brought together in Japan for a contest to determine the world’s top technician.

For more information about the YAMAHA World Technician GP



Riding Safety Promotion Activities

Customer safety is our first priority, and in addition to enhancing product quality, we continue to put our maximum effort into activities which explain to customers in an appropriate manner how to use our products correctly.

These efforts include the publication of catalogs and brochures that convey the attractiveness of our products and product manuals that explain correct product use, as well as safety promotion activities such as riding schools that allow customers to gain first-hand knowledge about using our products.

The following is an introduction of some of the activities organized by our various businesses that help customers understand how to use our products properly.

Examples

Motorcycles



Personal Watercraft



SSV and ATV



Promoting Safety

Introducing the approach and policies related to customer relations

Promoting Safety

YRA: For Safe Riding, Now and Going Forward



In addition to achieving its corporate mission of being a “*Kando* Creating Company,” Yamaha Motor strives to fulfill its social responsibility to enable customers to ride safely. Testament to this commitment is Yamaha Riding Academy (YRA) which runs safe riding courses around the world. To ensure that our products are used properly, safely and enjoyably, and serve our customers well, we offer a wide range of activities including safe riding courses for general customers, classroom instruction for companies and organizations that use our products commercially, and courses to train instructors at affiliates around the world.



> Sustainable Development Goals (SDGs)

YRA Instructor Hierarchy

We have established a YRA instructor hierarchy to support quality YRA activities around the world. In addition to riding ability, instructors are required to be certified in the following skills:

- Understanding and being able to explain YRA's philosophy and purpose
- Manners and rules for dealing with customers
- Holding and conducting classroom lectures
- Knowledge and ability to explain safe riding
- Knowledge and ability to explain and demonstrate safe riding
- Knowledge and ability to explain products and pre-ride checks

The YRA instructor hierarchy has three levels of certification:

YMC Trainers (YMC = Yamaha Motor Company)

YMC trainers are from YMC, and visit affiliates around the world to conduct training for and certify trainers and instructors.

Trainers

Trainers are located at affiliates around the world and have been promoted to the rank of instructor after being certified by YMC trainers.

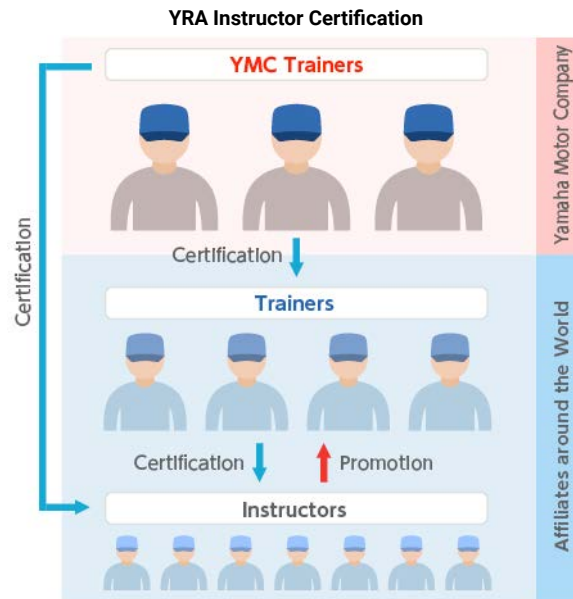
They train and are authorized to certify instructors in their own companies.

They also hold and conduct YRA classroom lectures for customers.

Instructors

Instructors are certified by YMC trainers or trainers from their own companies, and are located at affiliates around the world.

They hold and conduct YRA classroom lectures for customers.



Basic YRA Programs

YRA has a broad range of students, from beginners, current riders, return riders and children to companies and organizations, that use motorcycles for commercial purposes.

Basic YRA programs are held based on the needs of the customers taking the course and the characteristics of the products being used.

Actual riding instruction is carried out in cooperation with local Yamaha affiliates, founded on basic YRA programs and taking into consideration customer needs, traffic safety issues, and other local circumstances.



Taiwan

Safe riding instruction for purchasers of large motorcycles



Brazil

Training for police officers



Japan

Lessons for return riders and beginners



Thailand

Courses for acquiring a rider's license



India

Children and family traffic safety program

Taiwan

Introducing the approach and policies related to customer relations

Taiwan

The market for large motorcycles in Taiwan is growing, but this increase is leading to concerns of a rise in traffic accidents.

Many of our customers have been riding 125cc-class scooters and are now moving up to large scooters or motorcycles, but are unfamiliar with handling larger vehicles or operating the clutch.

Yamaha Motor Taiwan Co., Ltd. (YMT) is selling the TMAX, MT-07, and YZF-R3, and offers YRA safe riding courses to customers who purchase these models.

This includes both classroom instruction (YSRS) and hands-on lessons in riding techniques, to raise customers' awareness of safe riding as well as their knowledge and ability to enjoy our products safely.

During 2016, we held 30 courses for 198 participants, many of whom said the course was very useful.



Brazil

Introducing the approach and policies related to customer relations

Brazil

In October and December 2016, we held the YRA Offroad Special Training for Police, where police officers and firefighters in Brazil were taught how to use motorcycles safely, correctly, and effectively.

With local trainers from our affiliate in Brazil, Yamaha Motor do Brasil Ltda. (YMDB), as instructors, 20 police officers and firefighters worked on developing their off-road riding skills.

Road surfaces and pavements in Brazil are often in poor condition, and there are many off-road situations in which motorcycles are suited for police and firefighting operations, creating a need for skills in fast, safe riding. The course consisted of the basic YRA program plus additional curricula in line with local requirements as determined by the local police and YMDB.

By teaching safe riding utilizing the special features of Yamaha products, we were able to contribute to the smooth operation of public activities.



Japan

Introducing the approach and policies related to customer relations

Japan

In Japan, Yamaha Motor offers lessons to promote safe riding, primarily for return riders and beginners.

Return riders are mostly people in their 40s and 50s, who have taken up riding again after stopping because of factors like work, marriage and raising children. Such riders have been increasing in number in recent years.

During this long break, their physical strength and riding skills decline, and motorcycles change. Riding a motorcycle without being aware of this decline raises concerns over increased accidents as a result of avoidable mistakes.

On the other hand, there are also customers who have obtained their motorcycle license but are not confident of their riding ability and are afraid to go out on public roads. These inexperienced riders are therefore hesitant to take the next step of purchasing a motorcycle. A problem facing such people in Japan is that despite obtaining their motorcycle license at a driving school, they do so without having any riding experience on public roads, and therefore have to learn on public roads by themselves.

During 2016, we held 27 classes, where some 276 customers learned how to ride enjoyably and safely.

The most popular course is called "Lesson & Touring," where students first review riding basics on a course, and then go on a short ride on public roads supported by instructors. Students who have taken this course have said, "It has been a long time, so this was good practice," and "This was my first time to ride on public roads, but with the instructor's support I was able to ride with peace of mind, and now am confident of my ability."



Thailand

Introducing the approach and policies related to customer relations

Thailand

Yamaha Riding Academy (YRA) is a training facility, located on the grounds of Thai Yamaha Motor in Samutprakarn province. At the time it was built, Thailand had more than 70,000 motorcycle accidents annually. Thai Yamaha Motor has been active in promoting safe motorcycle riding, since 2005, and has been offering safe riding courses 40 to 50 times per year, as well as holding official tests and issuing certificate of qualification for qualified riders. To expand and enhance the quality of these activities, Yamaha Riding Academy was established in August 2008 as the Group's first overseas training facility.



At YRA, we offer a wide range of programs for customers who have yet to obtain a rider's license and for veteran riders who already own a motorcycle, as well as programs on how to safely ride scooters and large capacity motorcycles.

One of these programs involves assisting riders to obtain a license.



In addition to providing instructions toward getting a license, this program has an online system connected to the Thai Ministry of Transport, allowing customers to take the license test on-site.



The instructors at YRA are also active outside the facility grounds, such as organizing activities to help promote safe riding at vocational schools and holding motorcycle classes for children at various events.

Yamaha dealerships and the Thai Ministry of Transport are also working together to help customers obtain a motorcycle license, especially in rural areas.



India

Introducing the approach and policies related to customer relations

India

YCSP (Yamaha Children Safety Program)

Yamaha Riding Academy is offering road safety programs for children. Here in India, we developed this activity uniquely and more creatively.

Zippy! A Mascot created by the kids, for the kids! It acts as a tutor to help educate children on sensible attitudes toward road safety and traffic rules in a more fun and interactive way.



YCSP (Yamaha Children Safety Program) is to promote awareness of road safety and we are nurturing the kids right from their budding stages.

Yes! We are more concerned about road safety of our future citizens. At Yamaha, we are committed to create and inculcate proper road safety awareness among the kids and to transform them into more responsible citizens thus paving a way for safer roads in India. In 2016, we had more than 50,000 kids participate in 275 activities.

YFSP (Yamaha Family Safety Program)

A Corporate Social Responsibility (CSR) initiative by YMIS (Yamaha Motor of India Sales Private LTD), promotes and assists safety activities that prevent road accidents to larger extent. We connect with family and kids through our uniquely designed programs that strive to inculcate safe and responsible riding among all the sections of the society.



In YCSP (Yamaha Children Safety Program), an integral part of YFSP (Yamaha Family Safety Program) is to promote road safety and we are nurturing the kids right from their budding stages. Here, we encourage the kids to come up with more creative ways of incorporating road safety themes into their drawing and dancing. The idea is to induce safety into their subconscious mind.



Shareholders and Investors

A page with links to IR information

Shareholders and Investors

In order to ensure accountability by providing shareholders and investors with appropriate, accurate and timely information, Yamaha Motor has established a specialized division which engages in IR activities inside as well as outside Japan.

In addition to the annual shareholders' meeting and quarterly earnings briefings, the division holds IR meetings with investors from within and outside of Japan, and organizes business briefings. Furthermore, the division discloses IR information on the Company's website, operates a website to provide information to individual investors, and makes videos of earnings briefings and briefings for individual investors publicly available, in an effort to proactively disseminate information so that even more shareholders and investors have a better understanding of Yamaha Motor's business strategies.

Since 2017, a manager in charge of IR has been stationed in Tokyo to handle communications with analysts and investors even more proactively than in the past.

- > [New Medium-Term Management Plan \(2016–2018\)](#)
- > [PDF presentation of new Medium-Term Management Plan](#) PDF
- > [Video presentation of new Medium-Term Management Plan](#) MOVIE



Information for shareholders and investors is available on the websites below

[Disclosure Policy](#)



[Dividend Policy](#)



[For Investors \(Index page\)](#)



Workplaces Thriving on Diversity

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 Basic Policies of CSR and Code of Ethics. Furthermore, to maintain continuous growth, we believe it is important that our workforce incorporates diverse viewpoints and values, reflecting different experiences, skills, and attributes.

We have therefore established a Global Human Resources Development Division at our headquarters to develop and implement common management development programs around the world, and introduced global human resource systems to train and hire talented staff. We are also working to build an organization that utilizes global experience and knowledge. We will recruit superior management personnel regardless of their nationality or place of birth, and aim to have local managers fill 60% of management positions at overseas subsidiaries by 2018.

In addition, to promote the participation of women, we have set out and are pursuing a goal of doubling the number of female managers from the 2014 level by 2020, and tripling the 2014 level by 2025. Furthermore, we are striving to further diversify our workforce by hiring non-Japanese managers at headquarters, promoting employment of non-Japanese personnel, and expanding on alternative work styles.

Launch of New Company Promoting Employment for People with Disabilities

For people with disabilities, in October 2015 we established Yamaha Motor MIRAI Co., Ltd., to provide a place where they can participate actively in accordance with their capabilities, and to promote their social independence. The company began its full-scale operations in 2016.

Supporting Work-Life Balance

The Yamaha Motor Group defines its relationship with employees as a business partnership, and the Company’s role as providing an attractive workplace for autonomous individuals. We aim to create workplaces that maintain a positive work-life balance by supporting career advancement plans based on mutual assumptions.

We are enhancing our systems so that employees can work in ways that suit their individual circumstances, by providing childcare leave, nursing care leave, and family illness leave, as well as systems such as flexible work time, short working hours, and the rehiring of employees who resigned to accompany their spouse on overseas postings.

With the aim of reducing overtime, and in consideration of maintaining mental and physical health, we established the Rules Regarding Overtime Work, which are stricter than the legal requirements, based on labor-management consultations. In addition, the Labor-Management Committee on Working Hours, comprising participants from both the labor union and the Company, meets every month to confirm the present state of working hours.

For promoting the use of paid leave, we make efforts to encourage our employees to take time away from work by setting targets for both employees and management, and sending special notices to those eligible for five consecutive days of paid leave.

Main Work-Life Balance Support Programs (Yamaha Motor Co., Ltd.)

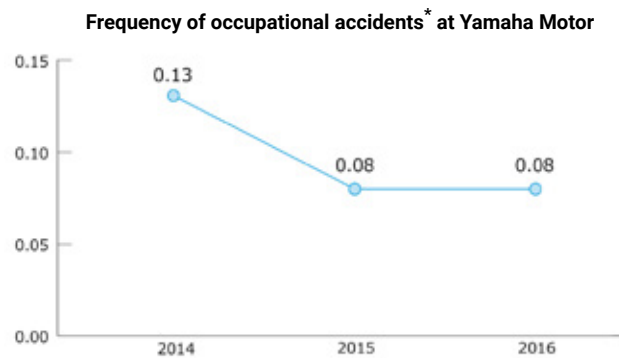
Programs	Details
Child care leave	Employees may take leave until the child's second birthday.
Family care leave	Employees may take leave for up to one year on request.
Family illness leave	Employees taking care of children up to the third grade can take up to 5 days per year in the case of 1 child, and up to 10 days if they have two or more preschool-aged children.
Flexible work time system	Working 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 night work is excused for employees with a child up to the third grade 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.
Others	Designated “no overtime” days (every Wednesday; any 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).

Workplace Safety and Health

Under the leadership of the Central Safety and Health Committee, with authority delegated by the President and Chief Executive Officer, Yamaha Motor is promoting the establishment of a safe and healthy working environment around the world.

For example, we strive to prevent occupational accidents by performing risk assessment in accordance with the Occupational Safety and Health Management System (OSHMS), to detect potential dangers and harmful conditions in the workplace. In addition, we are focused on developing human resources that can support workplace safety and a healthy occupational environment through job-specific stratified education and training to improve the skills of safety managers, supervisors, and operations chiefs, and by holding occupational safety and health meetings.

Starting in 2008, our headquarters introduced a system for inspecting Yamaha's main manufacturing centers to determine whether they are meeting OSHMS levels, with group certification granted to centers that have achieved the required level, and follow-ups conducted on a regular basis.



* Frequency of occupational accidents: Number of workers injured due to occupational accidents per million work hours

Employee Health

Yamaha Motor engages in a wide range of initiatives to help employees maintain and improve their health.

In addition to health checks, including X-ray and blood tests in accordance with laws and regulations, we offer ongoing health guidance to employees who are at risk for lifestyle-related diseases, and incentives to encourage employees to quit smoking, among other programs. For employees' family members, we provide subsidies through our health insurance association for those receiving regular health checks, cancer screening, complete physical examinations, and other services.

For employees scheduled to be stationed overseas, we hold training prior to posting on infectious diseases such as viral hepatitis and general health management, and provide education on preventing infection and prophylactic medications for employees who are travelling, including on business trips, to areas where there is a risk of contracting endemic diseases such as malaria. In addition, the occupational health physician in charge conducts regular tours of the overseas posting areas, and monitors the health levels and living environments of employees stationed abroad. Furthermore, to handle unexpected circumstances such as sudden illness, we have contracts with private medical service operators who provide both consultations and emergency transportation services.

Moreover, in order to promote health through recreation, we organize events such as the "Walk, Walk Campaign," led by the Health Promotion Center.

Yamaha Motor has concluded a labor agreement with its labor union “to establish working conditions and management systems that are based on mutually fair understanding and good faith.”

Under this agreement, the Company provides the labor union with appropriate explanations of various measures to be implemented and publishes reports on labor management in an effort to ensure employees' understanding of these issues. Moreover, the Company holds labor-management conferences and committee meetings regularly, as well as additional labor-management conferences taking up themes based on management initiatives or to address issues raised by the labor union. Officers of the labor union also participate in the management and operation of the corporate pension fund, the health insurance cooperative, and the mutual aid association.

An agreement dedicated to maintaining minimum wages is also concluded between the labor union and management each year.

Yamaha Motor adopts a union shop system in which all employees below management are members of the labor union. Domestic Group companies have also established labor unions or labor committees and engage in labor-management dialog through those bodies. Labor unions of Group companies including the Yamaha Motor Labor Union are members of the Federation of All Yamaha Workers Unions, and are pursuing mutual cooperation through the federation. Overseas Group companies have established structures for engaging in appropriate labor-management dialog based on the labor practices of the respective country or region.

> Employee-Related Data

Employee-Related Data (YMC)

		Total	(Male)	(Female)
Number of employees (persons)	2015	10,440	9,365	1,075
	2016	10,511	9,437	1,074
Average age (age)	2015	42.8	42.9	40.7
	2016	43	43.3	40.9
Number of years of continuous employment (years)	2015	19.4	19.5	17.7
	2016	19.7	19.8	18.3
Average annual wage (yen)	2015	7,114,628		
	2016	7,416,221		
Number of temporary employees (persons)	2015	148		
	2016	157		
Total number of consolidated employees (persons)	2015	53,306		
	2016	53,150		
Number of non-Japanese employees (persons)	2015	62		
	2016	67		
Total number of consolidated non-Japanese employees (persons)	2015	42,070		
	2016	41,727		

Employee Resignations (YMC 2016)

		Early Retirement Plan Users	Voluntary	Company's Discretion	Reassignment	Other
Male (persons)	80	0	78	0	0	2
Female (persons)	14	0	14	0	0	0
Total (persons)	94	0	92	0	0	2

Business Partners

Introducing our partnerships with suppliers and business partners in the supply chain

Business Partners

A global procurement and sales network based on a spirit of cooperation and fairness

Yamaha Motor products are created through collaboration with numerous suppliers in Japan and other countries. As our procurement and sales structures expand with our increasingly global business, the Yamaha Motor Group is establishing cooperative relationships with suppliers and dealers in Japan and around the world based on a spirit of mutual trust and mutual benefit. For this reason, we strive to conduct fair business in compliance with the competition laws of all countries and regions while working to create partnerships that aim for mutual, sustainable growth.

Working Together on “Procurement for Engineering, Manufacturing and Marketing”

The Yamaha Motor Group regards its relationship with the supply chain not just as conducting procurement, but as procurement that emphasizes the incorporation of both cost and quality into its engineering, manufacturing and marketing.

An example of these activities is the implementation of “theoretical-value-based production” with suppliers. This does not simply mean demanding cost reductions, but instead involves analyzing the absolute value of production activities together with suppliers, and then working to find more ways to improve cost competitiveness. In order to promote these activities, Yamaha Motor has trained some employees to serve as “theoretical-value instructors” at suppliers.

Fair and Clean Procurement Activities

In the Basic Purchasing Policies, Yamaha Motor states its commitment to “conduct fair trading, based on trust and cooperation, and to constantly strive to build better relationships with suppliers through activities to improve quality, price, delivery times, and other factors,” and sets out policies including “fair and impartial trading,” “compliance and confidentiality,” and “emphasis on the global environment.”

Based on the CSR Guidelines for Suppliers and Green Procurement Guidelines, we also promote CSR efforts throughout the supply chain, in which our policies on safety and quality, human rights and the working environment, consideration for the environment, risk management practices, and strict compliance are communicated to suppliers. Furthermore, we are pursuing activities to address environmental issues together with our suppliers, such as management and reduction of environmentally hazardous substances and the efficient use of resources and energy.

In addition to raising awareness of these efforts among employees and suppliers during the course of regular operations, Yamaha Motor strives to ensure their thorough implementation through the Global Suppliers Conference, which gathers together suppliers from around the world once a year, in addition to a range of workshops held on various occasions.

- > [CSR Guideline for Suppliers](#) PDF
- > [Green Procurement Guideline](#) PDF

Activities at Dealerships

As our contact point with customers around the world, dealerships play an important role in conveying Yamaha’s “next *Kando*.” By strengthening relationships with dealers through regularly held dealer meetings and activities to promote safe driving and support local communities, the Yamaha Motor Group is building a sales network that provides common value.

In Japan, dealers mainly in Yamaha Sports Plaza (YSP), an official Yamaha sports bike dealer system, and Yamaha Motorcycle Sales Japan Co., Ltd., play an important role in building ties with local communities and society by cooperating in a range of measures including motorcycle infrastructure development, motorcycle etiquette training, motorcycle recycling, tree planting, and other environmental campaigns, as well as fundraising for seeing-eye dog training.

The Community

Introducing the approach and policies related to local communities

The Community

Coexistence and Mutual Prosperity of the Company and Local Communities

The Yamaha Motor Group operates in locations around the world, and our business activities help support those local communities. Our products also play a role in enriching the lives of people around the world. We recognize the importance of maintaining a sustainable relationship through which the Company and local communities can coexist and mutually prosper, and to achieve this, we place great importance on maintaining and enhancing a relationship of trust through daily communication with stakeholders in those communities.

Important Areas of Activities Contributing to Society

	Key Themes	Activities
Global Issues	<u>Developing Future Leaders</u>	<ul style="list-style-type: none">• Promoting mental/emotional and physical health through sports• Promoting creativity through engineering, manufacturing, and marketing
	<u>Environmental Conservation</u>	<ul style="list-style-type: none">• Environmental education for local communities• Respecting biodiversity
	<u>Improving Traffic Safety</u>	<ul style="list-style-type: none">• Providing traffic safety education to the community• Raising awareness
Local Issues	<u>Community Issues</u>	<ul style="list-style-type: none">• Supporting the community with Yamaha Motor's products, human resources, and know-how

Social Contribution Activities

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

Social Contribution Activities

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

Japan
Accepting interns from African countries



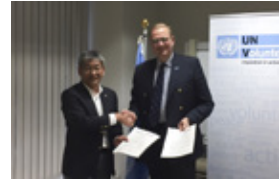
Environmental Conservation

Japan and Thailand
Beach cleanup campaign



Improving Traffic Safety

Turkey
Learning about traffic safety from a scientific perspective



Community Issues

India
Supporting BoP improvement projects

Developing Future Leaders

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

Developing Future Leaders

Accepting Interns under the ABE Initiative

Yamaha Motor accepted university students who came to Japan in September 2016 as short-term interns under the ABE Initiative.

The ABE Initiative is a program that provides young people from Africa with opportunities to study at universities and graduate schools in Japan, as well as internships at Japanese companies. The program was announced in 2013 at the Fifth Tokyo International Conference on African Development (TICAD V) as a public-private policy to support economic growth in Africa.

For this internship program, Yamaha Motor accepted five interns from five African nations, and held a workshop on the theme of “Proposal of business plan for sale of the Yamaha Clean Water Supply System (small-scale water purification system for villages) in your country.”

The interns gave detailed explanations of water issues in their own countries and the problems they wished to solve with the Yamaha Clean Water Supply System, as well as the institutions to be involved and the people that would become potential customers. There was a lively exchange of opinions regarding the efforts required for expanding sales and the methods for enhancing the appeal of the Yamaha brand in Africa.



Environmental Conservation

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

Environmental Conservation

Beach Cleanup Campaign



The Yamaha Motor Group continuously engages in various environmental conservation activities required by local communities, including beach cleanup activities that aim to support the preservation and sustainable use of beach environments, which promote coastal fishing and marine sports.

In June 2016, 178 volunteers participated in the cleanup of a commemorative park organized by three Group companies in Thailand. At beaches near our headquarters, we held our baby turtle observation tour and sustainable beach cleanup campaign for the 26th year. Roughly 400 people participated in this joint event with Yamaha Corporation to strengthen the bond of our common brand.



> Sustainable Development Goals (SDGs)

Improving Traffic Safety

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

Improving Traffic Safety

University Students in Turkey Learning About Traffic Safety from a Scientific Perspective

To reduce the number of traffic accidents involving motorcycles, the Yamaha Motor Group holds a variety of safe riding programs around the world.

In 2016, YMTR^{*1} in Turkey held its YSRS^{*2} program, which adopts a scientific approach to teaching the basics of traffic rules, safe riding, and the importance of hazard anticipation. Over 180 university students participated in this program.

^{*1} YMTR: YAMAHA MOTOR SANAYI VE TICARET LTD.SIRKETI

^{*2} YSRS: YAMAHA SAFE RIDING SCIENCE



Community Issues

Introducing examples of activities that contribute to solutions for community issues

Community Issues

Supporting Indian BoP Improvement Projects at UN Agencies



Yamaha Motor concluded a partnership agreement with the United Nations Volunteers (UNV) programme, the first partnership in Japan between a private-sector company and the UNV. Based on this agreement and working through the UNV, one employee is dispatched to the United Nations Development Programme (UNDP) in India for one year, from August 2016 to July 2017, to support BoP* improvement projects through the use of renewable energy.

Since the 1960s, Yamaha Motor has been expanding businesses that can contribute to improving the standard of living of people in developing countries in Africa and Central and South America. We recognize that cooperation with the United Nations will become increasingly important for the continuance of business activities that work toward resolving issues in the international community.

*BoP: Base of the Economic Pyramid

> Sustainable Development Goals (SDGs)



Employee Volunteer Activities

Introducing examples of employee volunteer activities in the communities

Employee Volunteer Activities

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 initiatives from Japan are discussed below.

Conveying the Joy of *Monozukuri* (engineering, manufacturing and marketing)

The Fun Engine Laboratory is a volunteer organization that was established 15 years ago by current and former Yamaha Motor employees. These volunteers pass on the dreams and joy of machines and *Monozukuri* by giving children the opportunity to experience and play with actual machinery.

During 2016, the Group conveyed the joy of *Monozukuri* to 565 children at 16 events held throughout six locations including our home base of Iwata City and the cities of Hamamatsu and Sendai, based on themes such as “how to assemble/disassemble an engine,” “making a wind car,” and “electrically powered vehicles.”



The Environment

Introducing the approach and policies concerning the global environment



Growth that Harmonizes with the Environment >

2016 Plans and Performance >

Environmental Management >

Reducing CO₂ Emissions >

Reducing Environmentally Hazardous Substances >

Reducing, Reusing, and Recycling >

Preserving Biodiversity and Sustainable Use >

Environmental Communication >

Growth That Harmonizes with the Environment

We take into account harmony with the environment in all our business activities

Growth That Harmonizes with the Environment

Many environmental and resource-related issues which influence the realization of a sustainable society, such as advancing global warming, excessive energy and water consumption, and the loss of biodiversity, are becoming increasingly more serious on a global scale.

The Yamaha Motor Group believes that the social responsibility of enterprises involved in the global supply of products which support mobility requires substantive measures to address these issues. We recognize that personal mobility, which constitutes the core of our business, will play a substantial role and we take into account harmony with the environment in all our business activities. This includes the development of compact vehicles with little environmental impact through technological innovation, the spread of Smart Power* products such as electrically power assisted bicycles and electric motorcycles, the research and development of next-generation power sources, and the implementation of programs that contribute to society by using the human resources, assets, and know-how accumulated through our business.

*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 Groupwide long-term vision	
		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 CO ₂ emissions per unit of sales by 1% (annual average)
		Implement the 3 R's through the 3 E's Reduce water consumption (3 E's: Easy to make, Easy to repair, Easy to disassemble) (3 R's: 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 Groupwide environmental management systems	Link Groupwide 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
		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

2016 Plans and Performance

Presenting the list of FY2016 environmental activities

Action Areas	Priority Actions		2016 Plans	2016 Performance
Eco Products	Raise environmental attractiveness through product development from the perspectives of the environment and customers		Develop products to raise environmental attractiveness	Implemented in the medium-term plans of each business unit
Eco Operations Environmental protection through global activities aimed at minimizing environmental impact	Reduce risks from environmentally hazardous substances	CO ₂ emissions assessment and reduction	Each Group company to reduce CO ₂ emissions by 1% per unit of sales per year	Group companies set a target of 1% reduction in CO ₂ emissions intensity per year and worked to reduce greenhouse gases in their overall business activities CO ₂ emissions reduced by 9,000 t-CO ₂ (1.6%) from 2016 Target for percentage per unit of sales not met, with a 7% increase largely due to a sales decline resulting from foreign exchange factors (but with a 29% cumulative improvement over the past five years)
	Reduce emissions of greenhouse gases	Reduction of CO ₂ emissions from manufacturing processes	Reduce by 7% per unit of sales compared with 2009	23% cumulative improvement in emissions intensity compared with 2009 (goal achieved)
		Reduction of CO ₂ emissions from distribution operations	Reduce by 1% (annual average) per unit of sales	2.4% deterioration (year on year), Not achieved
			Reduce by 10% per unit of sales compared with 2006	2.4% deterioration (compared with 2006), Not achieved
		VOC reduction	Maintain level of VOC emissions per unit of sales to prevent deterioration from FY2010	Continuation of reduction activities 3% reduction (compared with 2010), Achieved
	Implement green procurement	Green procurement activities	Adhere to rules regarding prohibited or restricted substances (zero harmful substances in our products)	Continued to maintain green procurement activities
	Implement the 3R's through the 3E's	Promotion of 3R's in product development	Reusing/recycling initiatives	Continued initiatives
		Promotion of 3R's in manufacturing	Keep waste materials for direct/indirect landfill disposal to 0 tons	0 tons (achieved super-zero emission again)
			Achieve 100% recycling of waste material in manufacturing processes	100%
		Waste materials in manufacturing processes	Reduce by 4% per unit of sales compared with 2012	Goal achieved with 25% cumulative improvement

Action Areas	Priority Actions		2016 Plans	2016 Performance
Eco Operations Environmental protection through global activities aimed at minimizing environmental impact	Implement the 3R's through the 3E's	Establishment of recycling system for products in Japan	Voluntary initiatives to maintain a motorcycle recycling system	Proper handling and recycling of motorcycles were implemented through dealerships (Japan only)
		Reduction of parts packaging materials	Making 70% of packaging materials returnable	Goal achieved with 75.3% returnable rate
	Reduce water consumption	Reduce water consumption	Understand actual water consumption status of Group companies	Investigation carried out using global investigation system and environmental ledger; water consumption status observed.
Eco Management Environmental management through reinforcement of Group environmental governance systems	Create and operate Groupwide environmental management systems		Increase number of companies using integrated certification system (target: 8 companies)	Result: 8 companies Provided Group EMS activities to 41 companies using integrated certification system
			Using self-certification system for outsourcing of overseas examinations and customized examinations	Customized examinations through outsourcing: 2 companies (target: 4 companies)

Action Areas	Priority Actions	2016 Plans	2016 Performance
Eco Mind Environmental contributions through diverse eco-activities targeting a sustainable global environment	Expansion and support of diverse eco-activities	Achieve 67% participation rate in eco-commuting	Participation rate in eco-commuting reached 76.6%
		Establish the Eco Point system	Number of persons participated in activities under the Yamaha Eco Point system: 6,582 (system firmly in place)
	Change attitudes through continuous environmental education	Provide environmental education in each segment by stratification	Implemented for new employees, general employees, supervisors and general managers (distribution of environmental information)
	Communication with communities	Continue participation of a cumulative total of 40,000 Yamaha Motor Group people in the 40,000 People's V Campaign	Target not reached in 2016, with participation by 31,276 persons, 82.5% from 2015 (aim: 78.2%)
		Give lectures on corporate environmental initiatives at community events and schools	Gave lectures on corporate environmental initiatives at two universities in Shizuoka Prefecture
		Ongoing holding of various study trips to factories	Gave environmental lessons to local junior high schools students
			Continue environmental preservation activities in concert with local municipalities and other corporations
Participate in events intended to improve communication with local communities			Held dialogues with local governments Participated at environmental events sponsored by local non-profit organizations (communication with non-profit organizations and local residents)
Preserve ecosystems		Loggerhead sea turtle preservation activities	Participated in loggerhead sea turtle protection activities; conducted monitoring at Yamaha Motor Kikukawa Test Course to preserve rare plant species including orchids and <i>Penthorum chinense</i> ; worked to remove alien plant species at Nakatajima Sand Dunes (where the number of <i>Penthorum chinense</i> and <i>Bletilla striata</i> plants is increasing); carried out reforestation activities in the spring and fall by planting groves of various trees next to Lake Hamana.
		Eco-system monitoring activities	
Communicating environmental information in relation to products, technologies, and services		Communicate environmental product information	Exhibited environmental products at Communication Plaza
		Promote environmental product information dissemination	Ongoing disclosure on the Company's website regarding environmental information for each motorcycle model and information on 3R designs and motorcycle/FRP recycling systems, etc.

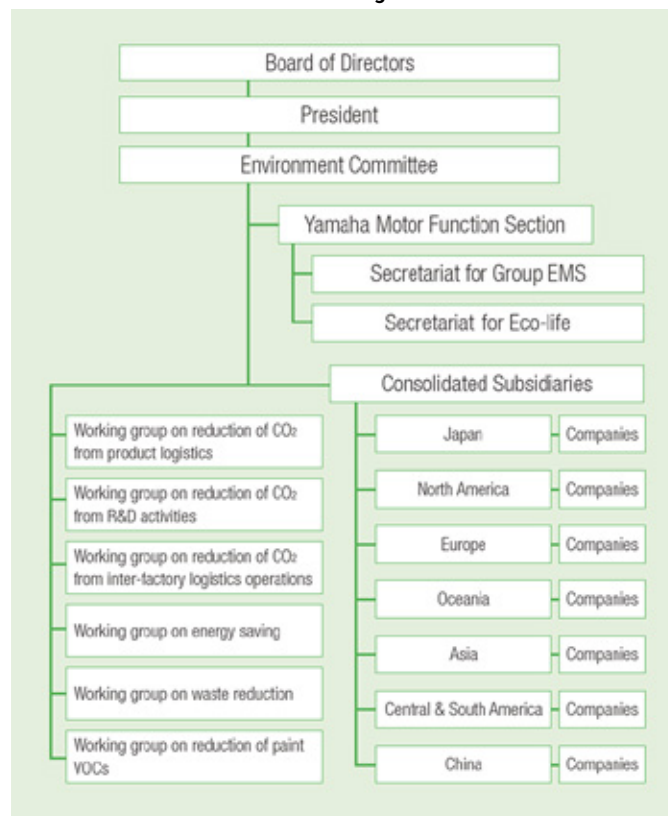
Environmental Management

Introducing information concerning environmental management activities

Organizational Structures for Promoting Environmental Management

The Yamaha Motor Group has established an Environment Committee, chaired by the Executive Vice President, as the central organization responsible for the Group's environmental activities in Japan and overseas. 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. The policies and activities discussed are reported to the Board of Directors as necessary.

The Yamaha Motor Group Organizational Structure for Environmental Planning and Promotion



Strengthening Environmental Governance through Global Environmental ISO 14001 Unified Certification

“Eco management” is one of the action areas in Yamaha Motor Group Environmental Plan 2020, and based on this the Group has pursued global environmental ISO 14001 unified certification, which strengthens the Group’s environmental governance framework and achieves efficient environmental management operations, at locations in Japan and overseas since 2012.

This program has been adapted by 44 companies, mainly manufacturing companies in Japan, Asia, Europe, the United States, and South America, and as of the end of 2016, unified certification had been obtained by 41 companies (93%). All target companies plan to join the program in 2017, which will complete the global unified certification framework. achieved significant cost reductions through the promotion of global unified certification.



ISO 14001 certificate award ceremony for YPMV (Vietnam) held at Yamaha Motor headquarters

Global Environmental Information Network System (G-YECOS)

The Yamaha Motor Group uses its proprietary global environmental information network system, called G-YECOS, to promote two-way communication about environmental management system (EMS) activities within the Group. With the increase in the number of companies participating in unified certification, progress is being made with visualizing and sharing of Group companies’ EMS information, and this is helping to increase cross-Group communication.

Integrated Management System Operation

Yamaha Motor introduced an integrated management system in 2011 that integrates environmental and safety management, and has been using this system to improve and increase the efficiency of on-site business processes. Management systems have also been made more effective through initiatives to improve risk and opportunity evaluation processes and processes for corrective measures. In addition, these successes are being rolled out Groupwide so that they can be used to raise the level of operations across the entire Group. Meanwhile, integrated management system audits use a proprietary system led by internally certified auditors to increase the skills of employees in a systematic manner, taking a process-orientated approach to increase the effectiveness of on-site improvements.

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) and by taking into account the concept of natural capital including the equivalent monetary amount for activities to preserve biodiversity, so that it can conduct more effective environmental management.

Total environmental costs, including capital investment and operating costs, were approximately 32.6 billion yen in 2016, an increase of approximately 1.3% from the previous year.

Broken down by category, the impact of increases in global environment preservation costs (64%) and R&D costs (4.2%) has been significant.

The Company did not incur any environment-related fines or penalties during the fiscal 2016 accounting period. Yamaha Motor continues to strive to comply with environmental laws and regulations.

2016 Environmental Costs and Economic Effects
(The scope of environmental accounting is the YMC integrated management system.)

Category		Environmental Costs			Economic Effects	
		Capital Investment	Operating Costs	Total	Within FY	Full-Year Equivalent
Business area costs	Pollution prevention costs	50	220	270	0	0
	Global environment preservation costs	428	101	529	25	74
	Resource recycling costs	1	210	211	1	1
	Subtotal	479	531	1,010	26	75
Upstream/Downstream costs		0	3	3	0	0
Administration costs		11	405	416	1	2
R&D costs		1,425	29,705	31,130	0	0
Social activity costs		1	8	9	0	0
Environmental remediation costs		0	7	7	0	0
Total		1,916	30,659	32,575	27	77

Unit: Millions of yen. Figures may not add up due to rounding.

- R&D costs: includes some estimates
- 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.

Environmental Preservation Effects		
Category	Within FY	Full-Year Equivalent
Reduced energy (GJ)	9,780	30,395
Reduced CO ₂ (t-CO ₂)	1,151	2,310
Conserved water (t)	100	100
Reduced waste (t)	70	70
Reduced VOC (t)	1	1

- All of the environmental preservation effects are estimated based on environmental conservation costs.
- Reduced energy: effects of reducing electricity, oil, gas, etc., are corrected in the unit of energy
- Effect of reduced CO₂: effect of reducing energy origin CO₂

Reducing CO₂ Emissions

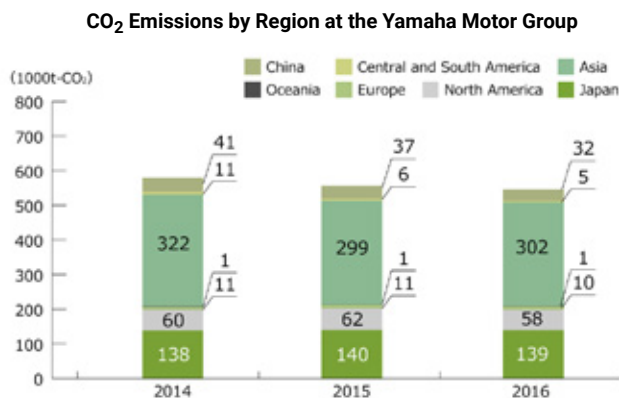
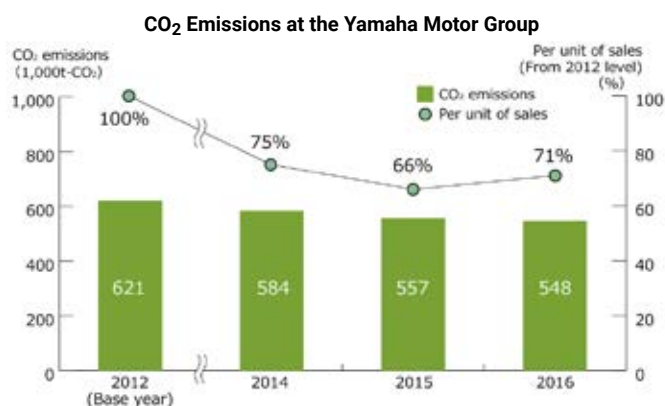
Introducing corporate efforts to reduce CO₂ emissions

CO₂ Emissions at the Yamaha Motor Group

As a manufacturer of motorcycles and other transportation machinery, the Yamaha Motor Group considers the reduction of greenhouse gas emissions to be the most critical environmental issue facing the world today.

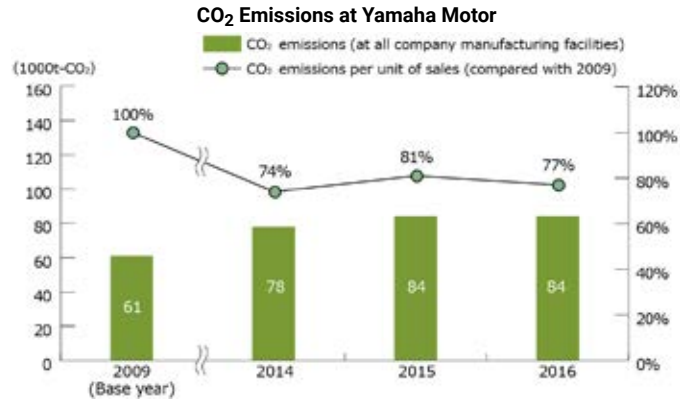
We are targeting an annual 1% reduction in CO₂ emissions per unit of sales as a common goal for the entire Group, and are working to reduce emissions in all of our business activities including product development and manufacturing.

In fiscal 2016, we reduced CO₂ emissions by 9,000 t-CO₂ from the previous year, to 548,000 t-CO₂. Though CO₂ emissions per unit of sales increased by 7% as a result of lower sales from foreign exchange effects, they have been reduced by 29% compared with 2012, the benchmark year for our global utility cost reduction activities. Going forward, we will continue working to reduce greenhouse gases through ongoing monitoring and activities aimed at lowering energy usage at Group companies in Japan and overseas.

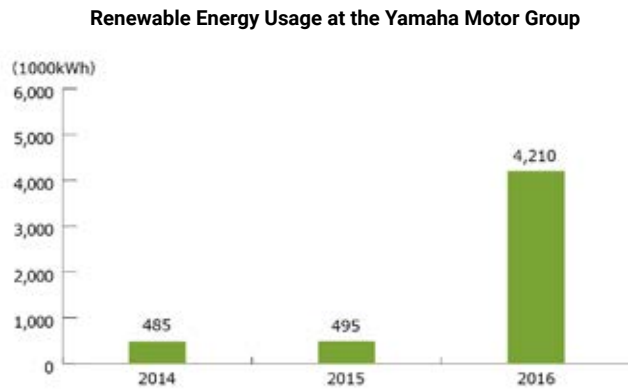


Though Yamaha Motor's initial target for fiscal 2016 was a 7% reduction in CO₂ emissions per unit of sales compared with fiscal 2009, the Company was able to reduce emissions by 23%, thereby achieving the target. The year-on-year reduction in CO₂ emissions per unit of sales was 5%.

In addition, new energy sources such as solar power and natural gas cogeneration accounted for 12 thousand MWh (6% of total electric power consumption), resulting in a 3.9 thousand t-CO₂ reduction (thermal power generation conversion). We are committed to continuing the introduction of energy-saving devices and improving our operational management system.



Note: Differences with figures in the text are due to rounding.



Power Generation System Using Solar and Wind Power at Factories

The Yamaha Motor Group is installing power generation systems that use solar and wind power. Following the installation of a solar power generation system at the Iwata Main Factory in 2004, these systems have been successively installed elsewhere and the use of renewable energy is expanding.

Installations continue at overseas locations as well, and during 2016, a 4,000 kw solar power generation system began operating in India along with a 150 kw system in the United States.

The amount of power generated in 2016 totaled 4,210 MWh (equivalent to a reduction of roughly 2,095 t-CO₂), and was used for various factory operations and office lighting and air conditioning.



Solar power - 60 kw (Fukuroi Factory, Japan)



Wind power - 1 kw (Nakaze Factory, Japan)



Solar power - 4,000 kw (IYM-SJP, India)



Solar power - 150 kw (YMMC, United States)

Taking Our Know-How Accumulated in Japan Worldwide

In 2016, the Yamaha Motor Group continued to pursue activities aimed at further reducing CO₂ emissions. The main initiative has been the rollout of the Global Utility Cost Reduction Project (GUTS) since 2013, for energy conservation at Group companies in Japan and overseas.

This project builds on the energy conservation expertise accumulated in Japan by sharing this know-how with overseas Group companies and working together to reduce CO₂ emissions across the Group.

Initiatives during the year included the lowering of compressor operating loss, reduction of air leakage, stoppage in operation of machinery when not needed, automated shutdown of auxiliary processing equipment, and application of heat-blocking coating of furnaces. These led to lower CO₂ emissions per unit of sales (29% below the 2012 level, the year prior to start of the project) and reductions in CO₂ emissions (12% below 2012).

Since launching this project, Yamaha Motor's energy efficiency technicians have visited a total of 30 locations in 13 countries, in which Yamaha Motor Group companies operate, including those in Japan, and the project has been expanded to cover 98% of Groupwide CO₂ emissions with the aim of reducing energy loss.

Going forward, we will continue pursuing activities aimed at further reducing emission volumes at each factory and office in order to lower overall CO₂ emissions.



Providing operational improvement guidance for air compressors at Yamaha Motor Parts Manufacturing Vietnam Co., Ltd.



Addressing air leakage at Yamaha Motor Parts Manufacturing (Thailand) Co., Ltd.

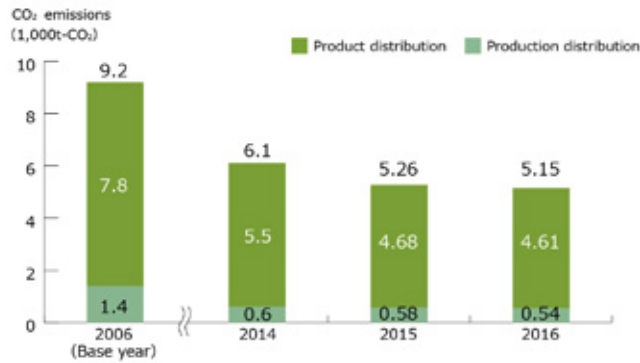
Yamaha Motor has established the goal of "improving transportation efficiency by 1% a year (compared with 2006)" for all divisions. Yamaha Motor's basic approach is to implement measures beginning with those that will have the greatest CO₂-limiting impact while balancing the energy conservation benefit with cost benefit. Yamaha Motor has also established a working group that centrally promotes CO₂ emission reductions in distribution.

Distribution has improved with the realignment of the manufacturing layout completed in 2016, reducing the transportation of goods in terms of both volume and distance, and thereby lowering total distribution-related CO₂ emissions by 2.1%.

At the same time, with an increase in goods such as pleasure-use boats with low transportation efficiency (a low load factor), CO₂ emissions per unit of sales increased 2.4%.

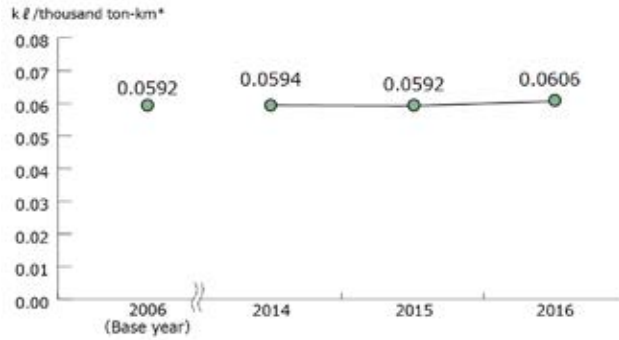
We will continue working to improve transportation efficiency going forward.

CO₂ Emissions in Distribution at Yamaha Motor



Note: Differences with figures in the text are due to rounding.

Transport Efficiency at Yamaha Motor



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

Yamaha Motor Launches GDR155 Scooter ASEAN Strategic Model

Yamaha Motor launched the GDR155, a new scooter blending a stylish form and sporty ride, which has been developed as a strategic model for ASEAN markets. The introduction of the new model aims to create in the ASEAN region a sporty scooter category, which will become a stepping stone to the big scooter class. Launched in Vietnam as the NVX and in Thailand as the AEROX in December 2016, the GDR155 will subsequently be introduced in Indonesia and other ASEAN markets.

Development of the GDR155 targeted upwardly-mobile 25 to 30-year-old males with the intention of being crowned the "ASEAN Best Sporty Scooter." BLUE CORE engine incorporates a Smart Motor Generator—a Yamaha first—which combines startup with power generation functionality to deliver quieter starting while also reducing power generation loss.

The main features of the GDR155 include 1) a 155cc liquid-cooled BLUE CORE engine (with VVA^{*1}) providing superior acceleration and fuel efficiency, 2) a lightweight 116kg body for sporty handling, and 3) a new design exuding both high maneuverability and a luxury feel. In addition to the standard model GDR155, the R version, featuring rear suspension with sub-tank and wave-shaped front disks, and the A Version, with Stop & Start System^{*2}, Smart Key, and ABS, are also available^{*3}.

The GDR155 will be manufactured in plants in Vietnam, Thailand, and Indonesia, and a rich variety of color and graphic variations suited to the tastes of customers in each country will be offered.

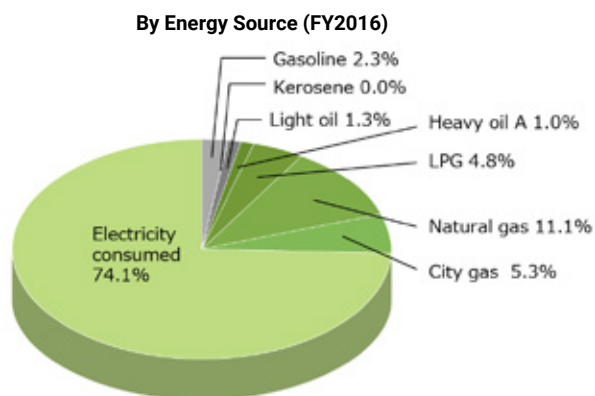
^{*1} VVA: Variable Valve Actuation

^{*2} Yamaha idling stop mechanism

^{*3} Specifications offered vary by country



In fiscal 2016, the Yamaha Motor Group's total energy consumption was 10.13 million GJ, of which electricity accounted for 74%, or 7.50 million GJ. Around 80% of the Group's energy consumption was in Asia, including Japan. Seeking to reduce energy consumption, we are working in a deliberate manner on various initiatives. These include installation of melting furnace air-ratio control systems, introduction of thermal insulation in heat treatment furnaces, installation of power-saving equipment in factories, improvement of operational efficiency of compressors, and reduction of air usage.



By Area (FY2016)

	Japan	North America	Europe	Oceania	Asia	Central and South America	China	Total Emissions
Manufacturing	136,924	51,232	6,044	0	298,718	4,851	30,418	528,186
Non-manufacturing	2,541	7,174	4,273	1,163	3,569	23	1,094	19,837
Total	139,464	58,405	10,317	1,163	302,287	4,874	31,512	548,023
%	25%	11%	2%	0%	55%	1%	6%	100%

(Unit: t-CO₂)

Note: Totals may not add up due to rounding.

Top 10 Countries (FY2016)

Rank	Country	CO ₂ Emissions	%
1	Japan	139,464	25.4%
2	Indonesia	130,946	23.9%
3	India	64,606	11.8%
4	USA	57,157	10.4%
5	Vietnam	36,257	6.6%
6	Thailand	32,710	6.0%
7	China	31,512	5.8%
8	Taiwan	30,178	5.5%
9	Malaysia	5,730	1.0%
10	France	4,288	0.8%

(Unit: t-CO₂)

Note: Totals may not add up due to rounding.

Reducing Environmentally Hazardous Substances

Introducing corporate efforts to reduce use of environmentally hazardous substances

Reducing Environmentally Hazardous Substances

Reducing PRTR*1 Substances

In accordance with various countries' regulations, the Yamaha Motor Group tracks and reports the content of chemical substances that may be harmful to human health or the environment in the waste materials it generates or discharges. More than 99% of the PRTR substances released by Yamaha Motor are VOCs*2, most of which are generated in painting processes.

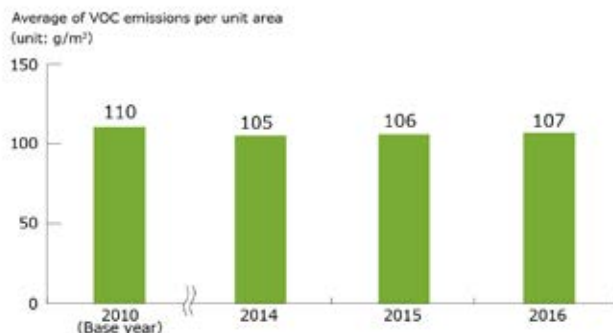
In 2013, we upgraded the painting booth at our main Iwata Factory, which now uses low-VOC paints. The new engine parts line set up in 2015 uses a smaller volume of painting materials as it has adopted a robotic painting booth that features the latest airflow control system. At other factories, as well, we are reducing VOC emissions through optimization of the paint robot system and other means.

We plan to continue reducing VOC volumes by promoting expanded use of low-VOC paints, improving coating efficiency, and reducing paint volumes.

*1 PRTR: Pollutant Release and Transfer Register

*2 VOCs: Volatile Organic Compounds

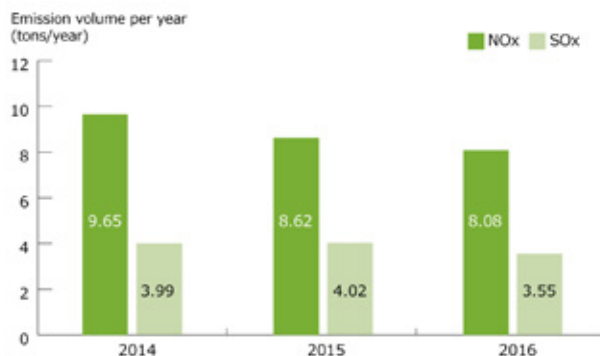
Trends in VOC Release at Yamaha Motor



Managing Environmentally Hazardous Substances at the Manufacturing Stage

Yamaha Motor manages environmentally hazardous substances emitted from its factories in accordance with relevant laws and regulations, and is working to reduce its emissions of these substances by adjusting conditions for the operation of equipment to curtail the creation of nitrogen oxides, improving heat efficiency to reduce fuel consumption, and switching to low-nitrogen and low-sulfur fuels.

Annual NOx and SOx Emission Volumes at Yamaha Motor (Iwata Main Factory)



Reducing environmentally hazardous substances used for products

As countries have increasingly regulated the use of environmentally hazardous substances over recent years, the number of regulated substances has increased. Yamaha Motor is responding by steadily developing environmental management activities at factories overseas as well as in Japan.

Going forward, we will work to share information from across the entire supply chain, while also systematically reducing the use of environmentally hazardous substances and pursuing alternatives.

* REACH: Registration, Evaluation, Authorization and Restriction of Chemicals

Reducing, Reusing, and Recycling

Introducing measures for recycling and limiting the use of natural resources

Reducing, Reusing, and Recycling

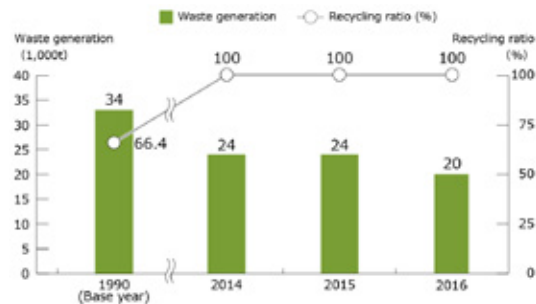
The 3R concept (Reduce, Reuse, Recycle) is becoming ever more important in all phases of product life cycles, from development and production to use and final disposal, in order to create a recycling-oriented society. The Yamaha Motor Group set “promoting recycling and the effective use of limited resources” as a goal and has undertaken various initiatives to meet it.

We are adopting various approaches to conserve natural resources and enhance recycling efficiency. In addition to actively utilizing recyclable materials, we are reducing the number of parts and making them smaller by pursuing optimal size. We also use LED technologies to lengthen product life while adopting designs that facilitate dismantling and improving the recyclability of parts. Our aim is to improve the applicability of the 3R concept to our products.

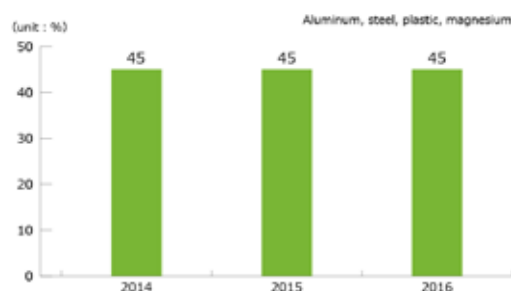
Measures to Reduce Waste and Conserve Resources at the Manufacturing Stage

In 2016, Yamaha Motor generated a total of 20 thousand tons of industrial waste. We separate metal, plastic, foundry sand, and other waste for reuse and recycling as raw materials. We also subject oil and some plastics to a thermal recycling process to create materials that can be used as combustion improvers. In addition, we use post-combustion residue as a raw material in cement and roadbeds. As a result, we have maintained our direct and indirect landfill record of “zero tons” (a 100% recycling rate).

Waste Generation at the Manufacturing Stage and Recycling Ratio at Yamaha Motor

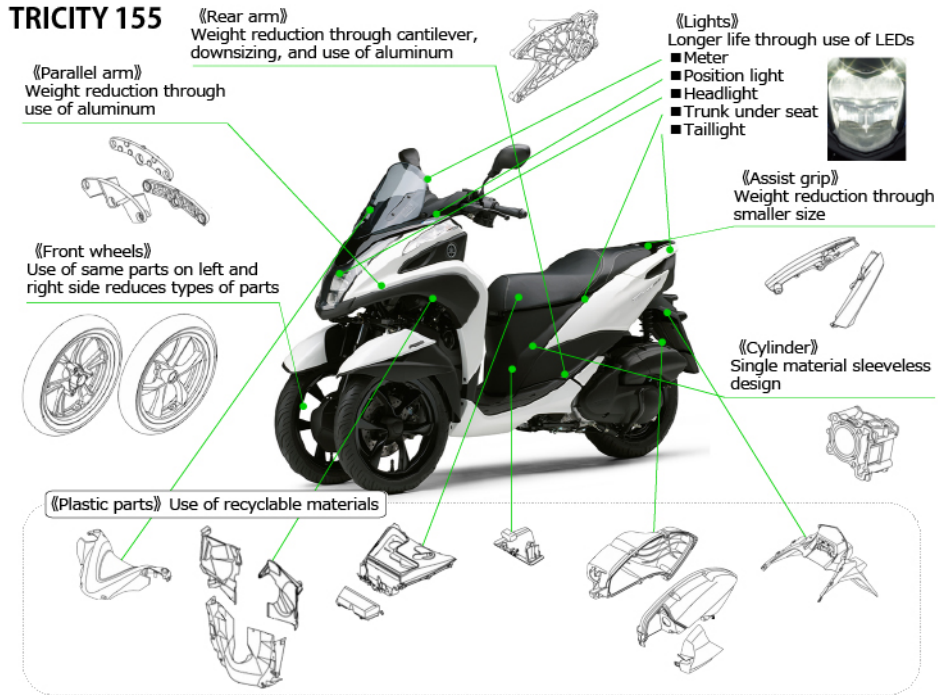


Proportion of Recycled Materials Procured by Yamaha Motor



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.

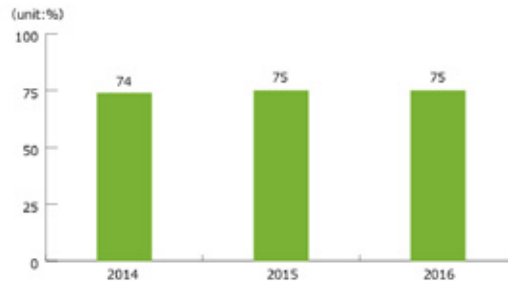
Example of 3R Design



Yamaha Motor’s Spare Parts Section is working to save energy and resources through various 3R initiatives. These include “reducing” by improving the filling rate with respect to packaging for spare parts sent overseas, “recycling” through the introduction of dedicated returnable packaging, such as plastic pallets and buckets, for spare parts sent overseas, and “reusing” by increasing the number of overseas shipping destinations that use returnable materials.

Thanks to these initiatives, in 2016 we achieved a 75.35% returnable rate (percentage of total shipping cases sent overseas that use returnable materials), compared with our target of 70% or higher.

Percentage of Returnable Parts Containers for Overseas Shipment at Yamaha Motor



Returnable pallet body



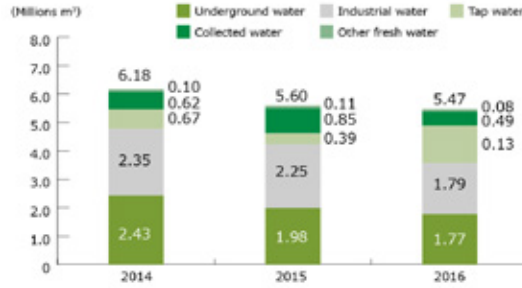
Returnable bucket body

Returnable Pallets/Buckets Used in 2016

Delivered to	Number of Returnable Pallets	Number of Returnable Buckets
Europe	2,079	47,346
North America	4,265	102,252
Oceania	240	6,678
Asia	408	29,844
Total	6,992	186,120

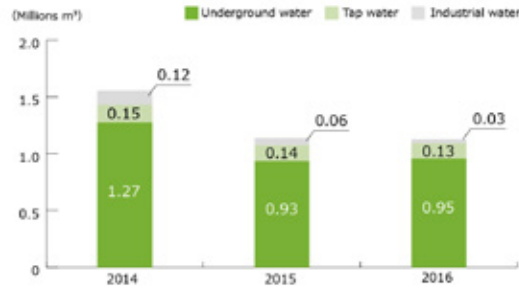
In accordance with the Yamaha Motor Group Environmental Plan 2020 goal of “promoting recycling and the effective use of limited resources,” we continue to strive to measure our global use of water resources and reduce our water resource consumption through programs including the reuse of coolant water and water collection (rainwater and other sources) at factories.

Water Resource Consumption at the Yamaha Motor Group



Note: Some figures include forecasts.

Water Resource Consumption at Yamaha Motor



Preserving Biodiversity and Sustainable Use

Introducing activities aimed at preserving biodiversity

Outline of Yamaha Motor's Main Biodiversity Initiatives

Background

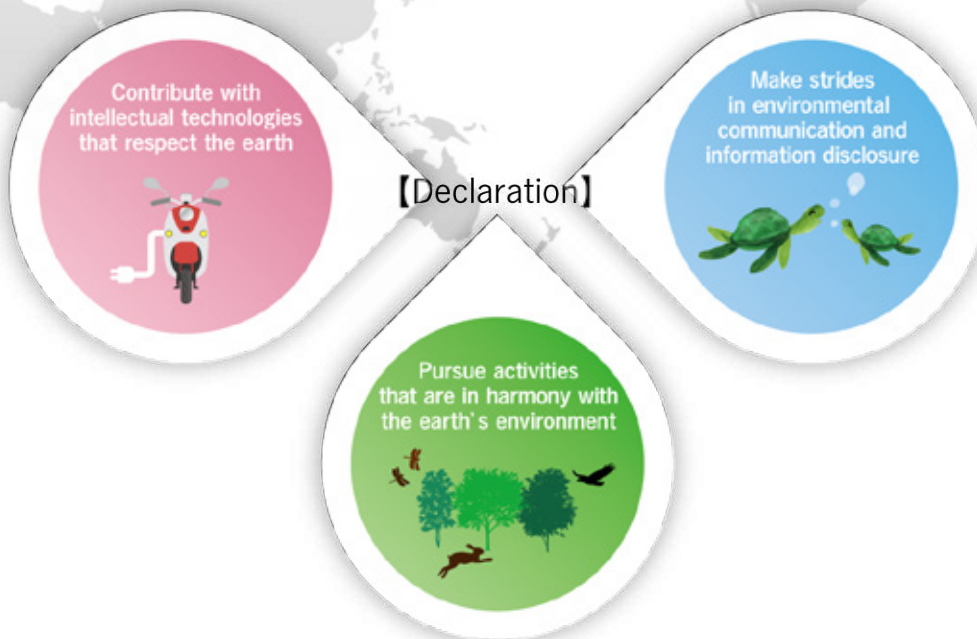
We recognize the importance of preserving biodiversity and other issues related to sustainability, and also that addressing these issues can lead to opportunities for growth.

Yamaha Motor has always attempted to harmonize all of its corporate activities with the global environment, through initiatives including technological innovation in smaller, more environmentally friendly engines, the creation of products such as electrically power assisted bicycles and electric motorcycles that use smart power technologies, and research and development of next-generation power sources.

We have therefore formulated the "Outline of Yamaha Motor's Main Biodiversity Initiatives" to build on these programs as we address biodiversity.

Concept

We will address biodiversity independently, systematically and continuously, based on our corporate philosophy, the Yamaha Motor Group Basic CSR Policy, and the Environmental Plan 2020, from the perspectives of "diversity of ecosystems, biological species, and genes," "activities that supplement the benefits of nature," and "minimizing the impact created." Declaration



Contribute with intellectual technologies that respect the earth

.....

We are deeply aware of the significant benefits of nature on our product fields, and aim to use technology to preserve biodiversity.

Pursue activities that are in harmony with the earth's environment

.....

We will continue to systematically address biodiversity by cultivating an ecological mindset and taking greater initiative.

Where biodiversity is threatened, we will promote activities at a global level that protect and foster nature in harmony with the earth's environment.

Make strides in environmental communication and information disclosure

.....

We will cooperate and work together with broad segments of society in our activities to address biodiversity, and strive to disclose information as appropriate.

Preserving Biodiversity

We are systematically and continuously implementing independent activities in line with the Outline of Yamaha Motor's Main Biodiversity Initiatives by preserving biodiversity and promoting sustainable use in our business activities and local communities.

Protecting Rare Plant Species at the Yamaha Motor Kikukawa Test Course



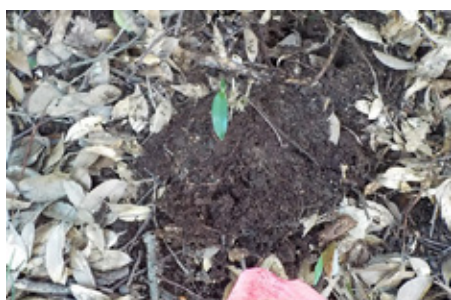
Yamaha Motor is maintaining wildlife diversity and preserving the environment through measures such as protecting areas of existing vegetation and planting trees around the perimeter of the Kikukawa Test Course in Shizuoka Prefecture. In 2008, before the start of construction, the Company conducted a one-year environmental assessment of the site and surrounding area. When the course commenced operations in 2013, we simultaneously began initiatives to preserve rare plant species. Initially, the number of plants declined, but as a result of monthly preservation activities, the number of certain species of plants (*Bletilla striata* and *Penthorum chinense*) recovered to an increase in 2016, the third year of the project.



The number of *Penthorum chinense* began to increase after the third transplanting in July 2016 (Biodegradable tape is used for marking)



Penthorum chinense turning brown in October 2010



Cymbidium lancifolium that has managed to survive in a grove on a course in November 2016



Bletilla striata blooming in purple in a valley next to a course in May 2016



Cephalanthera falcata sprouting on a ridge on a course in April 2016



Healthy *Calanthe discolor* in a grove on a course in May 2016

> Sustainable Development Goals (SDGs)

The 27th Loggerhead Turtle Cleanup Campaign



The Yamaha Motor Group participates in a beach cleanup before endangered loggerhead sea turtles lay their eggs.

In addition, since 2015 we have been working with the Coastal Control Division, Public Works Office of the Shizuoka Prefectural Government to remove alien plant species for protection of the endangered riverside tiger beetle.



Reception desk



Beach cleanup activities

Removing Alien Plant Species



Guidance from Coastal Control Division, Public Works Office of the Shizuoka Prefectural Government



Removing alien plant species

> Sustainable Development Goals (SDGs)



In 2016, a total of 400 Yamaha Motor Group and Yamaha Corporation employees, their families, and friends participated in this activity, which marked its 26th year.

As in previous years, there were three groups of volunteers with different tasks: beach cleanup, collection of trash for sand dunes recovery, and the removal of alien plant species.

The removal of alien plant species involved the removing of *Oenothera laciniata* in May, followed by *Diodia teres* that bloom in July and August, in cooperation with the Coastal Control Division, Public Works Office of the Shizuoka Prefectural Government.

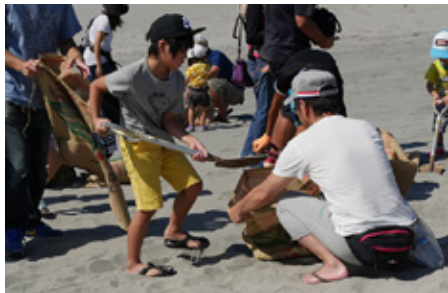


Yamaha Corporation and Yamaha Motor Company reception desks



Beach cleanup activities

1. Sand dunes recovery work



Preserving the beach to protect loggerhead sea turtles



Sand-filled cloth bags prevent sand from washing and blowing away

2. Removing alien plant species



Removing *Diodia teres*



Removed 60kg of *Diodia teres*

> Sustainable Development Goals (SDGs)



We deployed our products to conduct marine cleanup activities at Lake Hamana (for the seventh time in May and the eighth time in October), with the aim of protecting the lake's natural beauty. During 2016, a total of 213 employees, mainly from Marine Business Operations, used personal watercraft and boats to collect roughly 560 kilograms of trash that had washed onto the shore. This activity has taken place twice yearly since 2013, with a total of 667 employees collecting 1,717 kilograms of trash.



Matsumigaura, October 2016



Working together to collect trash



Picking up trash along the shoreline



Unloading trash at the marina

> Sustainable Development Goals (SDGs)

Reforestation Activities in Spring and Fall 2016

With the aim of creating a beautiful bamboo forest, we have begun reforestation activities (in the spring and fall) in a bamboo grove that has been neglected and become overgrown on hilly land next to the Yamaha Marina Hamana-ko and facing the lake.



Spring 2016



Removing dead bamboo



Building bamboo stairs



A nature talk during lunch break

Cleanup Activity (Thailand)

178 volunteers from Group companies in Thailand participated in a park cleanup.



Taking a group photo



Team working

Environmental Communication

Introducing measures aimed at promoting environmental awareness and activities

Environmental Communication

In order to help achieve sustainable growth for local 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 to the world our approach to environmental preservation is one of our corporate social responsibilities.

Under the Yamaha Motor Group Environmental Plan 2020, Yamaha Motor aims to “be trusted and respected as a corporate citizen by local communities.” In response to requests from outside parties, we are working to enhance our communication with all stakeholders through seminars explaining our environmental activities (eco-commuting, baby turtle observation tour, sustainable beach campaign) and the dissemination of information via our environmental report and other CSR reports.

Yamaha Motor has promoted eco-commuting initiatives since 2004. It now has 12 sites registered under the Excellent Eco-Commuting Business Site Accreditation System of Japan’s Ministry of Land, Infrastructure, Transport and Tourism (MLIT). The Company’s ongoing efforts were recognized by the Ministry, receiving an MLIT award for environmental protection excellence in the transport industry in December 2013. The 12 sites continue to be registered under this system.



Registered under the Excellent Eco-Commuting Business Site Accreditation System since 2009



Participants in eco-commuting campaign



Volunteer neighborhood cleanup in Iwata City

Introduced Yamaha Eco Point System

In January 2008, the Group introduced its Yamaha Eco Point System in support of the Yamaha Motor Group Environmental Plan 2020 goal of having “every Group member strongly motivated to proactively participate in environmental programs.” 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 2016, participation in this program reached 6,582 persons (the number of persons who participated in activities included in the system).

Using the Intranet to Foster an "Eco Mind"

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 communication with local communities and the public. These efforts serve to raise employee awareness concerning the environment and to encourage participation.



Ecology network

環境イベント(2016年度)

詳細については、お近くのみなさまに事情が許す限り、積極的にご参加をお願いします。
 (日程・場所) 予定の中心で、変更も时有发生いたします。)

<ボランティア募集活動スケジュール> (従業員参加型)

イベント名	開催日	時間	場所	主催
豊山づくり活動	4月10日(土) 【参加】	9:00~10:00	宇治江アオサ 浜北運動場	ヤマハ(豊田製作所)
フェリス川クリーン作戦	5月10日(日) 【参加】	豊田4号 9:00~11:00	浜北市中央公園	浜北市等
豊田地区公民館クリーン作戦	6月10日(日) 【参加】	豊田4号 9:00~10:00	豊田市民	浜北市等
豊田市民会館 (クリーン活動、フェリス川)	6月10日(日) 【参加】	各事業所 開催会社にて設定	豊田市民会館	ヤマハ(豊田製作所) 各開催会社
宇治江の自然観察会 ササガアサヒマシロクリーン作戦	6月10日(日) 【参加】	宇治江アサヒマシロ 9:00~10:00	豊田市民会館	ヤマハ(豊田製作所)
いんばやし清掃活動	7月 【参加】	9:00~11:00	豊田市民会館	ヤマハ(豊田)

2016 environmental activity schedule

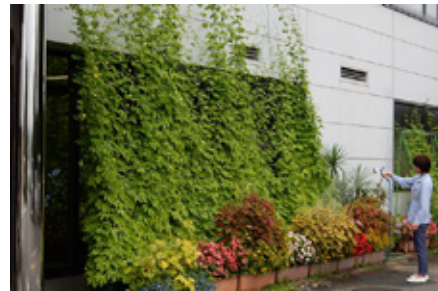
"Green Curtain" at Nakase

Yamaha Motor holds a regular event, displaying the installation of a "green curtain" made of bitter melon vines at its Nakase Factory as a global warming countermeasure. The curtain reduces the outside temperature by 5–6 degrees, which helps conserve electricity.

These harvested *goya* (bitter melon) were distributed to and well received by local residents.



Nakase Factory, 2016



Watering the *goya* bitter melon vines

ISO26000 Reference Table

Presenting a Table of ISO26000 concerning information in the Annual Report and CSR website

ISO26000 Reference Table

ISO 26000 Core Subjects	Issues	Web Links
Organizational Governance		<ul style="list-style-type: none"> •Approach to CSR •Basic Policies of CSR •Corporate Governance
Human Rights	1 Due diligence	<ul style="list-style-type: none"> •Internal Reporting Systems (Hotlines) •Fair and Clean Procurement Activities
	2 Human rights risk situations	
	3 Avoidance of complicity	
	4 Resolving grievances	• Relationship with Labor Union
	5 Discrimination and vulnerable groups	
	6 Civil and political rights	
	7 Economic, social and cultural rights	
	8 Fundamental principles and rights at work	
Labor Practices	1 Employment and employment relationships	• Nurturing Personnel
	2 Conditions of work and social protection	• Supporting Work-Life Balance
	3 Social dialogue	• Workplace Safety and Health
	4 Health and safety at work	• Relationship with Labor Union
	5 Human development and training in the workplace	
The Environment	1 Prevention of pollution	• Growth That Harmonizes with the Environment
	2 Sustainable resource use	• Environmental Management
	3 Climate change mitigation and adaptation	• Reducing CO₂ Emissions
		• Reducing Environmentally
4 Protection of the environment, biodiversity and restoration of natural habitats	• Reducing, Reusing, and Recycling	
		• Preserving Biodiversity and Sustainable Use
Fair Operating Practices	1 Anti-corruption	• Fair and Clean Procurement Activities
	2 Responsible political involvement	• Activities at Dealerships
	3 Fair competition	• Measures to Prevent Corruption
	4 Promoting social responsibility in the value chain	
	5 Respect for property rights	

ISO 26000 Core Subjects	Issues		Web Links
Consumer Issues	1	Fair marketing, factual and unbiased information and fair contractual practices	<ul style="list-style-type: none"> •Offering New Excitement •Customer Service •Riding Safety Promotion Activities •Thorough Import and Export Management •Initiatives for Protection of Personal Information
	2	Protecting consumers' health and safety	
	3	Sustainable consumption	
	4	Consumer service, support, and complaint and dispute resolution	
	5	Consumer data protection and privacy	
	6	Access to essential services	
	7	Education and awareness	
Community Involvement and Development	1	Community involvement	<ul style="list-style-type: none"> •Important Areas of Activities •Contributing to Society
	2	Education and culture	
	3	Employment creation and skills development	
	4	Technology development and access	
	5	Wealth and income creation	
	6	Health	
	7	Social investment	