

# FACT BOOK 2016

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# Corporate Section



## Corporate Profile

Corporate name: Yamaha Motor Co., Ltd.  
Founded: July 1, 1955  
Headquarters: 2500 Shingai, Iwata, Shizuoka 438-8501, Japan  
President: Hiroyuki Yanagi  
Capital: 85,782 million yen (as of Dec. 31, 2015)  
Number of shares: Authorized: 900,000,000  
Issued: 349,898,284 (as of Dec. 31, 2015)



Yamaha Motor Co., Ltd.

Number of employees: Consolidated basis: 53,306  
Non-consolidated basis: 10,440 (as of Dec. 31, 2015)

Group companies: Number of consolidated subsidiaries: 106 (Japan: 22 Overseas: 84)  
Number of non-consolidated subsidiaries accounted for by the equity method: 3  
Number of non-consolidated affiliates accounted for by the equity method: 25 (as of Dec. 31, 2015)

Lines of business: Manufacture and sales of motorcycles, scooters, electrically power assisted bicycles, boats, sailboats, personal watercraft, pools, utility boats, fishing boats, outboard motors, ATVs, recreational off-highway vehicles, racing kart engines, golf cars, multi-purpose engines, generators, water pumps, snowmobiles, small snow throwers, automobile engines, surface mounters, intelligent machinery, industrial-use unmanned helicopters, electrical power units for wheelchairs, helmets. Import and sales of various types of products, development of tourist businesses and management of leisure, recreational facilities and related services.

## Corporate Philosophy

### - Corporate Mission -

#### **Kando\* Creating Company**

Offering new excitement and a more fulfilling life for people all over the world

Yamaha Motor strives to realize peoples' dreams with ingenuity and passion, and to always be a company people look to for the next exciting product or concept that provides exceptional value and deep satisfaction.

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

### - Management Principles -

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

To continue to produce value that moves people, we must remain keenly aware of the customer's evolving needs.

We must strive to find success by always surpassing customer expectations with safe, high-quality products and services.

#### **2. Establishing a corporate environment that fosters self-esteem**

We must build a corporate culture that encourages enterprise and enhances corporate vitality.

The focus will be on nurturing the creativity and ability of our employees, with an equitable system of evaluation and rewards.

#### **3. Fulfilling social responsibilities globally**

As a good corporate citizen, we act from a worldwide perspective and in accordance with global standards.

We must conduct our corporate activities with concern for the environment and communities and fulfill our social responsibility with honesty and sincerity.

### - Action Guidelines -

**Acting with Speed**  
**Spirit of Challenge**  
**Persistence**

Meeting change with swift and informed action

Courage to set higher goals without fear of failure

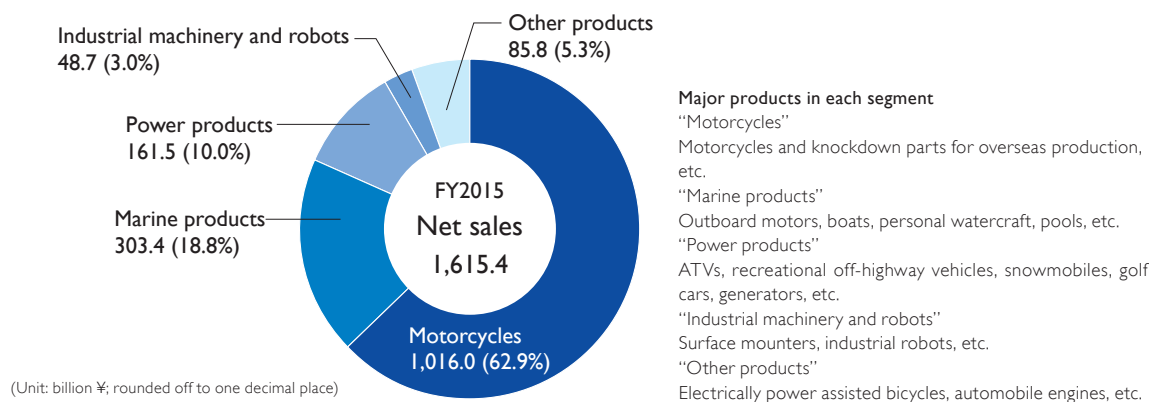
Working with tenacity to achieve desired results, and then evaluating them

## Operating Performance (Consolidated Basis)

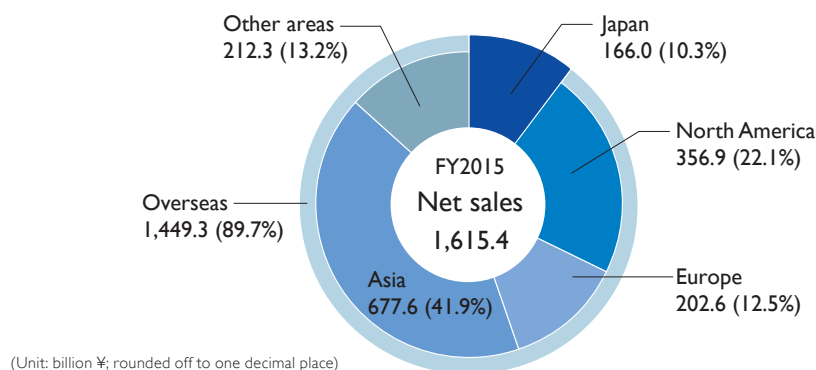
(Unit: billion ¥; rounded off to one decimal place)

	FY2013	FY2014	FY2015	FY2016 (Plan)
Net sales	1,410.5	1,521.2	1,615.4	1,700.0
Operating income	55.1	87.2	120.4	120.0
Ordinary income	60.1	97.3	125.2	125.0
Net income	44.1	68.5	60.0	80.0
Exchange rate (USD)	98 JPY	106 JPY	121 JPY	117 JPY
Exchange rate (EUR)	130 JPY	140 JPY	134 JPY	127 JPY
Capital expenditures	56.8	65.9	64.1	71.0
Depreciation expenses	36.4	37.7	44.3	48.0
Research and development expenses	76.1	84.5	91.3	103.0
Equity ratio	33.5%	35.1%	37.6%	40.0%
Interest-bearing debt	382.9	403.7	410.1	460.0
Debt/equity ratio (gross)	1.0	0.88	0.88	0.8
ROE	12.7%	16.2%	12.6%	15.3%
Cash and cash equivalents at the end of the year	120.0	137.3	107.6	-
Percentage of overseas sales	89.5%	89.3%	89.7%	89.7%
Percentage of motorcycle business sales	65.8%	64.3%	62.9%	62.9%
Net cash provided by (used in) operating activities	66.9	93.6	24.0	-
Net cash provided by (used in) investing activities	(62.7)	(72.5)	(64.0)	-
Net cash provided by (used in) financing activities	3.6	(8.9)	6.8	-

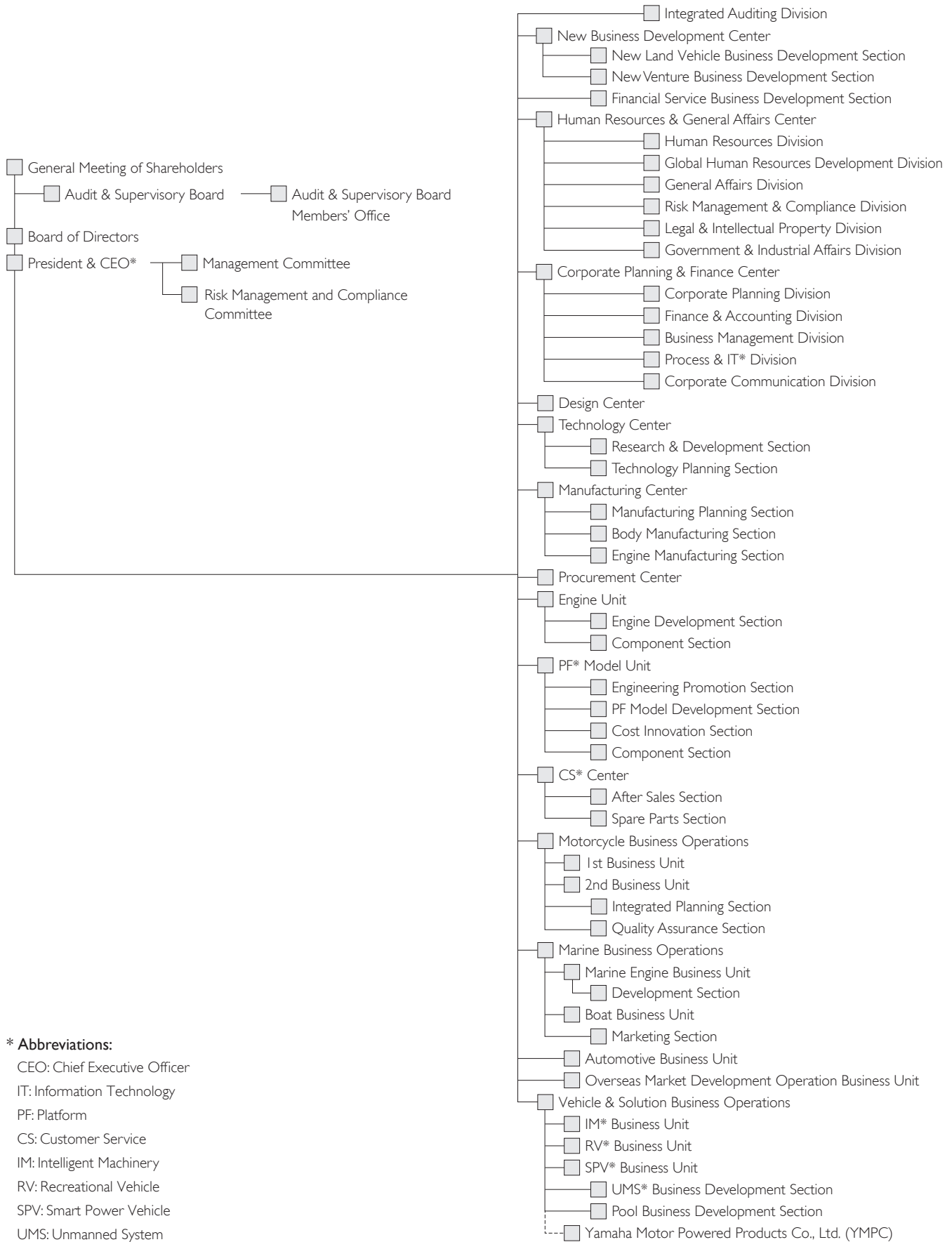
## Sales Breakdown by Business (Consolidated Basis)



## Sales Breakdown by Region (Consolidated Basis)



# Organization (As of April 1, 2016)



**\* Abbreviations:**

- CEO: Chief Executive Officer
- IT: Information Technology
- PF: Platform
- CS: Customer Service
- IM: Intelligent Machinery
- RV: Recreational Vehicle
- SPV: Smart Power Vehicle
- UMS: Unmanned System

# Board of Directors, Audit & Supervisory Board Members and Executive Officers

(As of April 1, 2016)

## Board of Directors

President and Representative Director

**Hiroyuki Yanagi**



Representative Director

**Takaaki Kimura**



Director

**Kozo Shinozaki**

Director

**Nobuya Hideshima**

Director

**Masahiro Takizawa**

Director

**Katsuaki Watanabe**

Director

**Toshizumi Kato**

Director

**Yoichiro Kojima**

Director (Outside)

**Tamotsu Adachi**

Director (Outside)

**Takuya Nakata**

Director (Outside)

**Atsushi Niimi**

## Audit & Supervisory Board Members

Audit & Supervisory Board Member

**Hiroshi Ito**

Audit & Supervisory Board Member

**Kenji Hironaga**

Audit & Supervisory Board Member (Outside)

**Isao Endo**

Audit & Supervisory Board Member (Outside)

**Tomomi Yatsu**

## Executive Officers

President and Chief Executive Officer

**Hiroyuki Yanagi**

Executive Vice President

**Takaaki Kimura**

Chief General Manager of Technology Center and Chief General Manager of Marine Business Operations

Managing Executive Officer

**Kozo Shinozaki**

Chief General Manager in charge of Developed Countries Motorcycles Reform, and Chief General Manager of Corporate Planning & Finance Center

Managing Executive Officer

**Nobuya Hideshima**

Chief General Manager of Engine Unit

Managing Executive Officer

**Masahiro Takizawa**

Chief General Manager of New Business Development Center

Managing Executive Officer

**Katsuaki Watanabe**

Chief General Manager of Motorcycle Business Operations

Managing Executive Officer

**Toshizumi Kato**

Chief General Manager of Vehicle & Solution Business Operations

Senior Executive Officer

**Yoichiro Kojima**

Deputy Chief General Manager of New Business Development Center, and Senior General Manager of New Land Vehicle Business Development Section, New Business Development Center

Senior Executive Officer

**Ryouichi Sumioka**

Deputy Chief General Manager of Corporate Planning & Finance Center

Senior Executive Officer

**Hiroaki Fujita**

Managing Director of Yamaha Motor India Pvt. Ltd.

Senior Executive Officer

**Katsuhito Yamaji**

Chief General Manager of Manufacturing Center

Senior Executive Officer

**Makoto Shimamoto**

Chief General Manager of PF Model Unit and Senior General Manager of PF Model Development Section, PF Model Unit

Executive Officer

**Masaru Ono**

Chief General Manager of CS Center

Executive Officer

**Masaki Asano**

Managing Director of Yamaha Motor India Sales Pvt. Ltd.

Executive Officer

**Yoshitaka Noda**

Senior General Manager of Component Section, Engine Unit

Executive Officer

**Masahiro Inoue**

Chief General Manager of Procurement Center, and General Manager of Procurement Planning Division, Procurement Center, and Senior General Manager of Cost Innovation Section, PF Model Unit

Executive Officer

**Kazuhiro Kuwata**

President of Yamaha Motor Europe N.V.

Executive Officer

**Yoshihiro Hidaka**

Executive General Manager of 1st Business Unit, Motorcycle Business Operations, and General Manager of Southeast & East Asia Sales Division, 1st Business Unit, Motorcycle Business Operations

Executive Officer

**Tatsumi Okawa**

President of Yamaha Motor Corporation, U.S.A., and Deputy Chief General Manager of Marine Business Operations

Executive Officer

**Junzo Saitoh**

Chief General Manager of Human Resources & General Affairs Center

Executive Officer

**Akihiro Nagaya**

Chief General Manager of Design Center

Executive Officer

**Heiji Maruyama**

Deputy Chief General Manager of Engine Unit, and Senior General Manager of Engine Development Section, Engine Unit, and Executive General Manager of Automotive Business Unit

Executive Officer

**Hirofumi Usui**

Senior General Manager of Marketing Section, Marine Business Operations

Executive Officer

**Satohiko Matsuyama**

Executive General Manager of Recreational Vehicle Business Unit, Vehicle & Solution Business Operations

Executive Officer

**Minoru Morimoto**

President of PT. Yamaha Indonesia Motor Manufacturing

Executive Officer

**Yasuo Tanaka**

Senior General Manager of After Sales Section, CS Center

Executive Officer

**Motofumi Shitara**

Executive General Manager of Marine Engine Business Unit, Marine Business Operations

Executive Officer

**Eric de Seynes**

COO of Yamaha Motor Europe N.V.

Executive Officer

**Dyonisius Beti**

COO of PT. Yamaha Indonesia Motor Manufacturing

## Group Companies

### JAPAN

Yamaha Motorcycle Sales Japan Co., Ltd.  
Yamaha Motor Engineering Co., Ltd.  
Sugo Co., Ltd.  
Yamaha Kumamoto Products Co., Ltd.  
Yamaki Manufacturing Co., Ltd.  
Yamaha Amakusa Manufacturing Co., Ltd.  
Maricom Tokai Co., Ltd.  
JOB Co., Ltd.  
Y's Gear Co., Ltd.  
Yamaha Motor Powered Products Co., Ltd.  
Nishi Nippon Skytech Co., Ltd.  
Yamaha Motor Electronics Co., Ltd.  
Sunward International, Inc.  
TOYOBESQ CO., LTD.  
Hamakita Industry Co., Ltd.  
Fine Catec Co., Ltd.  
Yamaha Motor Hydraulic System Co., Ltd.  
Yamaha Motor Assist Co., Ltd.  
Yamaha Motor Support & Service Co., Ltd.  
Yamaha Motor Management Service Co., Ltd.  
Yamaha Motor Solutions Co., Ltd.  
Yamaha Motor MIRAI Co., LTD.  
Sakura Kogyo Co., Ltd.  
A.I.S Corporation  
KYB Motorcycle Suspension Co., Ltd.  
Yamaha Travel Service Co., Ltd.  
JUBILO Co., Ltd.  
Mikasa Unyu Co., Ltd.  
Ecoole Toyohashi Co., Ltd.  
Amagasaki Sports Forest Co., Ltd.  
Izumisano Water Front Co., Ltd.  
Marin Wave Otaru Inc.  
Choshi Marina Co., Ltd.  
Marina Akita Co., Ltd.  
Hayama Marina Co., Ltd.  
Yokohama Bay Side Marina Co., Ltd.

### ASIA (Abbreviations)

#### China

Yamaha Motor (China) Co., Ltd. (YMCN)  
Shanghai Yamaha Jianshe Motor Marketing Co., Ltd. (YMSM)  
Zhuzhou Yamaha Motor Shock-absorber Co., Ltd. (ZYS)  
Yamaha Motor R&D Shanghai Co., Ltd. (YMRS)  
Yamaha Motor Powered Products (Jiangsu) Co., Ltd. (YMPJ)  
Yamaha Motor Electronics Suzhou Co., Ltd. (YESZ)  
Yamaha Motor Solutions Co., Ltd. Xiamen (YMSLX)  
Chongqing Jianshe Yamaha Motor Co., Ltd. (CJYM)  
Zhuzhou Jianshe Yamaha Motor Co., Ltd. (ZJYM)  
Jiangsu Linhai Yamaha Motor Co., Ltd. (LYM)  
Sichuan Huachuan Yamaha Motor Parts Manufacturing Co., Ltd. (SHY)  
Chongqing Pingshan TK Carburetor Co., Ltd. (PTK)  
Yamaha Motor Taizhou O.P.E. Co., Ltd. (YMTO)  
Yamaha Motor IM (Suzhou) Co., Ltd. (YIMS)  
Zhangzidao Yamaha (Dalian) FRP Boat Co., Ltd. (ZYFB)  
**Taiwan**  
Yamaha Motor Taiwan Co., Ltd. (YMT)  
Topmost Consulting Co., Ltd. (TCC)  
Yamaha Motor R&D Taiwan Co., Ltd. (YMRT)  
Yamaha Motor Taiwan Trading Co., Ltd. (YMTT)  
Yamaha Motor Electronics Taiwan Co., Ltd. (YETW)

#### Indonesia

PT. Yamaha Indonesia Motor Manufacturing (YIMM)  
PT. Yamaha Motor Nuansa Indonesia (YMNI)  
PT. Yamaha Motor Parts Manufacturing Indonesia (YPMI)  
PT. Toyo Besq Precision Parts Indonesia (TBI)  
PT. Yamaha Motor Electronics Indonesia (YEID)  
Yamaha Motor Mold Indonesia (YMMID)  
PT. Yamaha Motor R&D Indonesia (YMRID)  
PT. Sakura Java Indonesia  
PT. Kyowa Indonesia  
PT. Bussan Auto Finance (BAF)

#### The Philippines

Yamaha Motor Philippines, Inc. (YMPH)

#### Thailand

Thai Yamaha Motor Co., Ltd. (TYM)  
Yamaha Motor Parts Manufacturing (Thailand) Co., Ltd. (YMPT)  
Yamaha Motor Electronics Thailand Co., Ltd. (YETH)  
Yamaha Motor Asian Center Co., Ltd. (YMAC)

#### Malaysia

HL Yamaha Motor Research Centre Sdn. Bhd. (HLYR)  
Hong Leong Yamaha Motor Sdn. Bhd. (HLYM)

#### Vietnam

Yamaha Motor Vietnam Co., Ltd. (YMVN)  
Yamaha Motor Parts Manufacturing Vietnam Co., Ltd. (YPMV)  
Yamaha Motor Electronics Vietnam Co., Ltd. (YEVN)

#### Cambodia

Yamaha Motor Cambodia Co., Ltd. (YMKH)

#### India

Yamaha Motor India Pvt. Ltd. (YMI)  
India Yamaha Motor Pvt. Ltd. (YIM)  
Yamaha Motor India Sales Pvt. Ltd. (YMIS)  
Yamaha Motor Research and Development India Pvt. Ltd. (YMRI)  
Yamaha Motor Solutions India Pvt. Ltd. (YMSLI)  
Yamaha Motor Electronics India Pvt. Ltd. (YEIN)  
KYB Motorcycle Suspension India Pvt. Ltd. (KMSI)

#### Pakistan

Yamaha Motor Pakistan Private Ltd. (YMPK)

#### Singapore

Yamaha Motor Asia Pte. Ltd. (YMAP)  
Yamaha Motor Distribution Singapore Pte. Ltd. (YDS)

### OCEANIA (Abbreviations)

#### Australia

Yamaha Motor Australia Pty Limited (YMA)  
Ficeda Pty Limited  
Yamaha Motor Finance Australia Pty Limited (YMFA)

#### New Zealand

Yamaha Motor New Zealand Limited (YMNZ)  
Yamaha Motor Finance New Zealand Limited (YMFNZ)

### EUROPE (Abbreviations)

#### The Netherlands

Yamaha Motor Europe N.V. (YMENV)

#### Germany

Yamaha Motor Deutschland GmbH. (YMG)  
Yamaha Motor IM Europe GmbH. (YIME)

#### Italy

Motori Minarelli S.p.A.  
Yamaha Motor Research & Development Europe S.r.l. (YMRE)  
Yamaha Motor Racing S.r.l. (YMR)

#### France

MBK Industrie

#### Spain

Motor Center BCN S.A.

#### Belgium

D'leteren Sport S.A.

#### Finland

Inha Works Ltd (IWL)

#### Russia

LLC Yamaha Motor CIS (YMCIS)

#### Turkey

Yamaha Motor Sanayi ve Ticaret Limited Sirketi (YMTR)

### AFRICA (Abbreviation)

#### Nigeria

CFAO Yamaha Motor Nigeria Ltd. (CYMNG)

### NORTH AMERICA (Abbreviations)

#### United States

Yamaha Motor Corporation, U.S.A. (YMUS)  
Yamaha Motor Manufacturing Corporation of America (YMMC)  
Skeeter Products, Inc.  
Precision Propeller Industries, Inc. (PPI)  
Yamaha Jet Boat Manufacturing U.S.A., Inc. (YJBM)  
Yamaha Golf-Car Company (YGC)  
Yamaha Motor Golf-Car Lease Receivable Corporation (YGCR)  
Yamaha Motor Finance Corporation, U.S.A. (YMFUS)  
Yamaha Motor Distribution Latin America, Inc. (YDLA)  
Yamaha Motor IM America, Inc. (YIMA)  
Yamaha Motor Ventures & Laboratory Silicon Valley Inc. (YMVSV)

#### Canada

Yamaha Motor Canada Limited (YMCA)  
Yamaha Motor Canada Finance Limited (YMFCA)

### CENTRAL and SOUTH AMERICA (Abbreviations)

#### Brazil

Yamaha Motor do Brasil Ltda. (YMDB)  
Yamaha Motor da Amazonia Ltda. (YMDA)  
Yamaha Motor Componentes da Amazonia Ltda. (YMCDA)  
Yamaha Administradora de Consorcio S.C. Ltda. (YAC)  
Banco Yamaha Motor do Brasil S.A. (BYMD)  
Yamaha Motor do Brasil Corretora de Seguros Ltda. (YMDCS)  
Yamaha Motor Electronics do Brasil Ltda. (YEBR)

#### Argentina

Yamaha Motor Argentina S.A. (YMARG)

#### Peru

Yamaha Motor del Peru S.A. (YMDP)  
Yamaha Motor Selva del Peru S.A. (YMSP)

#### Colombia

Industria Colombiana de Motocicletas Yamaha S.A. (Incolmotos Yamaha)

#### Mexico

Yamaha Motor de Mexico, S.A. de C.V. (YMMEX)  
Yamaha Motor Personnel Service Mexico S.A. de C.V. (YMPSPMX)

#### Uruguay

Yamaha Motor Uruguay S.A. (YMUU)



## History

- **1955**  
Yamaha Motor Co., Ltd. is founded with Genichi Kawakami as the first President. Production of our first motorcycle, the 125cc Yamaha "YA-1," commences. YA-1 wins the 3rd Mount Fuji Ascent Race and captures first, second and third place at the 1st All Japan Autobike Endurance Road Race.
- **1958**  
Takes 6th place in first attempt at Catalina Grand Prix in the U.S. (Yamaha's international racing debut). Yamaha de Mexico S.A. de C.V. is established with investment by Nippon Gakki (presently Yamaha Corporation) and commences sales of Yamaha Motor products.
- **1960**  
Yamaha International Corporation (YIC) is founded in U.S. as subsidiary of Nippon Gakki and commences sales of Yamaha Motor products. First Yamaha outboard motor "P-7" is released. First Yamaha FRP boat models "CAT-21" and "RUN-13" are released.
- **1961**  
New listing on First Section of Tokyo Stock Exchange. First appearance in World GP road race. CAT-21 wins 1st Pacific 1,000 km Motorboat Marathon.
- **1963**  
Pearl Yamaha is founded in India. Wins first 250cc class race in World GP road race (Belgium GP).
- **1964**  
Captures first manufacturer and rider titles in 250cc class of the World GP road race. Siam Yamaha Co., Ltd. is founded in Thailand.
- **1965**  
Tie-up with Toyota Motor Co. to develop and manufacture "Toyota 2000GT." Model is displayed at the Tokyo Motor Show. First Yamaha FRP fishing boat is built.
- **1966**  
Full export operations are transferred from Nippon Gakki to Yamaha Motor. Technical assistance agreement is signed with Kong Hsue Sheh to produce motorcycles in Taiwan.
- **1968**  
YMENV is founded in the Netherlands. First Yamaha snowmobile "SL350" is exhibited at Chicago Trade Show. First Yamaha FRP utility boat models "W-16" and "W-18" are released.
- **1969**  
First Yamaha multipurpose engine model "MT100" is released.
- **1970**  
YMDB is founded in Brazil.
- **1971**  
Haraban Motor Co. is founded in Indonesia.
- **1972**  
Headquarters is moved to present location in Iwata City. First win in Motocross World GP at Swedish GP (250cc class) and Luxembourg GP (500cc class).
- **1973**  
YMCA is founded in Canada. Joint venture agreement is signed with Brunswick Co. (U.S.). Wins first manufacturer and rider titles in 250cc class of the Motocross World GP. First Yamaha portable generator model "ET1250" is released. First Yamaha racing kart model "RC100" is released.
- **1974**  
Hisao Koike is appointed as second YMC president. Wins manufacturer titles in all classes of World GP road race, 125cc, 250cc, 350cc and 500cc. YIMM is founded in Indonesia as motorcycle parts maker. Manufacture and sales of FRP pools commences.
- **1975**  
First Yamaha golf car model "YG292" is released.
- **1976**  
First Yamaha industrial robot model, an "arc welding robot," is released. First Yamaha marine diesel "MD35" is released.
- **1977**  
YMC-related divisions of Yamaha International Corporation are separated to found Yamaha Motor Corporation, U.S.A. Captures manufacturer and rider titles for the first time in 500cc class of the Motocross World GP.
- **1978**  
First Yamaha land car model "GI-9AD" is released. First Yamaha snow thrower model "YT665" is released.
- **1979**  
Yamaha's first ATV model "YT125" is released in the U.S. "XT500" wins 1st Paris-Dakar Rally.
- **1981**  
SEMSA is founded in Spain.
- **1982**  
Motorcycle production and marketing tie-up with Motobecane (France).
- **1983**  
Hideto Eguchi is appointed as third YMC president. YMMDA is founded in Brazil. Technical assistance agreement for motorcycle production is signed with China North Industries Group. YMA is founded in Australia. Technical assistance agreement for motorcycle production is signed with Escorts Ltd. in India.
- **1984**  
Contract is signed to develop, produce and supply automobile engines to Ford Motor Co. (U.S.). Technical assistance contract is signed with Italy's Motori Minarelli.
- **1986**  
YMMC is founded in the U.S. YMT is founded in Taiwan. Technical assistance contract for motorcycle technology is signed with Italy's Belgarda S.p.A. First Yamaha personal watercraft (PWC) "MJ-500T" is released.
- **1987**  
First Yamaha-made surface mounter "21 Series" is released. First Yamaha gas heat pump (GHP) model "YGC40IW" is released. Limited production of Yamaha's first commercial-use unmanned helicopter "R-50" (20 units) is released.
- **1989**  
Machine mounting the Yamaha "OX88" racing engine competes in FI for the first time.
- **1990**  
Corporate Mission and long-term management vision are announced. YMP is founded in Portugal.
- **1991**  
YMF is founded in France. YMMEX is founded in Mexico.
- **1992**  
CJYM is founded in China. YMAG is founded in Austria. YMH is founded in Hungary.
- **1993**  
NYM is founded in China. Regionally limited release of the electrically power assisted bicycle "PAS."
- **1994**  
Takehiko Hasegawa is appointed as fourth YMC president. LYM is founded in China.
- **1995**  
Wheelchair electric power unit "JW-1" is released. EYML is established in India.
- **1996**  
YMARG is founded in Argentina.
- **1997**  
YMNI is founded in Indonesia.
- **1998**  
YMVN is founded in Vietnam. YMAP is founded in Singapore. YMDP is founded in Peru.

## History (Continued)

- 2000 Corporate ties with Toyota Motor Corp. are strengthened.
- 2001 Toru Hasegawa is appointed as fifth YMC president.
- 2002 Limited regional release of the electric commuter motorcycle "Passol."  
Manufacture of 50cc Japanese-market scooters is shifted to Taiwan.
- 2004 Wins 1st MotoGP rider championship title.
- 2005 Takashi Kajikawa is appointed as sixth YMC president.  
YMCIS is founded in Russia.  
Life Science Laboratory is opened as research and development center for YMC's biotechnology business.  
Yamaha captures MotoGP triple crown by winning the rider, team and manufacturer titles.
- 2006 Motorcycle manufacturing factory YMMWJ is founded in Indonesia.  
Mass-production of microalgae as a source for the high-potential health additive Astaxanthin commences.  
Yamaha Motor Foundation for Sports is founded.
- 2007 YMPH is founded in the Philippines.
- 2008 YMKH is founded in Cambodia.  
IYM is founded in India.
- 2009 Tsuneji Togami is appointed as seventh YMC president.  
Yamaha Marine Co., Ltd. is merged into YMC.  
YMTR is founded in Turkey.
- 2010 Hiroyuki Yanagi is appointed as eighth YMC president.
- 2011 YIME and YIMA Group companies are founded in Europe and the U.S. for Intelligent Machinery product sales.  
Commences increased production of Japanese fishing boats to aid in recovery efforts from the Great East Japan Earthquake and Tsunami.  
Iwata South Factory engine assembly line is integrated into Iwata Main Factory.
- 2012 Design Center is established.  
ASEAN Integrated Development Center (Thailand) and India Procurement Center are established.  
Commences OEM supply of electrically power assisted bicycle drive units to European market.  
Company founder Genichi Kawakami is inducted into Japan Automotive Hall of Fame.
- 2013 The "Revs your Heart" brand slogan is established.  
Cumulative Yamaha outboard motor production passes 10 million mark.  
YMRI is founded in India.  
YIMS is founded in China.  
Kikugawa Test Course is completed.
- 2014 First leaning multi-wheel motorcycle "TRICITY" is released.  
Aggregate production of automobile engines reaches 3 million units.  
New motorcycle manufacturing plant in Argentina is completed and commences operations.  
Next-generation compact, high-performance engine "BLUE CORE" is developed.
- 2015 Yamaha Jubilo Rugby Football Club wins the All-Japan Rugby Football Championship for the first time.  
Motorcycle manufacturing and sales company YMPK commences operations in Pakistan.  
Motorcycle development company YMRID commences operations in Indonesia.  
New company for new business development YMVSV is founded in Silicon Valley, USA.  
New company Yamaha Motor MIRAI is founded to promote hiring of persons with disabilities.

## Number of Employees

Fiscal year	2011	2012	2013	2014	2015
Yamaha Motor Co., Ltd. (average age)	10,159 (40.8 years old)	10,180 (41.4 years old)	10,245 (42.0 years old)	10,377 (42.3 years old)	10,440 (42.8 years old)
Consolidated companies	44,518	43,778	43,137	42,285	42,866
Total	54,677	53,958	53,382	52,662	53,306

## Number of Recruited Graduates (Yamaha Motor Co., Ltd.)

Fiscal year	2013	2014	2015	2016	2017 (Plan)
College graduates*	116	133	193	201	185
(For office work, marketing)	(37)	(45)	(55)	(47)	(50)
(For engineering, production-related work)	(79)	(88)	(138)	(154)	(135)
High school graduates	40	40	56	58	60
Total	156	173	249	259	245

\* Includes graduate schools, two-year/technical colleges and specialized schools

FACT BOOK 2016

# Product Business Section





## Product Profile

Motorcycles play a familiar and vital role in the lives of people around the world, their applications spanning from pure utility, such as the transportation of goods, to personal enjoyment and sports. The Yamaha Motor group satisfies these needs with its diverse product lineup. Yamaha motorcycles are made to a variety of specifications, each type featuring unique technologies serving its particular use: scooters, used primarily for day-to-day mobility, such as commuting and shopping trips; sports and cruiser models, used widely in urban areas and for long-distance touring; trail models for off-road excursions; and racing machines for road racing, motocross and other competitions.

## Background of the Business

During World War II, Nippon Gakki Co., Ltd. (founded in 1897, presently Yamaha Corporation), the company from which Yamaha Motor was later spun off, was assigned to apply its technologies in musical instrument manufacturing to the production of propellers for military aircraft. After the War ended, the company sought ways to use its manufacturing facilities for peaceful ends. Eventually, it entered the motorcycle business as the motorcycle manufacturing division of Nippon Gakki. The company's first motorcycle model, the YA-1,

got off to a successful start, winning in its debut entries at Japan's top two motorcycle races at the time, while also receiving high acclaim for its product quality. To scale up production and market the YA-1, Yamaha Motor Co., Ltd. was established. Some years later, in 1961, Yamaha entered its first World GP race. Since then and to this day, Yamaha has continued to challenge itself on the racing scene, making the art of engineering based on technologies and know-how a hallmark of the Yamaha brand.

## Current Business and Market Conditions

### Japan

Looking at the market as a whole, scooters with an engine displacement of 50cc and under (class I), which are used primarily for commuting and work-related activities, occupy over half of all unit sales. Motorcycles with an engine capacity of 51cc or larger fall into a number of categories, from scooters to large motorcycles and sports models for personal enjoyment. The Japanese market is also unique in that it has a driver's license restricted to operation of AT (automatic transmission) motorcycles. In recent years, motorcycles in the 250cc class (light two-wheeled vehicle) have become popular not only for their superior utility in urban areas and affordability but also having no restrictions for highway use.

## Japan Motorcycle License Types and Regulations

Displacement	50cc and under	Over 50cc to 125cc and under	Over 125cc to 250cc and under	Over 250cc to 400cc and under	Over 400cc
Road Traffic Act designation	Moped		Regular motorcycle		Large motorcycle
Road Transport Vehicle Act designation	Class I moped	Class II moped	Light two-wheeled vehicle	Compact two-wheeled vehicle	
License required	Moped license	Limited compact license	Regular motorcycle license		Large motorcycle license
Speed limit on normal roads	30 km/h	60 km/h			
Legal number of riders	I	2 (excluding vehicles with no rear seat)			
Highway usage	Prohibited		Allowed		
Two-step right turn	Required	Prohibited			
Curbside lane usage	Required	Not required			
Vehicle inspection	Not required			Required	



### Europe

As one would expect from the birthplace of motorcycles, motorcycles have a well-established place in European society as part of the culture. The market is characterized by widespread use of motorcycles among riders of all ages as a commuter vehicle and as means for recreation, from touring through the countryside to circuit racing and other sports. Motorsports are also popular there. Over half of the MotoGP racing series, the world's premier motorcycle racing championship, is held in Europe.

### North America

The North American market is characterized by its predominance of motorcycle enthusiasts. Cruisers, with their low-riding seats and long bodies—perfectly suited for riding on long stretches of straight, open road—are a representative category, but there is also a large segment of users who enjoy riding off-road or on mountainous terrain for sport or recreation. The popularity and extensive variety of motorsports practices by professionals and amateurs alike is another unique quality of the North American market.

### ASEAN Region

In the ASEAN region, motorcycles are a primary mode of transportation for commuting to work and school and for daily living in many communities. They also serve an important role as social infrastructure, assisting the flow of goods and services. Practical, smaller displacement motorcycles around 125cc are traditionally the mainstream choice. However, since the turn of the century there has been a growing segment of users resembling those in developed markets who favor more personalized and luxurious features. Yamaha was quick to introduce automatic transmission motorcycles to this market, and is now recognized as a leading company.

### China

With domestic demand for new motorcycles around 9 million units annually, China is the world's second largest motorcycle market and home to numerous motorcycle makers. Until recently, Yamaha sales have largely consisted of high-value-added models with engine capacities of around 125cc purchased mainly by relatively affluent urban consumers. However, the proliferation of motorcycles in urban areas has spawned new regulations on motorcycle registration, bringing about a shift of the major market to the interior regions. Yamaha is working to expand its product lineup with lower priced models that are more widely affordable.

### India

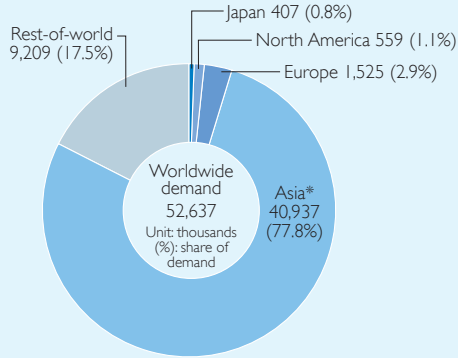
In India, the world's largest motorcycle market where domestic demand for new motorcycles has exceeded 16 million units annually, motorcycles with an engine capacity of around 125cc are most common. India is seeing rapid growth of its motorized population and until now, Yamaha had adopted a strategy of building its brand image by rolling out high-value-added models, but is now working to expand its product lineup with affordably priced models.

### Production

Country		Name of company (Factory)	
Japan		Yamaha Motor Co., Ltd. (Iwata Main Factory)	
Europe	France	MBK Industrie	
Asia	Indonesia	PT. Yamaha Indonesia Motor Manufacturing	
	Thailand	Thai Yamaha Motor Co., Ltd.	
	Vietnam	Yamaha Motor Vietnam Co., Ltd.	
	Cambodia	Yamaha Motor Cambodia Co., Ltd.	
	Philippines	Yamaha Motor Philippines, Inc.	
	Malaysia	Hong Leong Yamaha Motor Sdn. Bhd.	
	Taiwan	Yamaha Motor Taiwan Co., Ltd.	
	China		Chongqing Jianshe Yamaha Motor Co., Ltd.
			Zhuzhou Jianshe Yamaha Motor Co., Ltd.
			Jiangsu Linhai Yamaha Motor Co., Ltd.
	India	India Yamaha Motor Pvt. Ltd.	
	Pakistan	Yamaha Motor Pakistan Private Ltd.	
Central and South America	Brazil	Yamaha Motor da Amazonia Ltda.	
	Mexico	Yamaha Motor de Mexico, S.A. de C.V.	
	Colombia	Industria Colombiana de Motocicletas Yamaha S.A.	
	Argentina	Yamaha Motor Argentina S.A.	
Africa	Nigeria	CFAO Yamaha Motor Nigeria Ltd.	

### FY2015 worldwide demand

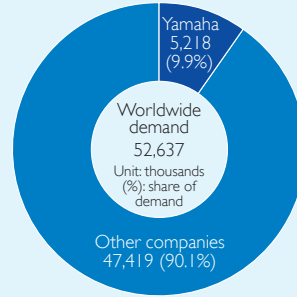
Note: Yamaha Motor surveys



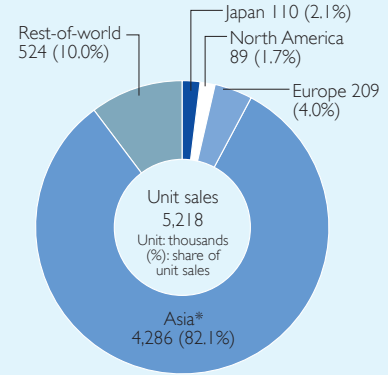
\* Asia excludes Japan

### FY2015 worldwide demand and Yamaha Motor unit sales

Note: Yamaha Motor surveys



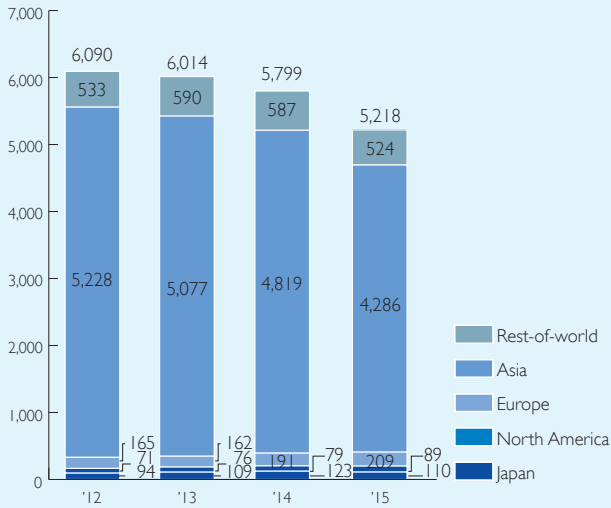
### FY2015 Yamaha Motor unit sales



\* Asia excludes Japan

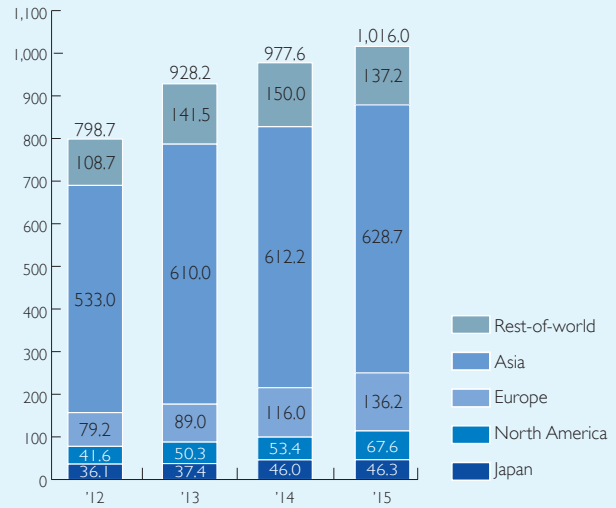
### Yamaha Motor unit sales

Unit: thousands



### Yamaha Motor sales

Unit: billion ¥





YFR fishing boat



EXULT38 large boat



DY-51-0A fishing boat

## Product Profile

Boats are used for two major purposes: commercial use and leisure. Commercial boats can be categorized roughly into Japanese-style utility boats and fishing boats, both of which are an indispensable part of the everyday lives of fishermen. Recreational boats include powerboats, used for activities from sport fishing to cruising and water-skiing, and sailboats.

## Background of the Business

Since the latter part of the 1950s, Yamaha started joint research and development of FRP (Fiber Reinforced Plastics)—a promising new material at the time—with Nippon Gakki Co., Ltd. (presently Yamaha Corporation), and in 1960 began producing and marketing FRP boats. In 1965, the Company also started production of sailboats and fishing boats.

Yamaha Motor has continuously developed and designed its products using performance simulation and 3D CAD systems, and introduced new manufacturing technologies to reduce the environmental impacts of production.

## Current Business and Market Conditions

In Japan, Yamaha Motor is a full-spectrum marine manufacturer, offering a full lineup of products in all categories, from fishing and utility boats—with hulls designed to fit each region's fishing methods—to large recreational sports boats and sailing cruisers. The business is also currently expanding into overseas markets primarily in the ASEAN region and China.

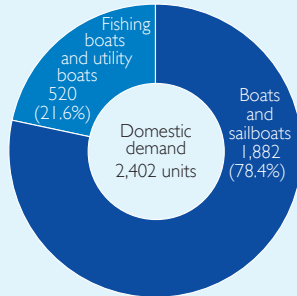
## Production

	Name of company	Location
Fishing boats, utility boats	Yamaki Manufacturing Co., Ltd.*1	Yakumo, Hokkaido, Japan
Small boats, utility boats	Yamaha Amakusa Manufacturing Co., Ltd.*1	Kamiamakusa, Kumamoto, Japan
Medium-size and large boats	YM Shido Co., Ltd.*2	Sanuki, Kagawa, Japan

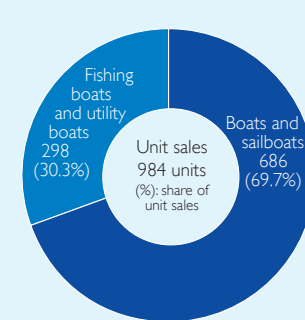
\*1 Group company \*2 Contract manufacturer

### FY2015 domestic demand

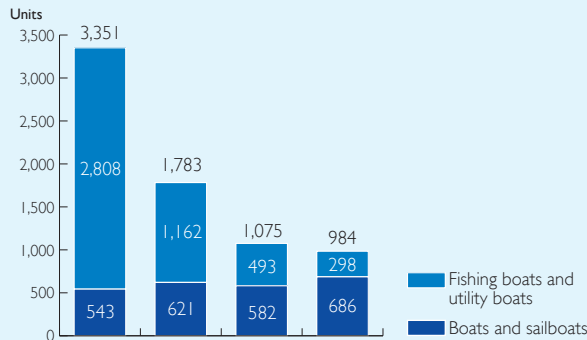
Note: Yamaha Motor surveys



### FY2015 Yamaha Motor unit sales

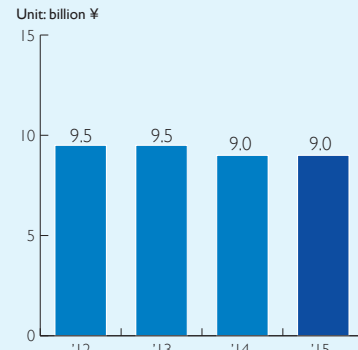


### Yamaha Motor unit sales



Note: The large fluctuation in fishing and utility boat sales over the period between 2012 and 2013 is due to the increase in production to assist in the recovery efforts from the Great East Japan Earthquake and Tsunami.

### Yamaha Motor sales



## Marine Engines



F350A

F185A

F150D

F130A

F30B

F8F

F2A

M-15

### Product Profile

Marine engines used to propel boats can be categorized into three types: outboard motors, stern drives (inboard-outboard motors), and inboard motors. Outboard motors, which are suited for small to medium-size boats, are mainly known for their excellent affordability, environmental friendliness, ease of maintenance and high space efficiency and are used by a variety of people all over the world. In developed regions like Europe and North America, they are primarily used for leisure, while in emerging countries they are predominantly used for fishing and transport/transportation.

### Background of the Business

Applying its small engine technology developed for motorcycles, Yamaha Motor released its first marine engine, the small outboard engine P-7, in 1960. In the more than half-century that followed, the Company has expanded its marine engine lineup to suit manifold uses and conditions in the various locations they are used, focusing especially on outboard motors, including models with increasingly large horsepower and models that have better fuel efficiency and are designed to withstand more extreme environments. Cumulative production of Yamaha outboard motors reached 10 million units in April 2013.

### Current Business and Market Conditions

More than 90% of Yamaha outboard motors are exported to markets worldwide, where they are currently being sold in about 180 countries and territories. Their applications cover everything from fishing to leisure, and include the more simply constructed 2-stroke models suitable for operating environments in emerging countries, 4-stroke models which are in high demand in developed countries

and also offer exceptional environmental performance, as well as electric models used for freshwater and inshore fishing and other activities. Yamaha Motor also offers a complete lineup of inboard and stern drive motors for everything from commercial applications to recreational boating.

Also, among our products installed on boats to complement outboard motors is an information management system that relays engine and navigational statuses to the driver, and a boat control system that assists in maneuvering medium-size to large boats at low speeds through narrow areas.

### Environmental Compliance

Yamaha Motor offers a full line of products that comply with voluntary restrictions set by the Japan Marine Industry Association, as well as standards set by 2010 EPA (United States Environmental Protection Agency) regulations on exhaust emissions and 2008 CARB (California Air Resources Board) regulations.

### Production

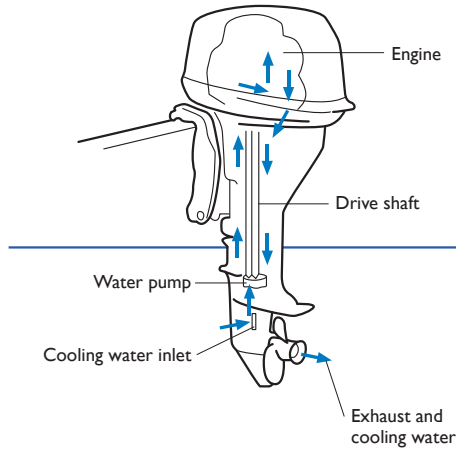
	Name of company (Factory)	Location
Medium-size and large 4-stroke outboard motors and large 2-stroke outboard motors	Yamaha Motor Co., Ltd. (Fukuroi South Factory)	Fukuroi, Shizuoka, Japan
Small 4-stroke outboard motors and small and medium-size 2-stroke outboard motors	Yamaha Kumamoto Products Co., Ltd.*	Yatsushiro, Kumamoto, Japan

\* Group company



## Outboard Motor Cooling Structure and Features

An outboard motor brings in water from the outside and uses it to cool the engine. This is the main difference between outboards and land vehicles with liquid-cooled engines like motorcycles.

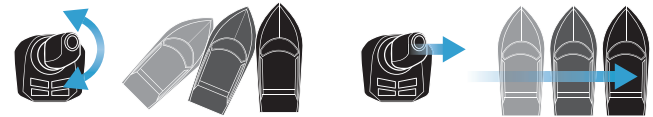


## Helm Master Boat Control System



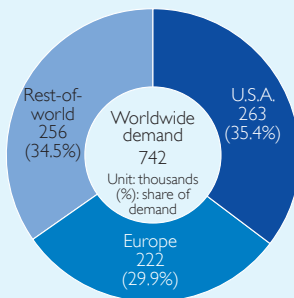
SR320FB cruiser featuring Helm Master

The Helm Master digitally controls all the steering, gear shifting and throttle work of twin or triple mount large-class Yamaha outboards. Complementing the standard steering and remote control unit, the single joystick control enables fore-aft, port-starboard and diagonal motion as well as in-place rotation of the bow.



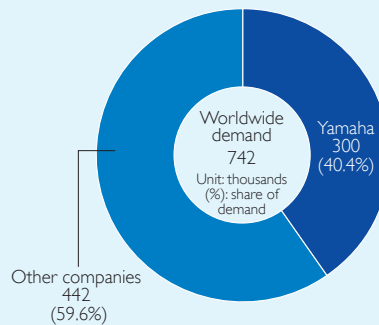
### FY2015 worldwide demand for outboard motors

Note: Yamaha Motor surveys

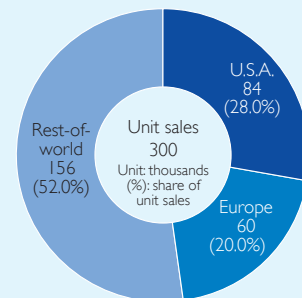


### FY2015 worldwide demand and Yamaha Motor unit sales of outboard motors

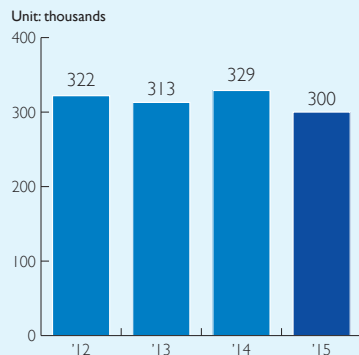
Note: Yamaha Motor surveys



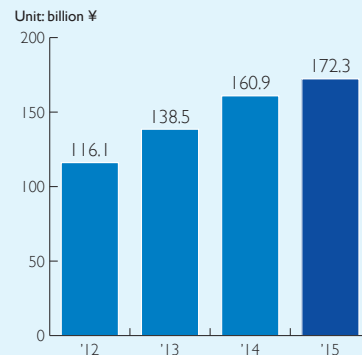
### FY2015 Yamaha Motor unit sales of outboard motors



### Yamaha Motor unit sales of outboard motors



### Yamaha Motor sales from marine engines



## Personal Watercraft



MJ-FX Cruiser SVHO personal watercraft



212X sport boats

### Product Profile

Personal watercraft (or PWC) come in two varieties: one that requires the rider to stand (one-person capacity), and another that is ridden from a seated position (up to three people). PWC mount a small engine, but rather than using a propeller for propulsion they draw in water from the intake section at the bottom of the hull and shoot it out from the back with a jet-propulsion mechanism. The Yamaha 242 Limited S is a sport boat that uses the same kind of propulsion system.

### Background of the Business

This year marks the business's 30th anniversary, with its first product, the MJ-500T, having been launched in 1986. The product's marketing concept, "A water vessel anyone can ride, with assurance and convenience," was welcomed by markets and effectively expanded the enjoyment of marine recreation beyond existing mainstream activities like cruising and fishing. PWC attract many users, mainly in North America.

### Current Business and Market Conditions

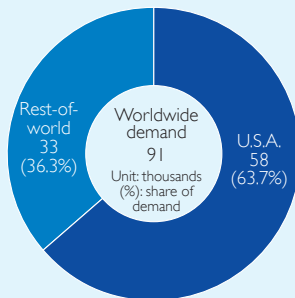
Yamaha PWC feature a highly stable and streamlined body built on technologies Yamaha Motor developed for boats, and a compact, lightweight, yet powerful engine utilizing the Company's motorcycle and marine engine technologies. Most Yamaha PWC employ 4-stroke engines. These models meet environmental regulations in the U.S. and Japan, the largest markets, which include U.S. EPA (Environmental Protection Agency) regulations and Japan Marine Industry Association voluntary regulations.

### Production

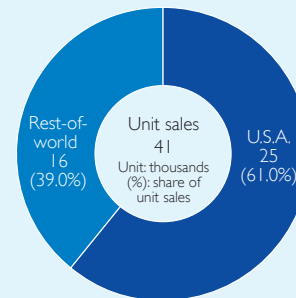
	Name of company (Factory)	Location
Engines	Yamaha Motor Co., Ltd. (Iwata South Factory)	Iwata, Shizuoka, Japan
Hulls	Yamaha Motor Manufacturing Corporation of America*	Georgia, U.S.A.
	Yamaha Jet Boat Manufacturing U.S.A., Inc.*	Tennessee, U.S.A.

\* Group company

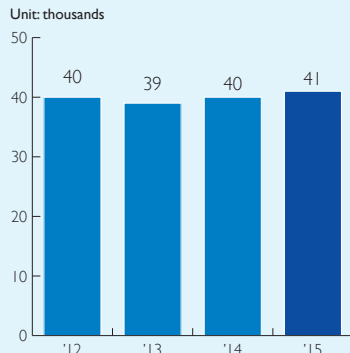
FY2015 worldwide demand for PWC  
Note: Yamaha Motor surveys



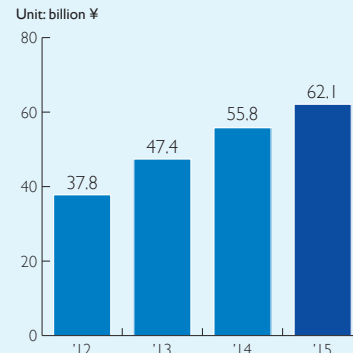
FY2015 Yamaha Motor unit sales of PWC



Yamaha Motor unit sales of PWC



Yamaha Motor sales from PWC



# Swimming Pools



School pools



Flat pools (GRANSCINA)



Children's pools



Leisure pools

## Product Profile

In Japan, school swimming pools, children's pools, leisure pools, pools for health and rehabilitative use, competition pools and pool renovation form the major demand for this segment. By material, pools can be categorized into FRP (Fiber Reinforced Plastics) pools, metal pools and concrete pools.

### [Reference] Advantages of FRP Pools

FRP is a strong, lightweight material that molds easily. FRP pools are resistant to weathering and earthquakes and retain moisture well. Construction time is also shorter because the units from the factory are simply assembled on-site.

### Background of the Business

Utilizing FRP technologies cultivated in its boat development and manufacturing, Yamaha Motor commercially released Japan's first 100% FRP pool in 1974. Over the 40 years since then we have installed large numbers of pools across Japan. As of the end of 2015, we had installed a total of nearly 6,000 school pools, the largest number among pool manufacturers in Japan.

## Current Business and Market Conditions

There is currently a trend of increasing demand for pools for kindergartens and daycare centers, and at the same time pools installed at schools and other public facilities are aging. Pools are also being used at social welfare facilities and medical institutions for safe walking and exercise to improve the health of the elderly and persons with disabilities.

Yamaha Motor is proactively expanding its product lineup with pools for a variety of purposes for different generations and lifestyles, while at the same time introducing new technologies and equipment to make pools environmentally friendly through re-use and recycling.

We also provide maintenance and other operations for public pool facilities, and are utilizing the expertise we have developed through these operations in new products.

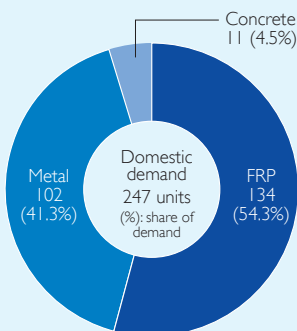
As a leading pool company, Yamaha offers total support, from planning and design to manufacturing, installation, and after-sales service.

## Production

Name of company (Site)	Location
Yamaha Motor Co., Ltd. (Arai Site)	Kosai, Shizuoka, Japan

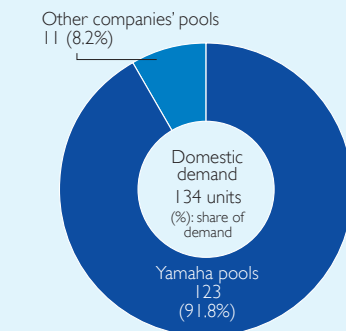
FY2015 official domestic school pool\* demand by material

Note: Yamaha Motor surveys

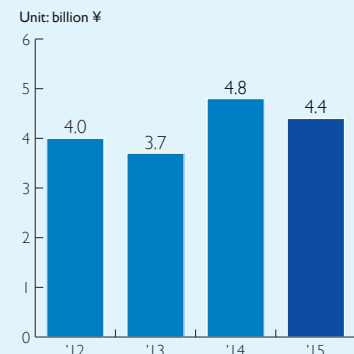


FY2015 domestic FRP pool\* demand and Yamaha Motor unit sales

Note: Yamaha Motor surveys



Yamaha Motor sales from pools



\* Longer than 20m

# All-Terrain Vehicles & Recreational Off-highway Vehicles



Grizzly



YXZ1000R



Wolverine R-Spec

## Product Profile

All-Terrain Vehicles (ATVs) and Recreational Off-highway Vehicles (ROVs) are off-road-specific vehicles capable of handling all sorts of unpaved or rough terrain found in grasslands, mountain trails, sandy areas, etc. ATVs seat one rider and have a steering system with handlebars, etc., similar to a motorcycle, while ROVs are designed to fit two or more people and have a steering wheel system, etc., similar to an automobile. Both are used in a wide range of ways, from leisure and sport riding to utility work in the agriculture industry, etc.

## Background of the Business

Yamaha's ATVs were developed using technologies created and matured in the process of developing and manufacturing off-road motorcycles. Sales of Yamaha ATVs began in the U.S. in 1979 with Yamaha Motor's first ATV, the YT125. Since then, Yamaha has gone on to market a variety of ATV models that answer real market needs. In the ROV segment, following the releases of the multi-purpose VIKING and VIKING VI, and the recreational Wolverine model, we began selling the YXZ1000R pure sports model in

North America and other overseas markets in 2015.

## Current Business and Market Conditions

The U.S. market accounts for more than 40% of worldwide ATV demand due to its large stretches of natural terrain, unpaved roads, and large ranches and farms all over the country. Yamaha Motor meets these diverse needs with its wide range of products that include utility models, sports models and more.

The main market for ROVs is also the U.S. In addition to demand as a vehicle for outdoor recreation, there is stable demand for ROVs as vehicles for utility use in a variety of industries, and market scale is growing year after year.

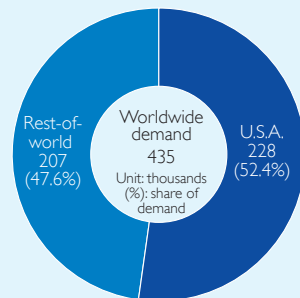
## Production

Name of company	Location
Yamaha Motor Manufacturing Corporation of America*	Georgia, U.S.A.

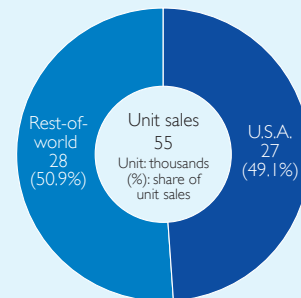
\* Group company

FY2015 worldwide demand for ATVs

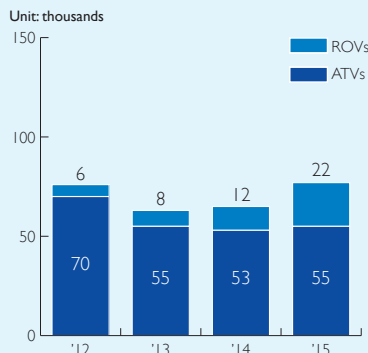
Note: Yamaha Motor surveys



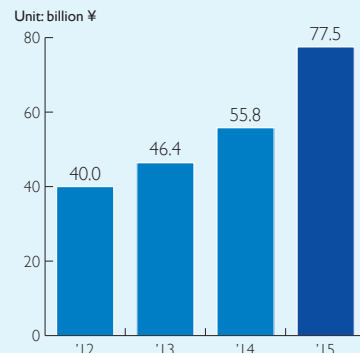
FY2015 Yamaha Motor unit sales of ATVs



Yamaha Motor units sales of ATVs & ROVs



Yamaha Motor sales from ATVs & ROVs



# Snowmobiles



Sidewinder M-TX 162 SE



VK 540V



VK Professional II

## Product Profile

The snowmobile uses two skis at the front for changing directions and track belts at the rear for engine-driven propulsion. It has developed into a mode of transportation for people in snowy areas, and also as a source of motorsports and leisure enjoyment. Applications can be broken down roughly into leisure and utility. Additionally, in Japan, snowmobiles are also used in winter for power line maintenance, for spreading snow-melting agents on cultivated areas, for fish farming in frozen lakes, etc.

## Background of the Business

Applying the engine technologies it had developed for motorcycles, Yamaha Motor released its first snowmobile model, the SL350, in 1968 and its first model for recreational use in 1970. Since then the Company has worked to expand its lineup, catering to a variety of needs as the only snowmobile manufacturer (of completely built up units) in Japan.

## Current Business and Market Conditions

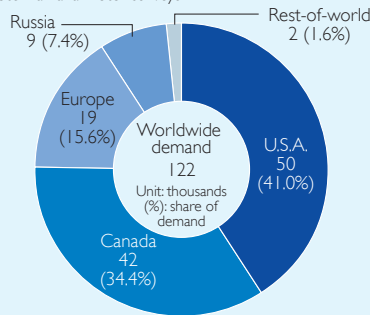
While North America, Russia and the Scandinavian countries of Sweden, Norway and Finland constitute the largest markets, Yamaha snowmobiles are sold in over 30 countries worldwide, including Japan and other countries throughout Europe and Asia. In recent years, there have been greater calls for better environmental performance from snowmobiles as well. Yamaha Motor has answered this by continuing to pioneer the development of models with 4-stroke engines.

## Production

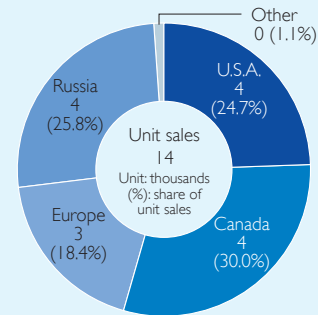
Name of company (Factory)	Location
Yamaha Motor Co., Ltd. (Iwata Main Factory)	Iwata, Shizuoka, Japan

FY2015 worldwide demand for snowmobiles

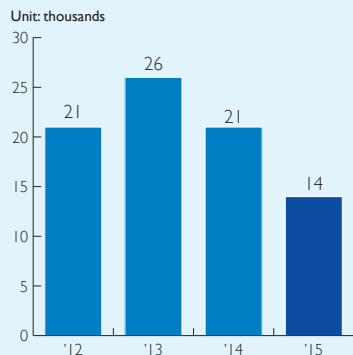
Note: Yamaha Motor surveys



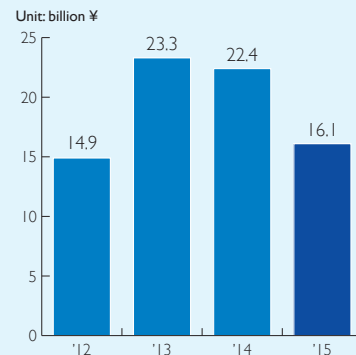
FY2015 Yamaha Motor unit sales of snowmobiles



Yamaha Motor unit sales of snowmobiles



Yamaha Motor sales from snowmobiles





YDR



TurfLiner G30As

## Product Profile

Golf cars have become popular on golf courses today because they save labor, let golfers transport their own clubs, lighten work for caddies, and encourage smoother, more enjoyable rounds. Various specifications are available based on market and consumer (golf clubs and resorts) needs. Options include passenger capacity (1, 2, or 5 passengers), the power unit (gasoline engine or electric motor) and the operating system (electromagnetic guidance or manual).

## Background of the Business

In 1972, Yamaha Motor began developing a land car for use at a resort owned and operated by Nippon Gakki (presently Yamaha Corporation), later segueing into the development of golf cars, which the Company released for the first time in 1975 with its YG292 model. With business expanding in subsequent years, Yamaha Motor constructed a new production plant in the U.S. in 1988 to supplement its Japanese plant. All told, the Company has made over 1 million golf cars.

## Current Business and Market Conditions

In Japan, demand is highest for five-passenger models, which also carry caddies, and in the U.S., where caddies are often not used, demand is highest for two-passenger models. Working to create an easier, more comfortable round for golfers, Yamaha Motor introduced in 1996 a model that can be remote control operated, with an electromagnetic guidance system that uses mounted sensors to automatically trace electric cables buried underground. In 2000, the Company introduced a more environmentally friendly model equipped with a much quieter electric motor.

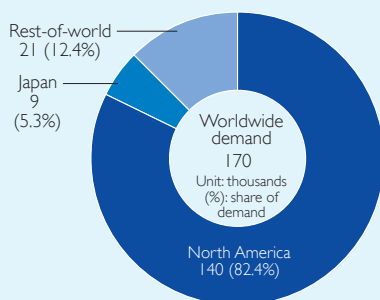
## Production

Name of company	Location
Yamaha Motor Powered Products Co., Ltd.*	Kakegawa, Shizuoka, Japan
Yamaha Motor Manufacturing Corporation of America*	Georgia, U.S.A.

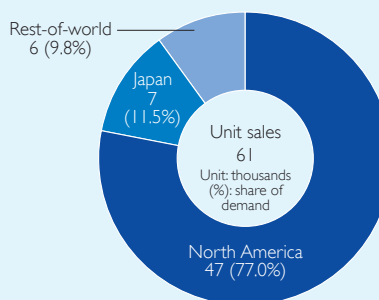
\* Group company

### FY2015 worldwide demand for golf cars

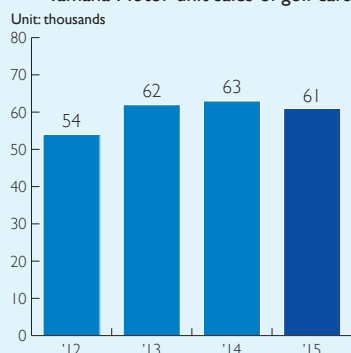
Note: Yamaha Motor surveys



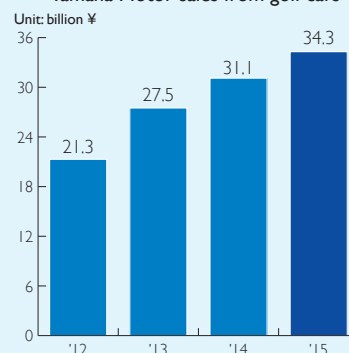
### FY2015 Yamaha Motor unit sales of golf cars



### Yamaha Motor unit sales of golf cars



### Yamaha Motor sales from golf cars



## Generators



EF1600iS



EF5500iSDE

### Product Profile

Yamaha generators use a small gasoline-powered engine to generate electricity. Models offered include everything from light and compact generators that can be carried around with one hand, to utility generators used as a power source for tools and lighting equipment at construction sites and in other settings. Yamaha Motor also provides inverter-type generators, which can be used as a power source for computers and other precision electronic equipment. These generators are also indispensable as an emergency power source during power outages and in disaster areas.

### Background of the Business

Building on its small engine technologies, Yamaha Motor released its first generator model, the ET1250, in 1973.

### Current Business and Market Conditions

As needs for generators expand beyond business applications, these products now need to be quieter, easier to operate, and applicable

to a broader range of operating environments in addition to offering sufficient durability, reliability, and quality sustained power. Meanwhile, Yamaha Motor is actively developing new 4-stroke and inverter-type models that meet voluntary regulations set by the Japan Land Engine Manufacturers Association and other strict emissions standards adopted around the world.

### Production

Name of company	Location
Yamaha Motor Powered Products Co., Ltd.*	Kakegawa, Shizuoka, Japan
Yamaha Motor Powered Products (Jiangsu) Co., Ltd.*	Jiangsu, China

\* Group company

## Snow Throwers



YS-1390AR



YT-660

### Product Profile

Snow throwers make living out the winter easier in snow-bound regions such as Hokkaido, Tohoku, Kita-Kanto, Koushinetsu, Hokuriku, and Sanin in Japan. Yamaha Motor offers a broad range of snow thrower models, from compact units handy for clearing porches and walkways at home to large models suited for commercial use.

### Background of the Business

Utilizing its small engine technologies, Yamaha Motor released its first snow thrower model, the YT665, in 1978.

### Current Business and Market Conditions

Yamaha Motor offers a total of 11 snow thrower models, ranging from a compact 2-horsepower home-use unit to a 13-horsepower commercial-use model. Yamaha snow throwers have been recognized for the materials and construction of their various components, their exceptional cold-weather performance, and unique designs that enable quiet operation—advantages made possible with the Company's snowmobile manufacturing expertise.

### Production

Name of company	Location
Yamaha Motor Powered Products Co., Ltd.*	Kakegawa, Shizuoka, Japan
Yamaha Motor Powered Products (Jiangsu) Co., Ltd.*	Jiangsu, China

\* Group company

## Electrically Power Assisted Bicycles



YPI-R



PAS Natura L Deluxe



PAS Mina



PAS Kiss mini



PAS GEAR Cargo

### Product Profile

Electrically power assisted bicycles are bicycles equipped with a motor and battery that supply power to assist the rider's pedaling. The Yamaha PAS\* released in 1993 was the first electrically power assisted bicycle in the world. Yamaha PAS bicycles are not only easy-to-use and convenient, they also effectively eliminate the major drawbacks of conventional bicycles (difficulty in riding uphill, against the wind, or when carrying cargo), making them accessible to virtually everyone. Electrically power assisted bicycles are gaining popularity as a new category of commuter vehicle for people of all ages, facilitating various forms of personal transportation—commuting to and from work or school, taking children to kindergarten and back home, shopping, pleasure, and even for running errands in the city.

\* The "PAS" product name is the acronym for "Power Assist System."

### Background of the Business

In the 1980s, a new consciousness emerged around global environmental problems such as energy conservation and societal challenges such as Japan's aging population and low birthrate. This spurred Yamaha Motor's efforts to develop a new vehicle that transcended the boundaries set by conventional product categories. Deploying a new development concept that focused on providing a "people-friendly, environmentally friendly vehicle that puts human perceptions first," Yamaha Motor launched in 1993 the world's first electrically power assisted bicycle. Since then, the Company has pioneered the market through technological improvements and by driving demand; by the end of 2008, Yamaha Motor had sold over one million units. In 2014, we developed next-generation drive units based on the new GREEN CORE concept—creating units that are compact, lightweight and highly functional, and offer an enjoyable drive while

being environmentally friendly, and these units were introduced in main 2015 PAS models. In 2015 we also introduced the YPI-R road bike, the first model in our new concept YPI brand of sports electrically power assisted bicycles. In addition, control technologies developed in this field are being applied to other Yamaha products in the electric wheelchair and electric motorcycle segments.

### Current Business and Market Conditions

Yamaha Motor has continued to make various advances and additions to its PAS lineup since releasing its first model in 1993. Over the 20 years since the first PAS model was developed and marketed as the world's first electrically power assisted bicycle, a number of developments have taken place, including an increase in the number of users, a growing awareness of health and environmental issues, changes in the transportation environment, rising gasoline prices, diversification in the needs for electrically power assisted bicycles, and market expansion.

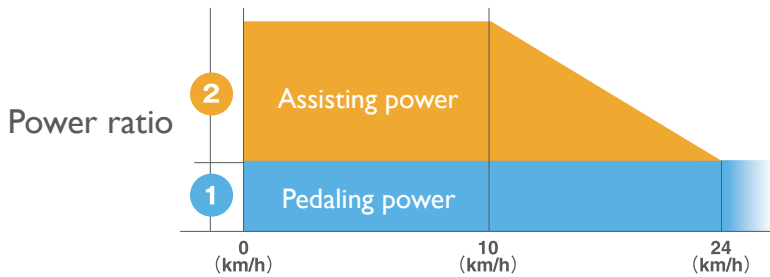
At the same time, legal standards for electrically power assisted bicycles have changed, including the revision of a law regulating the assist ratio of electrically power assisted bicycles in 2008 and the establishment of a safety standard for bicycles with two infant seats in 2009.

In addition to sales of complete bicycles and supply of the drive units on an OEM basis in Japan, in 2012, Yamaha Motor began OEM supply of drive units to a major manufacturer for use in Europe, one of the world's leading markets for electrically power assisted bicycles (where Germany and the Netherlands account for more than 50% of overall demand). We are currently working to expand the business globally.

Note: In Europe, electrically power assisted bicycles are called "e-bikes."



## Assistance Ratio as Set by Legal Standards in Japan

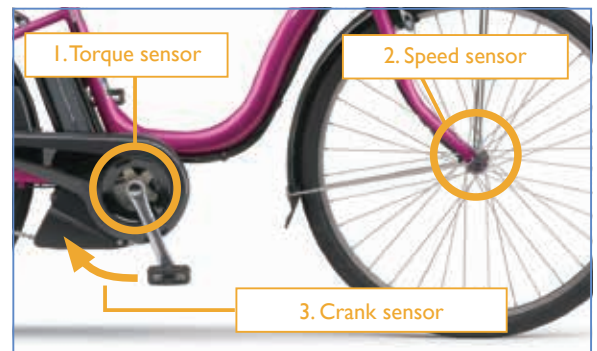
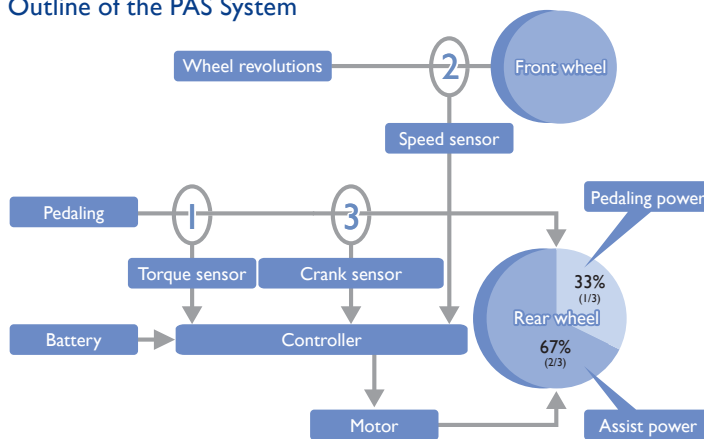


Up to 10 km/h, electric power assists pedaling at a maximum ratio of 1:2\*  
Above 10 km/h, electric power assist is moderated to keep the bicycle from going too fast

Above 24 km/h, electric power assist is cut off

\* The maximum ratio set by legal standards

## Outline of the PAS System



1. Detects the amount of force applied to the pedals
2. Detects the speed of the bicycle while in motion
3. Detects the rotation speed of the pedals (crank)

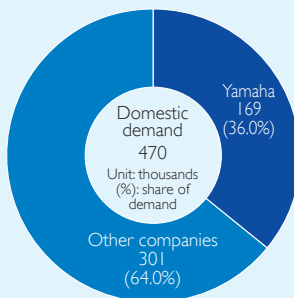
## Production

	Name of company	Location
PAS drive units	Yamaha Motor Electronics Co., Ltd.*1	Morimachi, Shizuoka, Japan

\*1 Group company

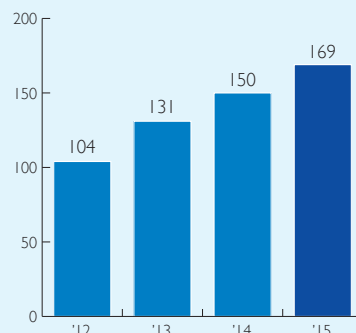
## FY2015 domestic demand and Yamaha Motor unit sales of CBU\* models

Note: Yamaha Motor surveys



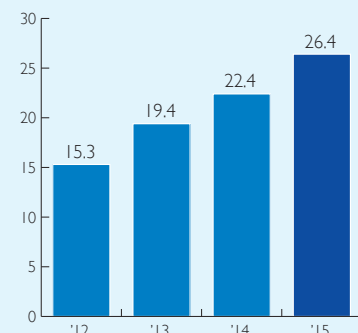
## FY2015 Yamaha Motor unit sales of CBU\* models

Unit: thousands



## Yamaha Motor sales from SPV business (PAS and other)

Unit: billion ¥



\* CBU: Completely Built Up

## Electric Wheelchairs



JW Active PLUS+ electric wheelchair



JW Swing electric assist wheelchair

### Product Profile

Wheelchairs, which facilitate the mobility of the elderly and persons with disabilities, are broadly divided into manual and electrically powered types. Yamaha Motor's Joy Wheel (JW) series, which brings a new dimension to the world of wheelchairs by combining the light weight and flexibility of manual wheelchairs with the power and ease of use of electrically powered models, includes both electric power units and completely assembled electric wheelchairs. Electric power units come in two types: power units that convert manual wheelchairs into electrically powered wheelchairs, and power assist units that make manual wheelchairs easier to use.

#### - Electric Power Type -

These units add electric power to facilitate the use of manual wheelchairs while retaining manual wheelchairs' convenience of being able to fold and carry. The unit consists of a joystick for operation, two wheels with a built-in motor and clutch system, and a compact, light-weight battery.

These power units can be attached to a variety of wheelchair models, for smooth operation using a single joystick.



JWX-1 PLUS+ electric power unit and unit mounted on wheelchair

#### - Assist Type -

Power assist units use electric power to supplement the turning of the handrims of a manual wheelchair, using the same Power Assist System as Yamaha's electrically power assisted bicycles (PAS). The units consist of a motor and clutch built into the wheel hub assembly, a handrim torque sensor, and a compact, lightweight battery.

The user can switch between the JW Smart Tune optimal assist mode and two other drive modes, for ease of use suited to each user. The wheelchair can still be operated manually as well, a useful feature that makes it easy to handle and quite popular.



JWX-2 electric power assist unit and unit mounted on wheelchair

### Background of the Business

Applying its proprietary control and drive technologies to contribute to the health and social welfare of an aging population, Yamaha Motor began limited-area marketing of power units for manual wheelchairs in 1995 (followed by nationwide sales from 1996).

Since then, we have applied our proprietary advanced control and drive technologies to offer electric wheelchairs that are comfortable and convenient for users, and also minimize the effort required by caregivers.

### Current Business and Market Conditions

In Japan, most electric wheelchairs are used by persons with disabilities as certified mobility aids (eligible for government subsidies) or rented by the elderly under the long-term care insurance system.

Outside Japan, Yamaha supplies power units to manufacturers in the United States, Europe and other countries on an OEM basis.

### Production

Name of company (Site)	Location
Yamaha Motor Co., Ltd. (Iwata Main Factory)	Iwata, Shizuoka, Japan

## Industrial Machinery and Robots



Z:LEX surface mounter



Automated optical inspection systems



Multi-axis vertically articulated robots



SCARA robots

### Product Profile

Surface mounters are industrial robots that are designed to mount electronic components onto printed circuit boards used in the electrical components for mobile phones, automobiles, and other electronic products. Yamaha Motor has a full lineup of industrial robots, comprising single-axis robots, cartesian robots, SCARA robots, multi-axis vertically articulated robots, and linear conveyor modules, which are used in a variety of manufacturing processes including conveyance, supply, assembly, and inspection.

### Background of the Business

Yamaha Motor began research and development of industrial robots in 1974 to streamline the production of its motorcycles and improve manufacturing precision. In 1976, the Company introduced SCARA robots in-house to assemble parts on its motorcycle production lines, and in 1981 entered the industrial robot business. In 1987, the Company began marketing surface mounters, the cumulative sales of which had reached 30,000 units by 2012.

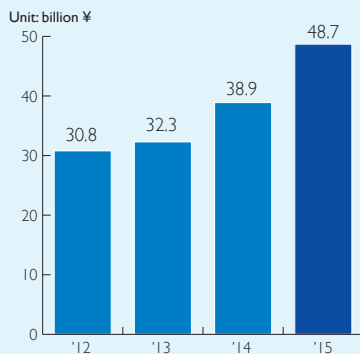
### Current Business and Market Conditions

Surface mounters, Yamaha Motor's core product in this business segment, are high-speed modular units that boast superior mounting speed in both standalone applications and multiple-unit configurations. Yamaha Motor commands the largest market share for general-purpose surface mounters. Along with a full line of surface mounters to meet changing market needs from high-speed, large-volume manufacturing to multipurpose, highly generalized manufacturing, we are expanding the business to manufacture a full lineup of chip mounting equipment from screen printers and dispensers to testers.

### Production

Name of company (Site)	Location
Yamaha Motor Co., Ltd. (Hamamatsu IM Site)	Hamamatsu, Shizuoka, Japan

Yamaha Motor sales from industrial machinery and robots



## Automobile Engines



Automobile engines



Performance dampers

### Product Profile

Yamaha Motor's automobile engines feature high revolution speeds and high power, reflecting engine technologies the Company has acquired over the years through manufacturing motorcycles. The engine mounted on the Lexus LFA supercar (developed jointly with Toyota Motor Corporation) is the most recent example of these products. Yamaha Motor also develops and manufactures suspension systems and other products using related technologies. The Company's Performance Damper, which enhances car performance by creating a smoother, more comfortable ride, enjoys a high reputation in the industry and is featured in a wide range of cars from both domestic and overseas manufacturers.

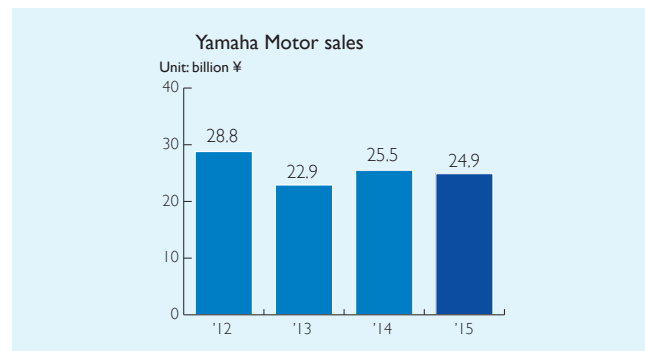
### Background of the Business

Ever since its founding, Yamaha Motor has amassed various technologies through its motorcycle development activities. Meanwhile, the Company has also conducted research and development of engine-related technologies for automobiles. In 1967, the Company entered a development and manufacturing venture for the Toyota 2000GT sports car together with Toyota Motor Corporation (then known as Toyota Motor Co., Ltd.). This had the effect of spurring further collaborative work with automobile makers. In 1989, Yamaha Motor also started participating in Formula One, the world's premier car racing series. In these ways, the Company has been a perpetual agent of innovation in automobile engine technologies.

### Production

	Name of company (Factory)	Location
Engine assembly	Yamaha Motor Co., Ltd. (Iwata Main Factory)	Iwata, Shizuoka, Japan
Engine processing	Yamaha Motor Co., Ltd. (Fukuroi Factory)	Fukuroi, Shizuoka, Japan
Performance dampers	Yamaha Motor Hydraulic System Co., Ltd.*	Morimachi, Shizuoka, Japan

\* Group company



## Other Products

### Parts and Accessories



Yamaha Motor sells replacement parts for its motorcycles, boats and other products, as well as accessories such as helmets and apparel.

### Pleasure-use Boat Mooring Equipment



Yamaha Motor sells equipment used in marina applications, such as pontoons.

## Industrial-use Unmanned Helicopters



FAZER

### Product Profile

For its industrial-use unmanned helicopters, Yamaha Motor has developed support systems that incorporate a GPS-based speed control function for more stable operation, as well as altitude control systems that enable unmatched ease of operation and flying stability. These achievements bring to bear the various control technologies that are one of the core competencies of Yamaha Motor.

The new FAZER model launched in 2013 uses a fuel-injected 4-stroke engine. This results in increased power for a greater payload capacity, cleaner emissions and lower engine noise, while the new flight control system and remote control improve operability.

### - Agricultural Applications -

Major users include municipalities, National Federation of Agricultural Cooperative Associations, agricultural cooperatives, crop-dusting organizations and individual farmers. Their primary application is spraying agricultural chemicals. Yamaha industrial-use unmanned helicopters used in agriculture make jobs more efficient and thus help to improve productivity and reduce labor.

### - Observational and Surveying Applications -

Yamaha Motor provides municipalities, university research institutions, and other organizations with services for using industrial-use unmanned helicopters to conduct observations, surveys and other related applications.

### Background of the Business

In the early 1980s, Yamaha Motor was commissioned by a government organization to develop an industrial-use unmanned helicopter that could easily perform agricultural crop dusting operations. In 1987, the Company practicalized the world's first industrial-use unmanned helicopter, the R-50, and commenced full-scale marketing of the product in 1989.

Since then, Yamaha has become a leading company in the business. Our industrial-use unmanned helicopters have contributed to the modernization of Japan's agriculture industry and their use has expanded to include aerial observation and survey work. In recent years, the Company has been promoting use of the helicopters for overseas agriculture markets.

### Production

	Name of company	Location
Engines, transmissions, etc.	Yamaha Motor Powered Products Co., Ltd.*	Kakegawa, Shizuoka, Japan
Control, electric related	Yamaha Motor Electronics Co., Ltd.*	Morimachi, Shizuoka, Japan

\* Group company

## Water Purifiers and Water Purification Systems



Yamaha Motor manufactures and markets water purifiers to improve the quality of living in Africa, Southeast Asia and other regions where access to potable water is limited.

## Racing Kart Engines



Yamaha Motor manufactures and sells engines for racing karts, entry-level machines often used to gain access to more challenging four-wheel motorsports.



Japanese: <http://global.yamaha-motor.com/jp/>  
English: <http://global.yamaha-motor.com/>

