



YMHES HISTORY



ESTABLISHED: October 1981

CAPITAL: 9.5 (Mio €)

SHAREHOLDERS: 100% Yamaha Motor Europe

BOARD OF DIRECTORS:

- Jorge Lasheras Allué - President and Representative Director
- Takashi Tsuchiya - YMENV President
- Tatsuya Watanabe - Executive Vice President Engineering Div. YMENV
- Nakamasa Iwase - Technical Managing Director YMES



INSTALLATIONS

Total Surfaces: 100.000m²

Factory Surface: 33.400m²

Offices Surface: 1.500m²



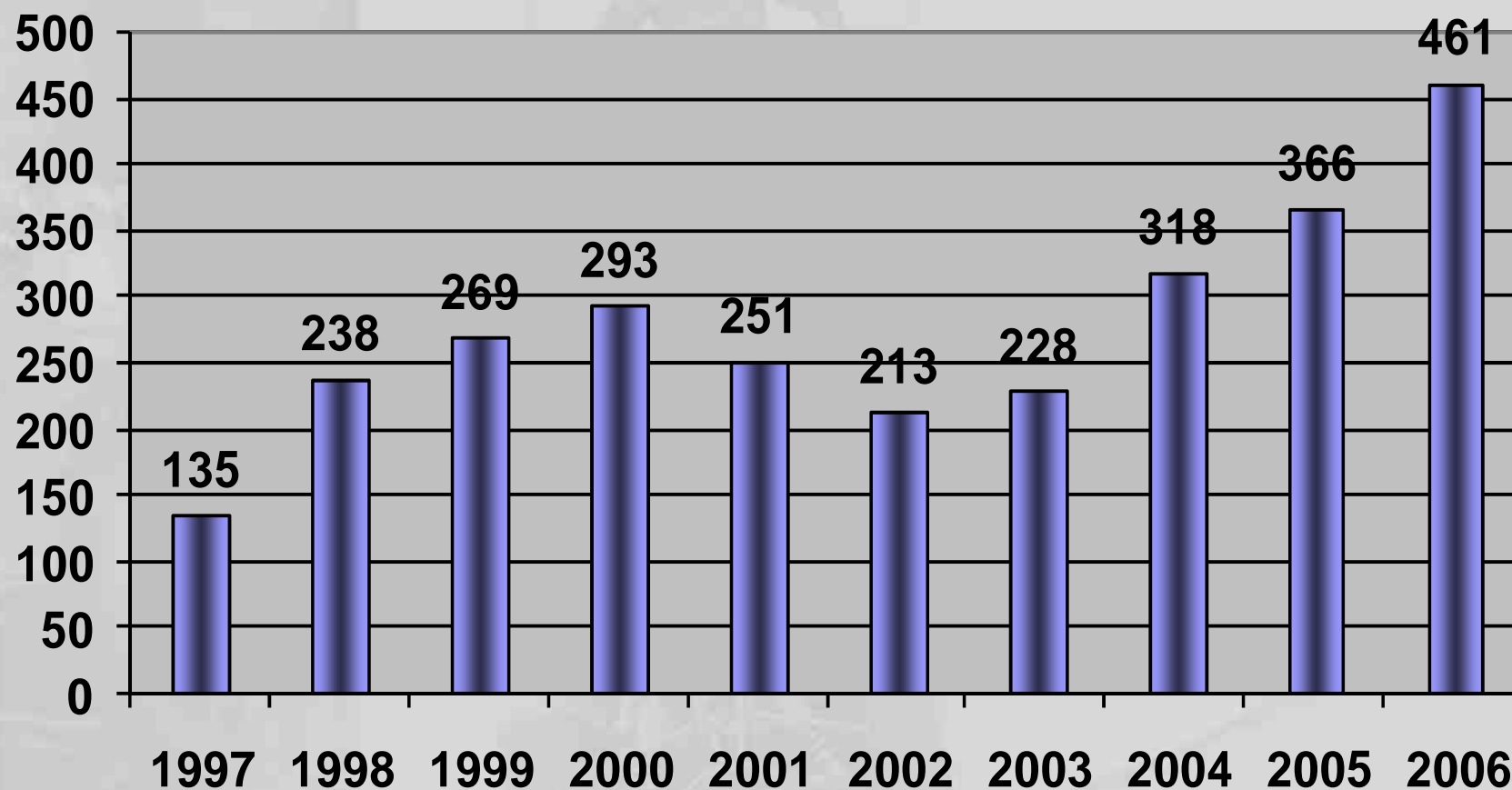


OVERVIEW OF COMPANY ACTIVITIES

- PRODUCTION OF SCOOTERS AND MOTORCYCLES
- DISTRIBUTION INTO SPANISH MARKET OF:
 - SCOOTERS AND MOTORCYCLES
 - MARINE PRODUCTS
 - ATV / QUAD / GOLF CARS
 - SPARE PARTS AND ACCESORIES
- EXPORT OF SCOOTERS AND MOTORCYCLES TO EUROPEAN COUNTRIES

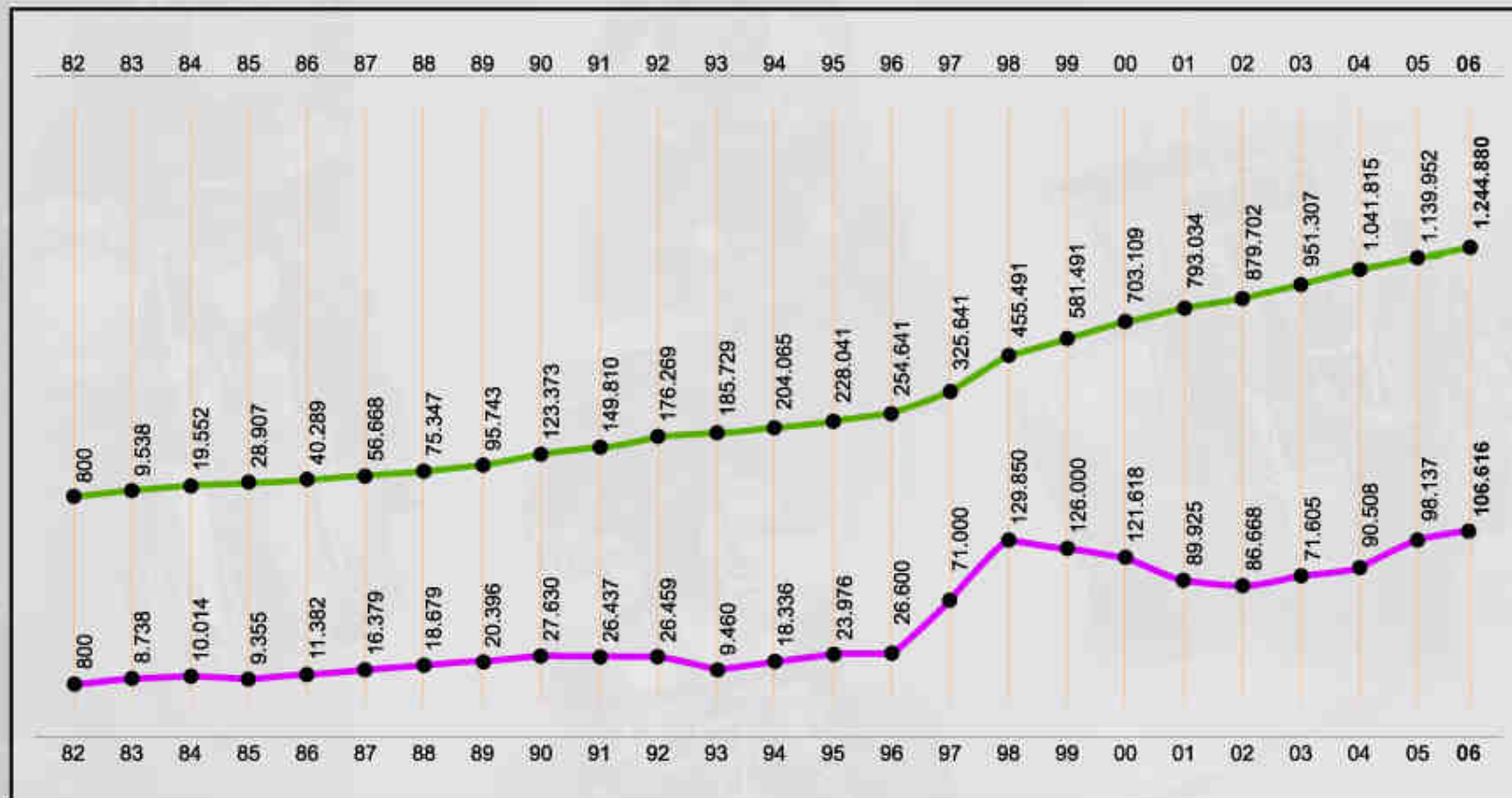


YEARLY TURNOVER mio. €





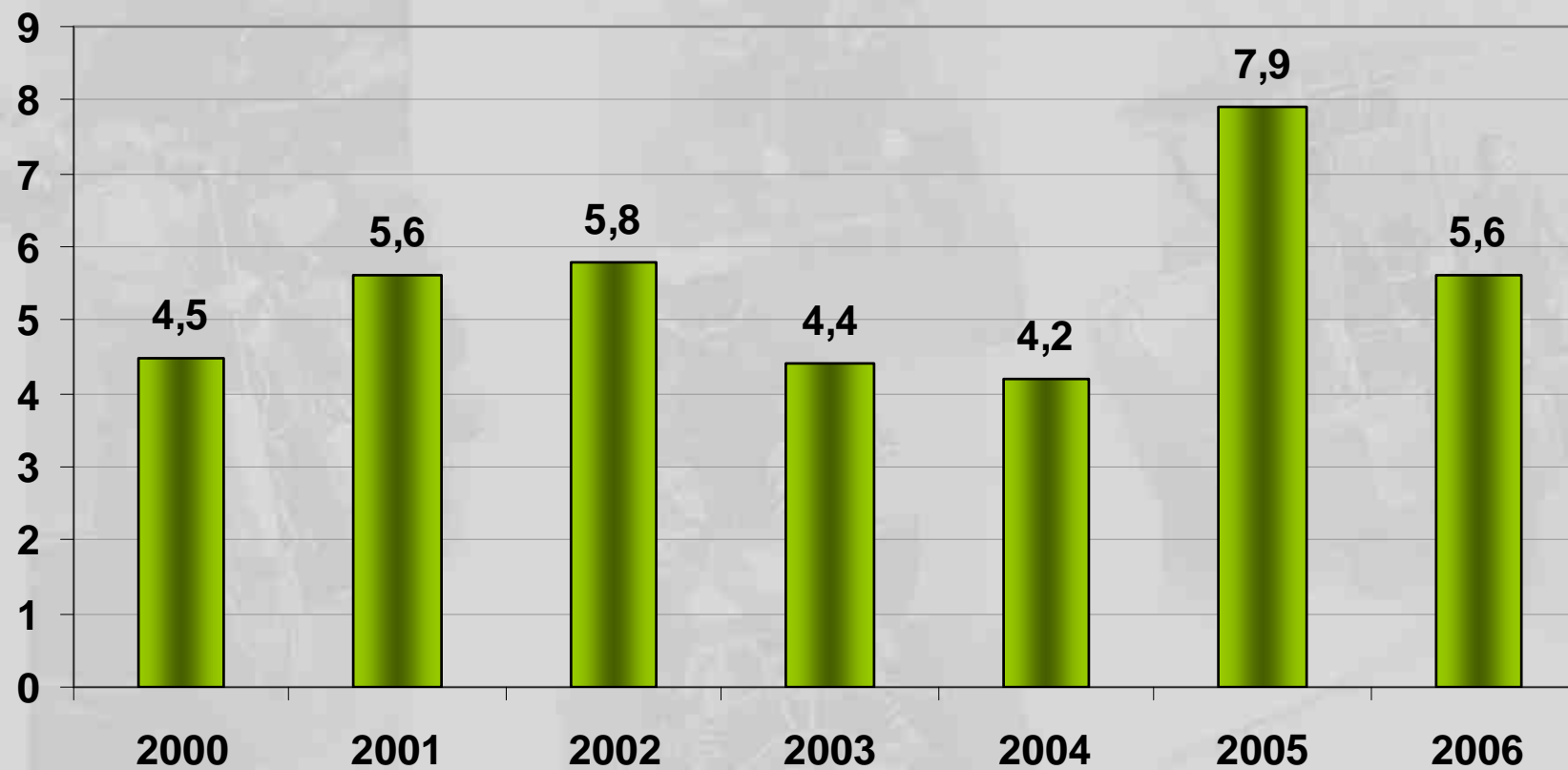
UNITS PRODUCTION OF YAMAHA MOTOR ESPAÑA, S.A.



Total motorcycles produced

Yearly production

YEARLY INVESTMENT mio. €





PRODUCTION

Yamaha Motor España produces with the brands **Yamaha** and **MBK**, different models of motorcycles and scooters from 49cc to 250cc.

A big portion of production exports to European market.

MODELS



TYPE

Scooter 49cc

Scooters up to
250cc

MODEL

JOG RR
MACH-G

NEO'S
OVETTO

TZR 50
X-POWER 50

MAJESTY 125/
SKYLINER 125
DT-125cc/
DT 125 SM
Xmax 125/250
Skycruiser 125/250



OUR HISTORY

1981-2005



1981 1984

Production to 1984:

10.014

Cumulative Production:
1981-1984:

19.552

1981

October:
Implementations
of Yamaha in
Spain (50%
Yamaha / 50%
Banesto)



1982



-Starts production of
model S 400 Y
(Sanglas-Yamaha)



-Production of model
DT80 destined to
German market

1983

-Introduction of new
DT80 into spanish market.
Export to France and UK



-Launch of SR250 model
Standard

1984

- New model for export
DT50.
SR250 exports Italy

1988

Year production:

18.679

Cumulative Production:
1985-1987:

75.347

-9th November Mr Jordi Pujol president of Generalitat de Catalunya and Mr Hideto EGUCHI President of Yamaha Motor Company open the new facilities (21.000m²) in Palau de Plegamans.





1989
1990

BEST SELLER IN SPAIN

SR 250



JOG



Yearly production:

27.630

Cumulative Production:

123.373

-New model Jog 50 c.c. First japanese Scooter in Spain

-Integration of Marine Division into Yamaha Motor Spain



1991

Yearly production:

26.437

Cumulative Production:

149.810



**23rd September
10.30 hours**

**-A violent fire destroys the
Factory. The dedicated
Firemen work succeed in
Keeping YMES offices sale.**

- Immediate reaction.



**-After only 27 days
Spare parts deliveries
restarts.**



**-Three months later the
First production line
retarts.**





1992

Yearly production:

26.459

Cumulative Production:

176.269

- 365 days after the fire, Mr. Jordi Pujol, president of Generalitat de Catalunya and Mr. Hideto Eguchi, president of Yamaha Motor Company open the renewed facilities (33.400m²) with production capacity of 150.000 units.



- Launch of new models Jog R and TZR 80RR for Spanish market

-Yamaha Motor España official supplier of EXPO92 in Sevilla and JJOO in Barcelona 92



1997

Yearly production:

71.000

Cumulative Production:

325.641

NEO'S

-March: the multinational project 02L finalizes Launching the new Model Neo's 50cc. Manufactured At Palau de Plegamans



Espectacular commercial success in different European countries.

**Yamaha Motor España definitively
Overcomes the crisis situation**



1998 1999

**Production
at 1999:
255.850**

**Cumulative
production:
581.491**

**Yamaha Motor España launches
The new scooter MAJESTY 125 cc.**

**1998: record figures in
Production; 129.850
Units give as Number
One motorcycle Factory
In Spain**

**-Quality as objective: Yamaha Motor
España obtains ISO 9002 certification**



**27.04.99
500.000 units
Produced!**



Yamaha Motor Spain launches a new model

DT 125 / 125 SM

2004

**Yearly
Production:
90.508**

**Cumulative
production:
1.041.815**



**17.08.2004
1.000.000 units produced!**



Yamaha Motor Spain launches new models

2005

Yearly
Production:
98.137

Cumulative
production:
1.139.952

X-Max 250



X-Max 125





Yamaha Motor Spain launches a new model

MAJESTY 125 (EU3)

2006

**Yearly
Production:
106.616**

**Cumulative
production:
1.244.880**



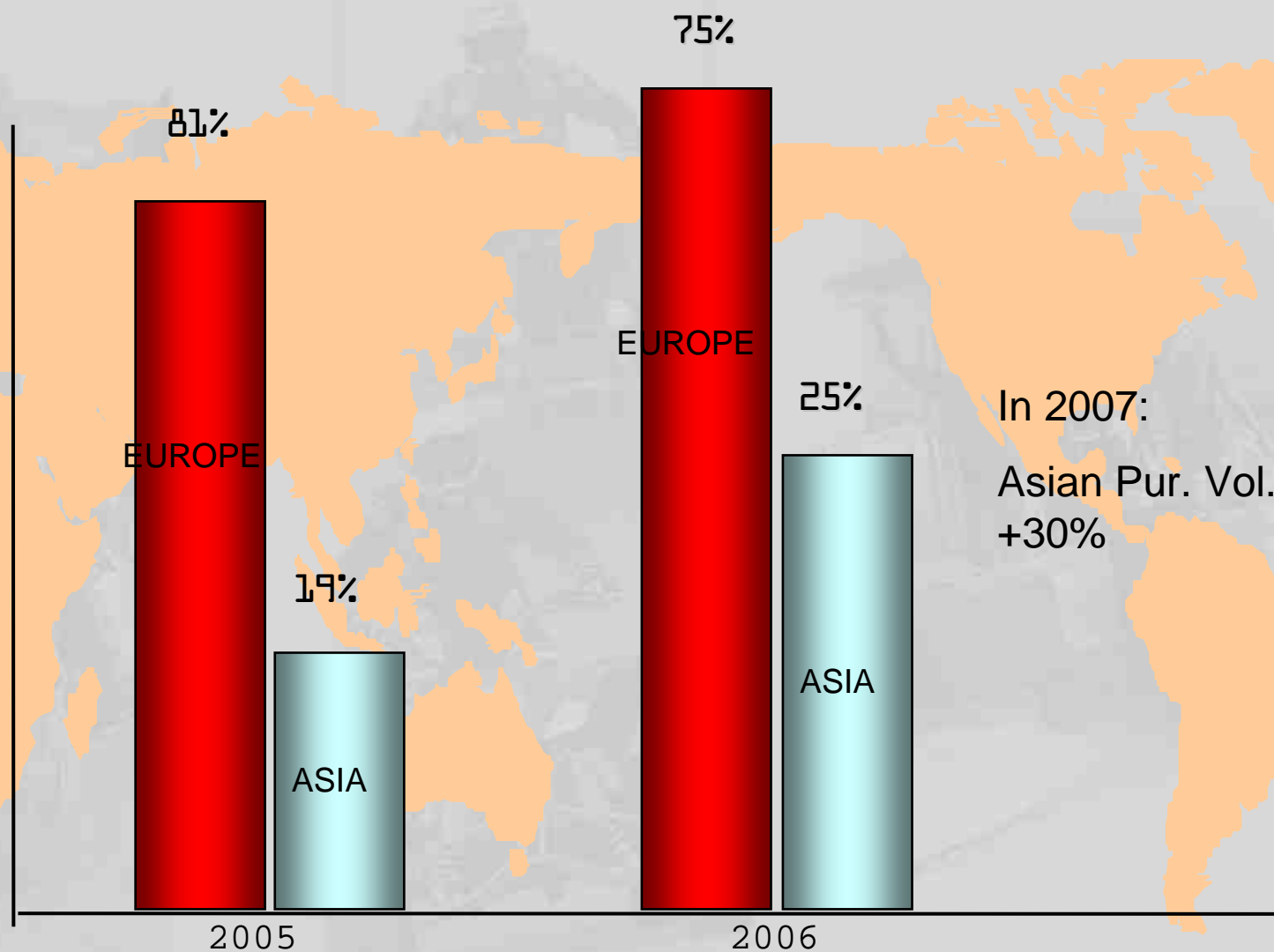
**Record of Turnover
A total Turnover of 461 Mio €**

Yamaha continues leading Spanish market of power to wheelers



YVES COST & PURCHASING STRATEGY

MIX – PURCHASE VOLUME IN YMES

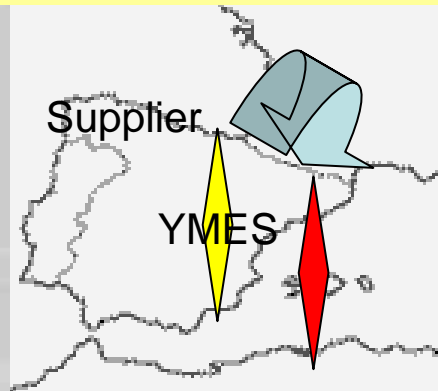


SUPPORT LOCAL/ EUROPEAN SUPPLIERS



YMES supports supplier in order to reduce cost with the improvement / optimization of Processes or with the Re-Design of Components

Use of Tools such as: Cost Audits & Cost Analysis, Value Stream Mappings, Kaizen, Workshops



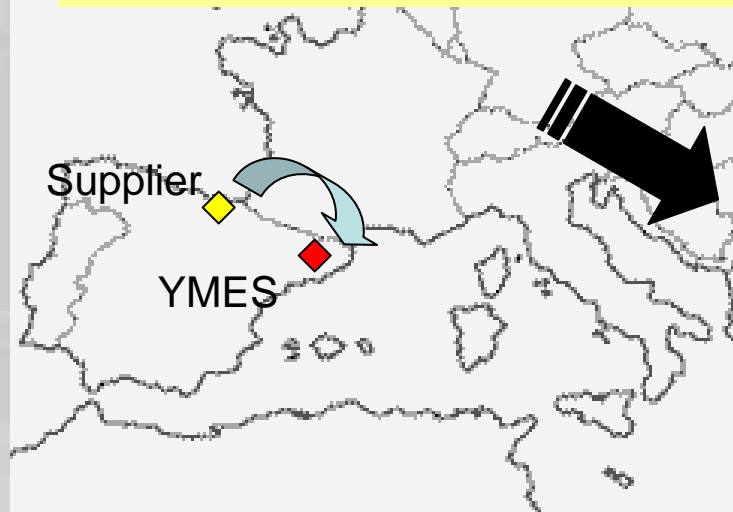
Advantage:

- For YMES: To have the flexibility and nearness of local supplier
- For Supplier: To maintain their business activities & win competitiveness

SUPPORT LOCAL/ EUROPEAN SUPPLIERS



YMES decides to sub-contract to increase our internal capacity : Plastic Painting, Metal Painting, Assy's (Wheels), Sub-Assy's of metal welded components



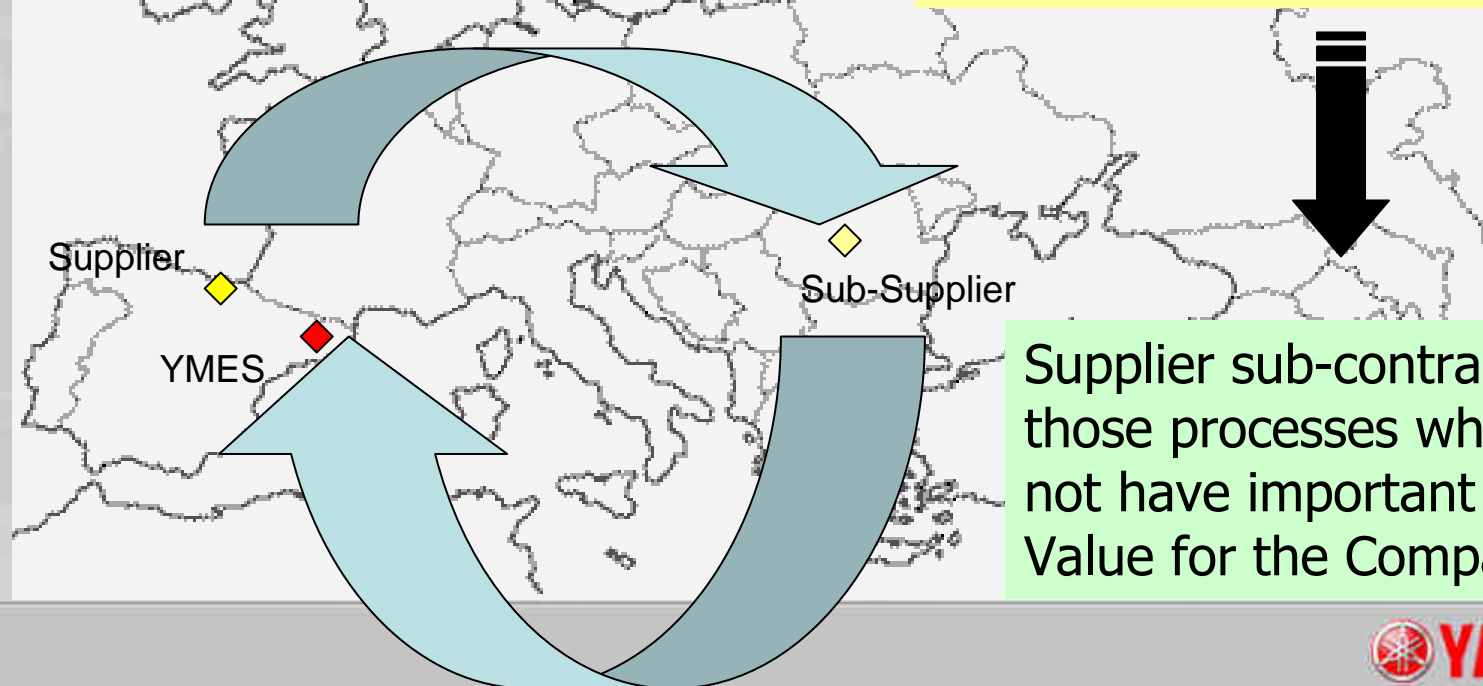
Advantage:

- For YMES: To have the flexibility and nearness of local supplier who adapts to our production needs
- For Supplier: To increase their business activities

SUPPORT LOCAL/ EUROPEAN SUPPLIERS

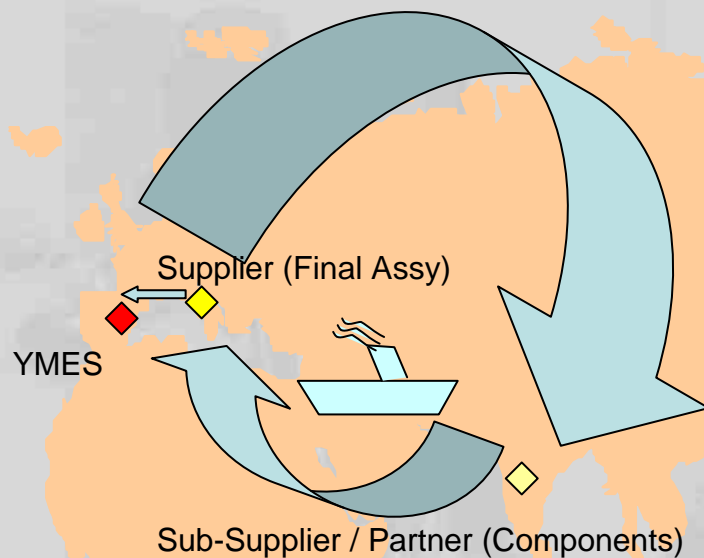


Transfer Production to East Countries such as Romania, Czech Rep., Eslovakia (for those components with High Direct Labour Cost – Assy's)



Supplier sub-contracts those processes which do not have important Added Value for the Company

PARTNERSHIP BETWEEN LOCAL – EUROPEAN SUPPLIERS WITH ASIAN COMPANIES



Suppliers in Co-Development with Yamaha:

- Find cooperations with Asian Companies (India, China)
- Take over companies in Asia
- Green Field in Asian Countries

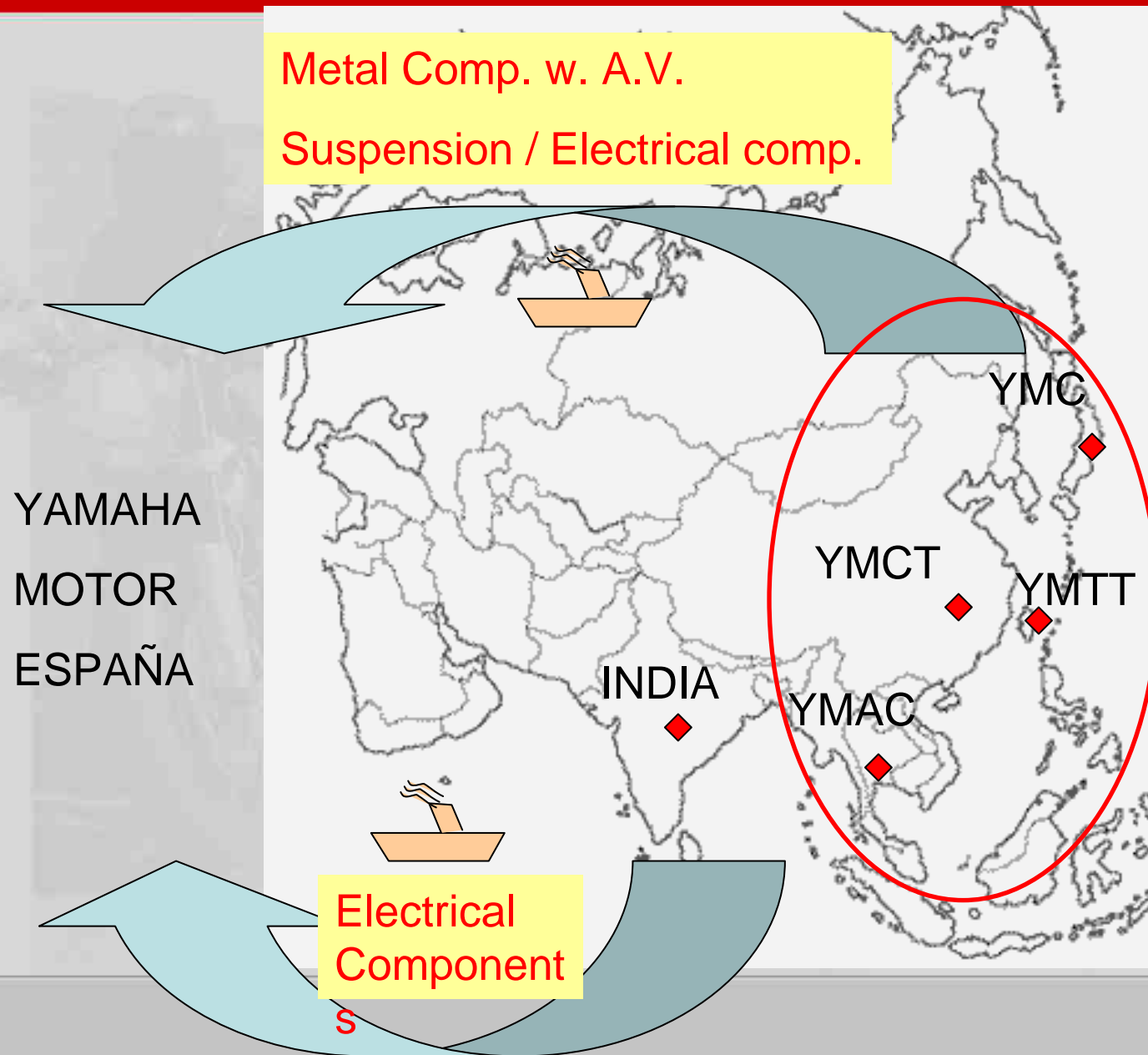
Type of Parts:

- Electrical Components
- B/D Components
- Brake Systems

Advantage:

- Final responsible for Quality / Logistic / Technical issues is the local - European supplier
- Maintain Business activities

INCREASE DIRECT PURCHASE VOLUME IN ASIA



SUPPORT OF
YAMAHA
TRADES IN
KEY-ASIAN
COUNTRIES:

- Supplier Selection / Audit
- Quality Controls
- Logistics (Transport, Packing)



YAMAHA

Touching Your Heart

