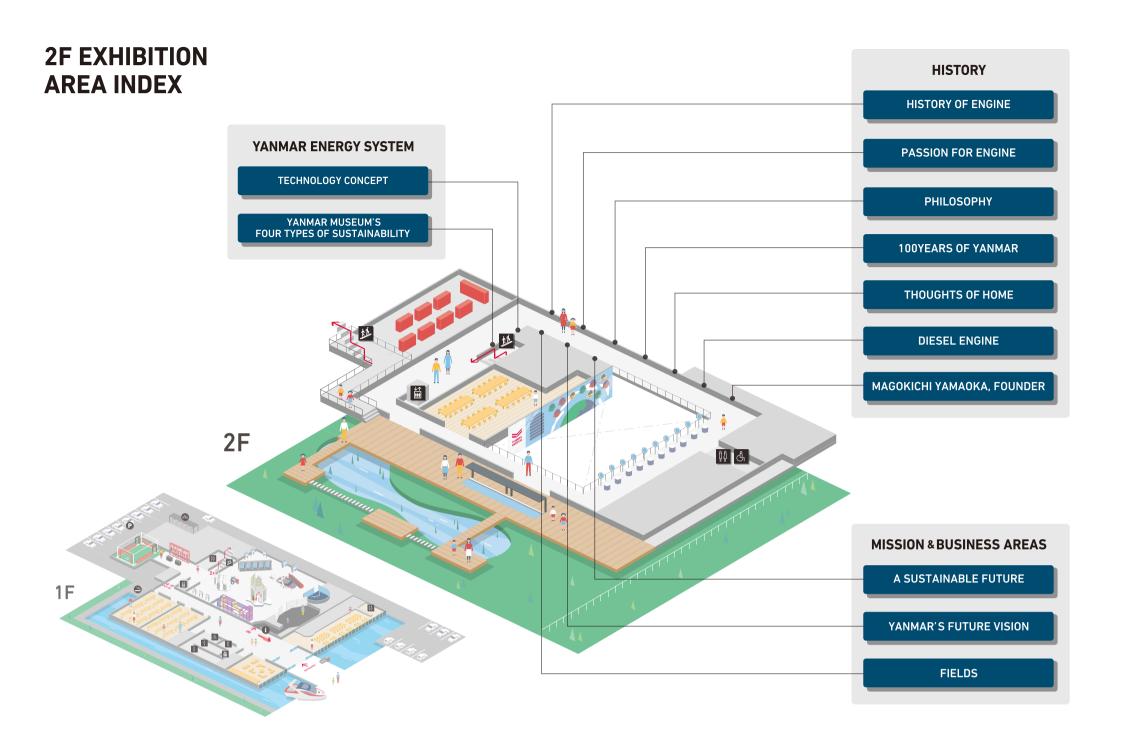


EXHIBITION AREA

ENGLISH



MAGOKICHI YAMAOKA, Founder

Founded Yanmar

Magokichi Yamaoka is Yanmar's founder, who developed the world's first small diesel engine.

He was born in 1888 in Minami-Tominagamura Higashi-Atsujimura, Ika-gun (present day Nagahama, Shiga), as the son of Chuzaburo Yamaoka and his wife Kuni, who cultivated 2,000 square meters of farmland

Magokichi was the ninth of ten siblings. In 1903, after graduating from middle school with a mere 3 yen and 60 sen to his name, he began an apprenticeship with a knitting wholesaler in Osaka. Later in 1905, he worked at Osaka Gas Co., Ltd. and it was there that he encountered gas engines for the first time and began to learn about engineering. Magokichi founded Yamaoka Hatsudoki Kosakusho (trans. Yamaoka Engine Company, now Yanmar) in 1912 and began selling gas engines. By 1921, he developed a small oil-powered engine for agricultural use and decided to adopt "Yanmaa" (English transliteration: Yanmar) as his trademark, after the oni-yanma; a large species of dragonfly known as the "king" of dragonflies, which in Japan symbolize an abundant harvest.

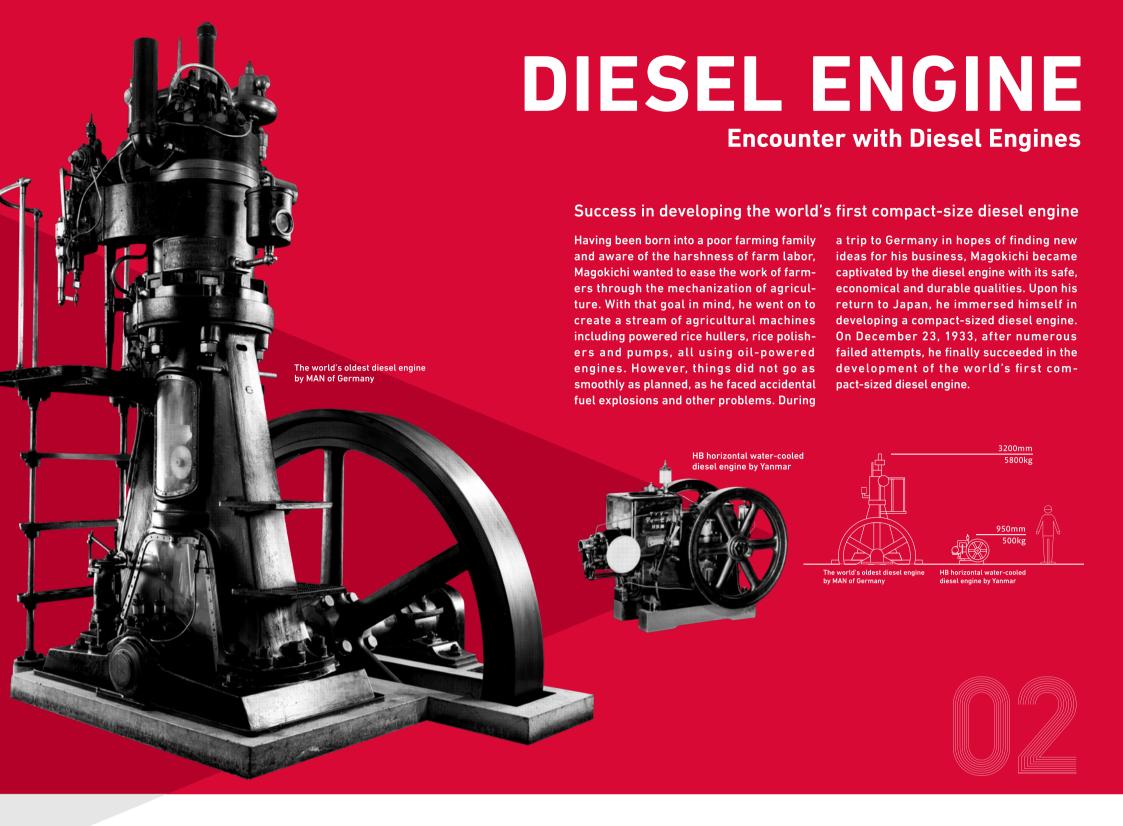
Grateful to serve for a better world

"Life is impacted by both fortune and misfortune; yet by working hard and not losing sight of our integrity and gratefulness, opportunities will arise to collaborate and open up new pathways. Others will show gratitude towards you, and you can bring about change to make our world more beautiful."

Magokichi Yamaoka was born into a poor farming family, and overcame numerous difficulties and hardships to establish Yanmar. Through his burning enthusiasm and ceaseless efforts, he eventually built the company into a world-class engine manufacturer. "Grateful to serve for a better world" is a motto that he used during his later years, when reflecting upon his life's journey. Even today, all Yanmar employees continue to value these words, which embody the spirit of the company's founder.







THOUGHTS OF HOME

Scenes of farming in Nagahama prior to mechanization



Farming with spades in Takatsu-Cow plowing in Kada-cho, c.1945

Yamaoka Scholarship Foundation: Supporting Youth of

the Future Generation

The Yamaoka Scholarship Foundation was established in 1950 to give aid to youth leading the future generation. Since 2013, the foundation has extended its activities to Southeast Asia, 6,000





Magokichi Yamaoka continued to feel gratitude towards his hometown and from his own experience of being born into a poor farming family and growing up helping with farm work, offered places for local people to work by building several factories in the Nagahama area. It was from this wish to ease the work for farmers that he developed the compact-size diesel engine. Magokichi also established the Yamaoka Scholarship Foundation to grant scholarships to ensure children with education. This activity continues to this day and has been growing as a worldwide initiative.



Mechanization increases work efficiency, making people's lives easier







Rice huller using K model diesel (1951) engine



Magokichi Yamaoka made donations to a school in his hometown, Takatsuki Elementary School. He gifted a 120cm-radius globe to show the children how wide and far the world is. He also donated a grand piano to be used for concerts and





Transforming agriculture from Nagahama



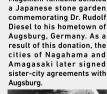


Ishimichi Noson Katei Kogyo Ishimichi Home Workshops)

Omori Noson Seimitsu Koio

Building a bridge of friendship between Nagahama and Augsburg, Germany





Magokichi Yamaoka donated



The Diesel Memorial Japanese Stone Garden donated to the city of Augsburg (Donation ceremony in 1957)



Giving Back to the Children in Nagahama



1912 - 1945 Founding Period
Success in miniaturizing the diesel engine after significant efforts, in order to ease farmers' work

Major Events in Japan

1912

Yamaoka Hatsudoki Kosakusho founded by Magokichi Yamaoka at Kitanonishinocho, Kita-ku, Osaka (present day Chayamachi)







Suction-type gas engine

Name of Japanese era changes from Meiji to Taisho

YANMAR brand name adopted

fair in Germany

1921

Horizontal variable-type oil engine for agricultural applications manufactured and launched

Yanmar oil engine-powered rice huller and vertical pump models manufactured and launched

Production and sales of "Yanmar Ford" oil engine for fishing boat

President Magokichi Yamaoka decided to start a business based

on the diesel engine upon being impressed by them at a trade





Horizontal variable-type oil engine by Yanmar

Greater Japan Football Association (now Japan Football Association, JFA) established

Great Kanto Earthquake

Name of Japanese era changes from Meiji to Taisho

1933

1932

1925

World's first small horizontal water-cooled diesel engine, the HB (5 to 6 PS) completed (4 cycles)



HB model horizontal water-cooled diesel engine

Prince Akihito (now Emperor emeritus Akihito) born

1936

Kanzaki Plant (now Amagasaki Factory) started production

Yamaoka Internal Combustion Engine Co., Ltd. established for the production of diesel engines

1937

"To conserve fuel is to serve mankind" declared as the company's fundamental philosophy



Japan Agricultural Machinery Manufacturers Association (JAMMA) established

1942

Nagahama Plant opened in Nagahama-cho, Sakata-gun, Shiga, Japan

1946 – 1955 Postwar Reconstruction Period
Business for diesel engines with superior economic efficiency expanded due to deteriorating food conditions and power shortages

1947

Production and sales of LB model small marine diesel engine (5-7p) Marine Business launched

Kanzaki Kokyukoki established Component Business launched

Diesel Co., Ltd.



LB model small marine diesel engine

Japan Land Engine Manufacturers Association (LEMA) established

Establishment of the Constitution of

Japan, Labor Standards Act, and Japan Ship Machinery and Equip-

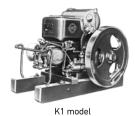
ment Association (JSMEA)

1952

Completion of K1 model, world's smallest 4-cycle horizontal water-cooled diesel engine (1.5-2hp)

Yanmar Internal-combustion Engine Co., Ltd. renamed Yanmar

Completion of 4 MS model 200mm cylinder engine (120hp) Launch of Large Engine business





4MS model

WHISTORY 1/5

1953

Generator power supply systems supplied to Cosmic Ray Observatory of Tokyo University on Mt. Norikura (now Norikura Observatory, Institute for Cosmic Ray Research, University of Tokyo) and Norikura Solar Observatory of Tokyo Astronomical Observatory Energy Systems Business launched



Diesel generator at the Tokyo Astronomical Observatory Norikuradake Corona Observation Station

1953

Television broadcasting starts Act on Promotion of Agricultural Mechanization promulgated

1954

Launch of "Helicopter campaign", a nationwide sales promotion for the K series engine



Scene from the campaign

1955

President Magokichi Yamaoka awarded the Diesel Gold Medal by the German Inventor's Association

1956 – 1984 Business Expansion Period

Due to a labor shortage brought about by rapid industrialization, mechanization was promoted, leading to the development of higher performance engines and machines

1956

Yanmar Technical Research Center (now Research and Development Center) established



The state of the campaign

Antarctica

casting begins

observation voyage

1957 Showa Station established in

Experimental color television broad-

Japanese research ship Soya departs from Tokyo on an Antarctic

1957

President Magokichi Yamaoka awarded the German Merit Cross by West Germany

Yanmar Diesel Do Brasil Ltda. established in São Paulo, Brazil, as

Yanmar's first overseas subsidiary

Diesel Memorial Japanese Stone Garden commemorating Dr. Rudolf Diesel donated to the City of Augsburg, West Germany



Diesel Memorial Japanese Stone

1958

Launch of Yanmar Pony, mini-sized pickup truck



1958

Tokyo Tower Opens

1959

Sponsorship of Yanboh & Marboh Mascots Weather Forecast begins to air on Japanese television



First broadcast

Great Hanshin Earthquake (Kobe

1961

Rotary engine technology partnership agreement signed with NSU Automobil A.G. and Wankel GmbH. of West Germany

Yanmar Agricultural Equipment Co., Ltd. Established in Chayamachi, Kita-ku, Osaka



1962

Passing of Magokichi Yamaoka, founder and 1st president

Yasuhito Yamaoka appointed as 2nd president

1963

Passing of Yasuhito Yamaoka, 2nd president

Tadao Yamaoka appointed as 3rd president

Full-scale color television broadcasting

1961

Basic Agricultural Act (now defunct) promulgated

Meishin Expressway (Amagasaki -Tokyo) opens

WHISTORY 2/5



Diesel-powered tiller

1965

Japan Soccer League begins / All routes of Meishin Expressway opens

1967

Launch of TP21 string seedling-type powered rice transplanters

Completion of Kinomoto Factory at Kinomoto-cho, Ika-gun, Shiga, as a production plant for tractors



Rice Transplanters

1968

Launched the sales of YNB300, the first self-powered mini excavator manufactured in Japan

Construction Equipment Business launched

Production of vertical water-cooled diesel engines started

Yanmar awarded the Deming Prize, the first in the diesel engine industry



1969

Launch of TC500 model walk-behind two-row combine harvester



Walk-behind two-row combine harvester

Japanese government issues its first white paper on pollution First successful manned moon landing

1970

Expo'70 held in Osaka

1972

Yanmar Shipbuilding & Engineering Co., Ltd. established in Ushimado-cho, Okugun, Okayama

Completion of A-250 (1.2t), Yanmar's first fiber-reinforced plastic (FRP) boat

P.T. Yanmar Diesel Indonesia established in Jakarta, Indonesia



1972

11th Winter Olympic Games held in Sanyo Shinkansen (Shin-Osaka -Okayama) commences operation

Sanyo Shinkansen (Okayama – Hakata)

New Tokyo International Airport (now

Narita International Airport) opened

commences operation

1976

Yanmar Production System began at Nagahama Plant

1977

Completion of Yanmar Kyoto Research and Development Center in Oyamazaki-cho, Kyoto



1978

Yanmar Thailand Co., Ltd. established in Bangkok, Thailand

1981

Yanmar Diesel America Corp. established in Illinois, USA

1982

Launch of AT600S gas turbine

Launch of TN direct fuel injection vertical water-cooled series (11–100hp)



3TN75 model vertical water-cooled diesel engine



AT600S gas turbine

1984

Commenced operation of cogeneration system at Showa Station in Antarctica (6RL-T×200kVA×3)

1985-2011

Enhancement of Environmental Solutions

Pursuing industry-leading environmental technologies as efforts to address global environmental issues become a global mission

1987

Entered the air-conditioning market with the full-scale launch of gas heat pump systems (GHP)



New banknotes issued: ¥10,000 (Yukichi Fukuzawa), ¥5,000 (Inazo Nitobe), ¥1,000 (Soseki Natsume)

Japanese era name changes from Showa to Heisei Consumption tax introduced at a rate

1988 YANMAR EUROPE B.V. established in Almere, The Netherlands YANMAR ASIA (SINGAPORE) CORPORATION PTE. LTD. established 1989 in Singapore 1992 Total production of diesel engines reached 10million units after half century

> Osaka Football Club Co., Ltd. established as the parent body for Yanmar Football Club, with the team name Cerezo Osaka

1994 USA emissions regulations, and is awarded certification

> Completion of Biwa Factory at Biwa-cho, Higashiazai-gun, Shiga, for production of vertical general-use diesel engines

> TNE vertical general-use diesel engine series clears California



Yanmar Research and Development Center completed at Maiha-2000 ra-cho, Sakata-gun, Shiga, Japan (now the city of Maibara)

Takehito Yamaoka appointed as 4th president



Yanmar Research & Development

2002

1993

1995

1998

Company name changed from Yanmar Diesel Co., Ltd. to Yanmar Co., Ltd.

Yanmar Marine International B.V. established in Almere, The Netherlands

2003

YANMAR ENERGY SYSTEM CO., LTD. established in Kita-ku, Osaka, Japan

Yanmar Engine (Shanghai) Co., Ltd established in Shanghai,



Inauguration ceremony of Yanmar Energy System

2004

The construction equipment production division of Yanmar Construction Equipment established from the construction equipment production division of Seirei Industry Co., Ltd.

2007

Yanmar Kota Kinabalu R&D Center Sdn. Bhd. established in Kota Kinabalu, Malaysia, as Yanmar's first overseas research center

HB model, the world's first small horizontal water-cooled diesel engine (developed in 1933), designated as Mechanical Engineering Heritage by The Japan Society of Mechanical Engineers (JSME)

2011

Yanmar India Private Ltd. established in Noida, India

Yanmar R&D Europe S.R.L established as a research and development base in Florence, Italy

1991

The collapse of the bubble economy which continued since 1986

1992

United Nations Conference on Environment and Development

Earth Summit held in Rio De Janeiro,

1993

Japan Professional Football League (J.League) starts

1994

Kansai International Airport opens

1995

Great Hanshin Earthquake (Kobe Earthquake)

Consumption tax raised from 3% to 5%

1998

18th Winter Olympic Games held in Nagano

Revision of the Equal Opportunity in **Employment Act and Labor Standards** Act

Basic Act for Food, Agriculture and Rural Areas passed

FIFA World Cup held in South Korea and Japan

2003

Digital terrestrial television broadcasting begins

New banknotes issued: 10,000 JPY (Yukichi Fukuzawa), 5,000 JPY (Ichiyo Higuchi), 1,000 JPY (Hideyo Noguchi)

Expo 2005 (Ai-Chikyuhaku, trans. "Love the Earth Expo") held in Aichi

2008

Collapse of Lehman Brothers triggers a global financial crisis

2011

Great East Japan Earthquake Nadeshiko Japan wins for the first time at the FIFA Women's World Cup held in Germany

2012~

Efforts Towards Creating a Sustainable Society Focusing on basic research and a globalized research infrastructure Providing a richer life through solutions

2012

100th anniversary of Yanmar

Yanmar becomes the world's first manufacturer to be awarded Tier 4 certification under California Air Resources Board (CARB) emission regulations (19–56kW class)



2012 Tokyo Sky Tree opens

Smart assist service launched, utilizing ICT

2013

YANMAR MUSEUM opens

FLYING-Y, the new brand logo announced





Mount Fuji added to the UNESCO World Heritage List

YANMAR REMOTE SUPPORT CENTER established to enhance product support services through the use of ICT



Consumption tax raised from 5% to 8%

2016

2015

Announcement of our brand statement —A SUSTAINABLE FUTURE—

Bio Innovation Center Kurashiki Laboratory established as a research and development base for plant life

2018

155kw 4TN107diesel engine awarded EU Stage V emission regulation certification

Launched Robot Tractor equipped with autonomous driving technology



2019

Reaching 10 million units in manufacturing vertical water-cooled gas engines

YANMAR MUSEUM renovation and re-opening



Japanese era name changes from Heisei to Reiwa

Tokyo Olympic and Paralympic Games



PHILOSOPHY

Carrying on the Spirit of our Founder

In 1937, founder Magokichi Yamaoka declared Yanmar's basic management philosophy, that "to conserve fuel is to serve mankind." Japan has scarce fuel resources.

Magokichi felt strongly that by promoting the widespread use of diesel engines, with their superior fuel economy, Yanmar could contribute widely to Japanese society.

The philosophy of "to conserve fuel is to serve mankind" incorporates the ideal of serving society, not only through the pursuit of fuel efficiency, but also by enriching people's lives with new value.

Yanmar's current brand statement
—A SUSTAINABLE FUTURE—has also inherited the DNA of this founding spirit.







Our Passion for Engines

In December 1933, Yanmar succeeded in the development of a small, lightweight diesel engine, something which had been considered impossible at the time. Until then, Japanese agricultural work had relied upon heavy manual labor. Magokichi Yamaoka's wish of wanting to make farm work easier for the people back in his hometown drove him to continue undeterred with the challenge of developing the engine, despite numerous failures.

His small, lightweight diesel engine provided a safe and highly fuel efficient source of driving power, and contributed to the mechanization of agriculture. Today, over 70 years on, Yanmar continues to engage in the development of engines, approaching ever closer to the ideal vision of an engine that has zero environmental impact by achieving a sustainable society.

Although an unimaginable and unknown world lies ahead, Yanmar will continue undeterred, rising to new challenges in the true spirit of the DNA inherited from its founder.





8N330 model

- (1) Commercial marine engine Vertical Water-Cooled Diesel Engines (2) -
- (3) Marine propulsion engines for Marine auxiliary engines for large vessels



1993 4TNE98 model

An improved engine design with cleaner exhaust gas and reduced operating noise.

- (1) Vertical water-cooled
- diesel engine (2) 51.1kW
- (3) Combine, power generator compressors, freezers



A SUSTAINABLE FUTURE

— Creating New Value through Technology —

Since YANMAR's founding more than 100 years ago, our company has been driven by a pioneering spirit for world-leading technology. Today, this technology continues to be a core focus, allowing us to utilize and transform all kinds of energy resources into power that can be harnessed for highly efficient human convenience.

Using our ever advancing technology, Yanmar continuously strives to exceed customer expectations and deliver exceptional lifetime value by integrating our products, services and knowledge into comprehensive solutions of superior quality.

Food and energy are two needs of increasing importance for which YANMAR is committed to providing optimal solutions to our customers.

We gather knowledge and insights from a variety of resources, research institutes and corporations to develop innovations aimed at creating a global sustainable society.

Sustainable prosperity for all. A sustainable natural environment. YANMAR will pursue these two "sustainables" to the next level, towards a new era of prosperity in the coming century.

YANMAR'S FUTURE VISION

What Creating New Value Means

Based on the principles of —A SUSTAIN-ABLE FUTURE—, we have defined four kinds of social abundance which we actively seek to realize.

OUR SOLUTION

VISION 1

An Energy-Saving Society

Expanding the possibilities of energy. Affordable and safe power and heating. Whenever it is needed, and only as much as is needed.

By developing highly-efficient and safe engine technologies as well as systems that make optimal use of diverse energy source, we reduce the burden on the environment and make society a more comfortable place to live.



VISION 02

A Society where
People Can Work and Live
with Peace of Mind

Making hard work easy. Making work enjoyable for everyone, while also guaranteeing a steady income for everyone. Living a sustainable life that offers many

opportunities.

We use mechanization and automation to reduce workload and improve productivity, find technical solutions for making machines and vehicles safer and easier to operate, and support infrastructure and urban planning in order to create

better working and living environments.



VISION 03

A Society where People Can Enjoy Safe and Plentiful Food Ensuring delicious, safe, and nutritious food, anywhere in the world at all times. Healthy living for all. Supporting the entire food value chain from soil remediation, establishing seedlings and harvesting up to the moment produce arrives at your dinner table. We are determined to create a society where people can continue to enjoy the gift of flavor.



VISION

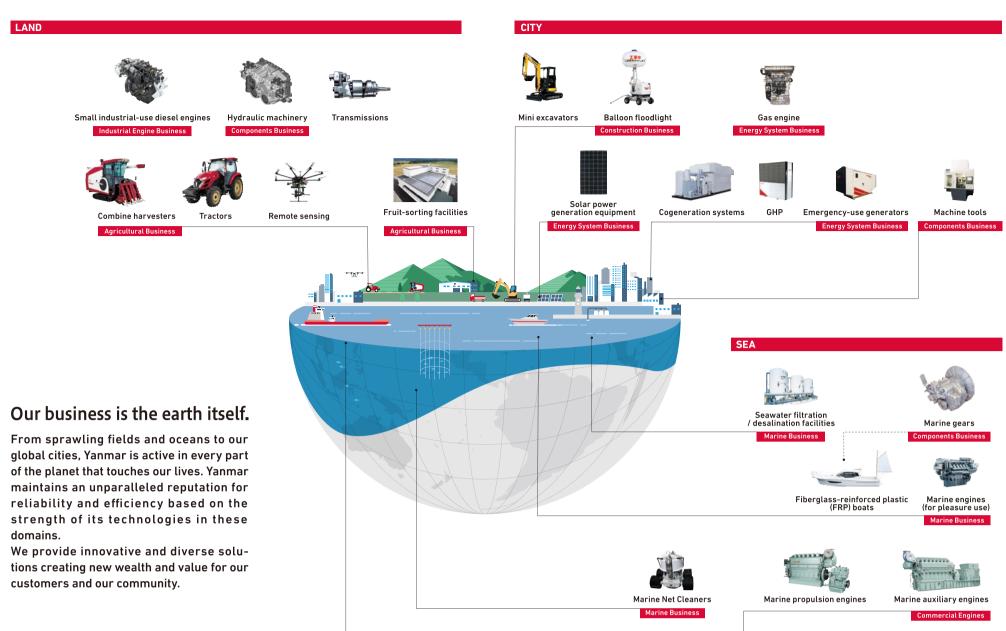
A Society that Offers an Exciting Life Filled with Rich and Fulfilling Experiences

Get the most out of work and play. Improving the quality of life for everyone.

We not only pursue ease of use and creativity in our products and services, but also engage in corporate activities for educating future generations and encouraging cultural development. Through our activities, we aim to make everyday life more fulfilling in terms of both work and leisure.



























LAND

Transforming Agriculture into A Food Value Chain

Yanmar has supported core food production industries through the manufacturing and sales of agricultural equipment for many years. Now, we have further evolved from simple "agriculture" to the "food value chain" with the aim of realizing a society rich in the blessings of abundant good food. We continue to develop business across a wide range of food-related industries, from superior equipment to the efficient use of ICT, as well as agricultural management support and the provision of more valuable ingredients and even food experiences.

SFA

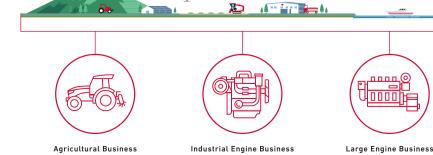
Sustainable Practices on Our Oceans

We have developed marine engine and propulsion systems that provide safe and comfortable navigation with unparalleled performance and dependability while maintaining harmony with the surrounding environment. Furthermore, we continue to develop and support aquaculture technologies and related marine equipment. Our goal is an ideal coexistence between humanity and the sea, from industries supporting the foundation of our modern lifestyle such as shipping and fisheries to pleasure boats.

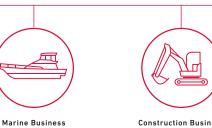
CITY

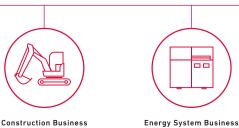
Contributing to the Development of Infrastructure that Supports Comfortable Urban Living

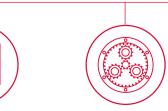
As urban development progresses on a global scale, we offer a variety of machines essential to building urban infrastructure, including compact construction equipment ideal for small urban development. Additionally, Yanmar has developed an ultra-efficient gas heat pump (GHP) air conditioner that contributes to energy savings and cogeneration as well as energy management systems that optimally control electricity and heat in urban environments where various facilities and housing developments are concentrated. Furthermore, our company promotes the use of renewable energy, contributing to the next generation in urban comfort and energy-savings.











TECHNOLOGY CONCEPT

Achieving Maximum Prosperity with Minimum Resources

At Yanmar, we continue to develop and pursue technologies in the fields of food production and energy conversion which provide the best possible results with minimal resources. Looking ahead to the next 100 years, we will strive to provide our customers with solutions through technology, providing a more prosperous future to our future society.

YANMAR TECHNOLOGY Yanmar is engaged in research in five key areas, proposing solutions that will create a prosperous society.



Y-Energy

Maximum and optimum energy output with minimal environmental impact

- Engine technologies
- Hybrid technologies
- Power electronics& power transmission technologies
- Weak current and
- thermal storage technologies Hydrogen & heat usage technologies
- Energy management technologies



Y-Robotics

Maximum work effectiveness with minimal use of manpower

- Measured awareness technologies
- Intelligent control technologies
- Mechanical and mechanism design technologies
- System control technologies



Y-Cultivation

The safest, most delicious food with minimal energy usage

- Breeding technologies
- Bio-monitoring technologies
- Environmental control technologies
- Biological evaluation technologies



Y-Experience

Delivering the greatest excitement with cutting-edge solutions

- Remote technologies
- Cognitive technologies
- Automated driving technologies
- Automated response technologies IoT technologies



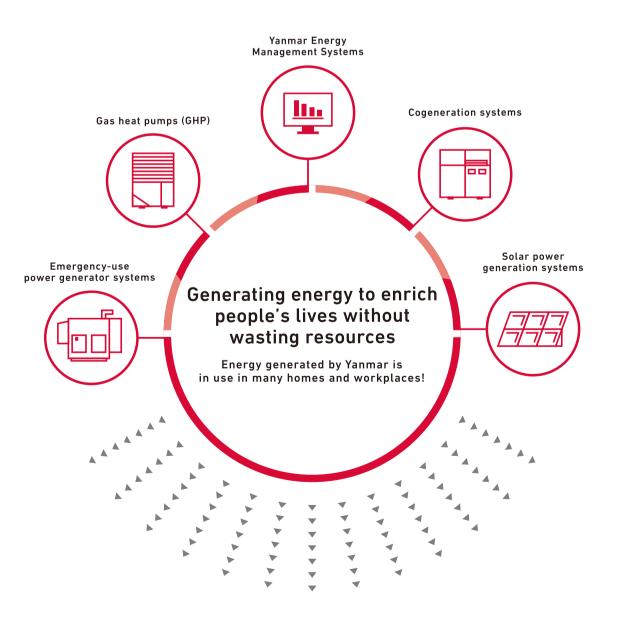
Y-Quality

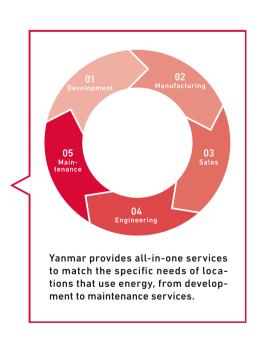
The greatest comfort and peace of mind with minimal burden

- Ergonomics technologies
- Materials & design technologies
- Evaluation & prediction technologies
- Condition determination technologies
- Security technologies











YANMAR MUSEUM'S Four Types of Sustainability

Sustainabi

Sustainability through the use of water features





The museum building takes in natural light reflected from the outdoor water features, enabling us to reduce the number of light fixtures around the building.

\$\frac{1}{4}\$ \bigcup 02 Sustainability through the use of rooftop greenery



The use of greenery on the large rooftop space reduces the impact of sunlight. This has insulating advantages, preventing heat (or cool air in summertime) to escape outside of the building.

Sustainability through energy efficiency





The museum limits energy consumption through the use of cogeneration and solar power generation systems. Waste heat generated by the cogeneration system is used to supply hot water for our footbaths.

0 04

Sustainability through the use of groundwater





We save water by utilizing natural groundwater for our water features, biotope, water sprinkling for our plants and trees, and for our snow-melting system.

