

## On the Publishing of the Integrated Report

### We will enact reforms under the banner

#### “ART\* for Human Possibilities” as we work toward 2030.

Looking at the world today, people’s values are expected to become increasingly diverse, and issues related to the global environment and society are seen becoming severer and more complex. To address these social changes, efforts are being made to achieve the targets set in the Paris Agreement and the Sustainable Development Goals (SDGs).

Companies are required to transform their businesses with a long-term outlook and contribute to the resolution of social issues through their businesses.

Against this backdrop, we have set our Long-Term Vision for 2030 as “ART for Human Possibilities,” and formulated a new Medium-Term Management Plan to achieve this. Under the Medium-Term Management Plan, the Long-Term Vision sets three areas of focus—using robotics (“Advancing Robotics”) to address social issues in uniquely Yamaha ways (“Rethinking Solution”) and transform mobility (“Transforming Mobility”)—as themes for growth in existing businesses and the development of new businesses.

\*ART is made up of the initials of our three focus areas toward 2030: Advancing Robotics, Rethinking Solution, and Transforming Mobility.

### We have prepared this Integrated Report as a communication tool to convey our activities toward achieving the Long-Term Vision.

We previously issued an Annual Report each year, but from this year, we are issuing an Integrated Report in light of the necessity of providing updates on the progress of long-term measures and in response to increased requests from stakeholders to disclose information with a medium- to long-term perspective. This report references the International Integrated Reporting Framework of the International Integrated Reporting Council (IIRC) and the Ministry of Economy, Trade and Industry’s Guidance for Collaborative Value Creation. It was prepared sincerely and faithfully in a format that is easy to understand as a useful tool for communication with all its readers.

**Yoshihiro Hidaka**  
President, Chief Executive Officer  
and Representative Director



## CONTENTS

On the Publishing of the Integrated Report.....	2
<b>Creating Value</b>	
A Track Record of Creating Value .....	4
Company Overview .....	6
Financial and Non-Financial Highlights .....	8
Identifying Important Social Issues .....	10
Yamaha Motor’s Process for Creating Value .....	12
Important Capital That Forms Yamaha Motor’s Strengths .....	14
Value Created through Our Businesses.....	16
Initiatives to Address Important Social Issues .....	18
From the President.....	20
Message from the Director, Chief General Manager of Corporate Planning & Finance Center .....	31
<b>Business Strategy</b>	
Land Mobility .....	32
Marine Products .....	34
Robotics .....	36
<b>Activities to Support Value Creation</b>	
Global Brand Strategy.....	38
Design .....	40
Research and Development .....	42
Intellectual Property Strategy .....	44
IT Strategy.....	46
Manufacturing .....	48
Marketing.....	50
Human Resources Development .....	52
<b>Corporate Governance to Support Growth</b>	
Message from the Chairman of the Board of Directors.....	54
Dialogue between Outside Directors.....	56
Corporate Governance.....	60
Directors and Audit & Supervisory Board Members.....	66
Composition of Directors and Audit & Supervisory Board Members.....	68
Executive Officers .....	69
Risk Management.....	70
<b>Sustainability</b>	
The Environment.....	72
The Community .....	74
<b>Financial and Corporate Information</b>	
Financial Highlights .....	76
Ten-Year Summary.....	78
Management Discussion and Analysis of Operations .....	80
Organization .....	85
Investor Information .....	86

### Structure for Information Disclosure

Financial information	Non-financial information
<b>Integrated Report 2018</b> A report that balances financial and non-financial information regarding the Yamaha Motor Group’s business activities in an easy-to-understand format	
<ul style="list-style-type: none"> <li>• Securities Report (Japanese only)</li> <li>• Information for Investors <a href="https://global.yamaha-motor.com/ir/">https://global.yamaha-motor.com/ir/</a></li> <li>• Fact Book</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Website <a href="https://global.yamaha-motor.com/">https://global.yamaha-motor.com/</a></li> <li>• Technical Review <a href="https://global.yamaha-motor.com/about/technical_review/">https://global.yamaha-motor.com/about/technical_review/</a></li> <li>• Sustainability-related Information Environment-related Information <a href="https://global.yamaha-motor.com/about/csr/">https://global.yamaha-motor.com/about/csr/</a></li> <li>• Corporate Governance Report</li> </ul>

### Editorial Policy

In addition to the Long-Term Vision and the strategies to achieve it contained in the new Medium-Term Management Plan (both formulated in December 2018), the Integrated Report 2018 contains a wealth of information about how we will grow going forward through environmental, social, and governance (ESG) initiatives. This report is edited to give shareholders, investors, and other stakeholders a multifaceted understanding of Yamaha Motor’s sustainable growth. The report was edited referencing the IIRC’s International Integrated Reporting Framework (released in December 2013) and the Ministry of Economy, Trade and Industry’s Guidance for Collaborative Value Creation. Financial, sustainability-related, product, and other information not contained in this report is available on Yamaha Motor’s official website.

### Notice Regarding Forward-Looking Statements

The statements in the Integrated Report, except for historical facts, are forward-looking statements about the future performance of the Company and its Group companies. These are based on management’s assumptions and beliefs in light of the information currently available, and involve risks and uncertainties. Please be advised that actual results may differ significantly from those discussed in the forward-looking statements.

Potential risks and uncertainties include, but are not limited to, general economic conditions in Yamaha Motor’s major markets, changing consumer preferences, and currency exchange rate fluctuations.