

Executive Officers

As of April 1, 2018

Executive Officers

President and Chief Executive Officer Yoshihiro Hidaka	Executive Vice President Katsuaki Watanabe			
Managing Executive Officer Toshizumi Kato				
Senior Executive Officer Katsuhito Yamaji	Senior Executive Officer Makoto Shimamoto Chief General Manager of Mobility Technology Center	Senior Executive Officer Tatsumi Okawa Chief General Manager of Corporate Planning & Finance Center	Senior Executive Officer Yoichiro Kojima Chairman of Yamaha Motor Europe N.V.	Senior Executive Officer Hiroaki Fujita Chief General Manager of Advanced Technology Center, Senior General Manager of New Venture Business Development Section, Advanced Technology Center, and Chief General Manager of Solution Business Operations
Senior Executive Officer Masahiro Inoue Chief General Manager of Procurement Center	Senior Executive Officer Junzo Saitoh Chief General Manager of Human Resources & General Affairs Center	Senior Executive Officer Kazuhiro Kuwata President of Yamaha Motor Corporation, U.S.A.	Senior Executive Officer Hirofumi Usui Chief General Manager of Marine Business Operations, and Executive General Manager of Marine Business Unit, Marine Business Operations	
Executive Officer Yoshitaka Noda Chief General Manager of Powertrain Unit	Executive Officer Akihiro Nagaya Chief General Manager of Design Center	Executive Officer Heiji Maruyama Deputy Chief General Manager of Powertrain Unit, Chief General Manager in charge of Automotive Business, and Chief General Manager in charge of NLV Business Development	Executive Officer Satohiko Matsuyama Chief General Manager of Manufacturing Center	Executive Officer Minoru Morimoto President of PT. Yamaha Indonesia Motor Manufacturing
Executive Officer Yasuo Tanaka Chief General Manager of CS Center	Executive Officer Motofumi Shitara Managing Director of Yamaha Motor India Pvt. Ltd., and Managing Director of Yamaha Motor India Sales Pvt. Ltd.	Executive Officer Eric de Seynes President of Yamaha Motor Europe N.V.	Executive Officer Dyonisius Beti COO of PT. Yamaha Indonesia Motor Manufacturing	Executive Officer Toshihiro Nozue Executive General Manager of Marine Engine Business Unit, Marine Business Operations
Executive Officer Satoshi Hirose Deputy Chief General Manager of Manufacturing Center, and Senior General Manager of Engine Manufacturing Section, Manufacturing Center	Executive Officer Hiroyuki Ota Executive General Manager of Robotics Business Unit, Solution Business Operations, Senior General Manager of Surface Mount Technology Section, Robotics Business Unit, Solution Business Operations, and General Manager of Quality Assurance Division, Robotics Business Unit, Solution Business Operations	Executive Officer Itaru Otani President of Yamaha Motor do Brasil Ltda., and President of Yamaha Motor da Amazonia Ltda.	Executive Officer Takeo Noda Deputy Chief General Manager of Corporate Planning & Finance Center	
Executive Officer Toshiaki Ibata Executive General Manager of Boat Business Unit, Marine Business Operations	Executive Officer Toyoshi Nishida Chief General Manager of PF Model Unit and Senior General Manager of PF Model Development Section, PF Model Unit	Executive Officer Takuya Kinoshita Chief General Manager of Motorcycle Business Operations, and General Manager of New Value Business Development Division, Motorcycle Business Operations		NLV: New Land Vehicle CS: Customer Service PF: Platform

Yamaha Motor Group's Initiatives to Address Social Issues

Based on our corporate mission of being a *Kando* Creating Company, the Yamaha Motor Group aims to contribute to sustainable social development through our business activities while carrying out those activities in harmony with society and the environment.

We are experiencing a time of major transformation. Two notable events that occurred in 2015 were the signing of the Paris Agreement that seeks to stop global warming, and a United Nations summit that adopted the 2030 Agenda for Sustainable Development, which includes Sustainable Development Goals (SDGs) that set common international objectives for sustainable development to be achieved by 2030.

As part of our effort to address these important social issues, in December 2017, we registered as a participating company in the United Nations Global Compact, which sets 10 principles for voluntary action in the areas of human rights, labor, the environment, and anti-corruption.

Along with our environmental, social, and governance (ESG) initiatives, we will focus on global social issues, and in particular the SDGs that are closely tied to our wide-ranging business activities, and demonstrate our strengths to solve these issues. To this end, we are designating these as important issues for priority action (materiality).



Basic Policies of CSR

The Yamaha Motor Group strives to contribute to the sustainable development of society through our business activities based on our corporate philosophy and to always abide by the letter and spirit of domestic and international laws and regulations. We are dedicated to earning the trust of the global community, and we place great value on communicating with all stakeholders.

We expect all of our business partners to share our principles and to act in accordance.

Customers
Shareholders and Investors
Employees
Business Partners
The Community
The Environment

Striving to harmonize with the environment for sustainable social development

Based on the Yamaha Motor Group Environmental Plan 2020, formulated in 2010, the Yamaha Motor Group aims to be a company that fulfills its corporate social responsibilities by striving to maintain harmony with the environment, which serves as the stage for our products.

Yamaha Motor Group Environmental Plan 2020

Action Areas		Priority Actions	2020 Targets
Eco Products	Raise environmental attractiveness through product development from the perspectives of the environment and customers	In the Eco Products area, implement the Frontier 2020 Groupwide long-term vision	
		<ul style="list-style-type: none"> Reduce risks from environmentally hazardous substances Implement green procurement 	Identify environmentally hazardous substances and support the use of alternatives
Eco Operations	Environmental preservation through global business activities that aim to minimize environmental impact	Reduce emissions of greenhouse gases	Reduce CO ₂ emissions per unit of sales by 1% (annual average)
		<ul style="list-style-type: none"> Implement the 3 R's through the 3 E's Reduce water consumption (3 E's: Easy to make, Easy to repair, Easy to disassemble) (3 R's: Reduce, Reuse, Recycle)	Support the effective use and recycling of limited resources
Eco Management	Environmental management through reinforcement of Group environmental governance systems	Create and operate Groupwide environmental management systems	Link Groupwide operations with local activities
Eco Mind	Environmental contributions through diverse initiatives that seek to create a sustainable environment	<ul style="list-style-type: none"> Change attitudes through continuous environmental education 	Have all Group employees actively undertake environmental measures with a high awareness of targets
		<ul style="list-style-type: none"> Improve sensory environments (odors, noise, etc.) Communicate with local communities Preserve ecosystems 	Be trusted and respected as a corporate citizen by local communities
		Proactively disclose information from an environmental perspective	Well received by the community as an environmentally advanced company

Organizational Structure for Promoting Environmental Management

The Yamaha Motor Group has established an Environment Committee, chaired by the Director, as the central organization responsible for the Group's environmental activities in Japan and overseas. The committee deliberates on policies and visions for the future concerning environmental initiatives, medium- and long-term environmental policies, strategic investment proposals relating to environmental preservation, environmental monitoring topics and responses to issues, and other key issues relating to environmental management. The policies and activities discussed are reported to the Board of Directors as necessary.

Strengthening Environmental Governance Through Unified Certification

In accordance with our Basic Policies of CSR, the Yamaha Motor Group is pursuing global environmental ISO 14001 unified certification, primarily at manufacturing companies in Japan, Asia, Europe, the United States, and South America, through "eco management," which is one of the areas of focus of the Yamaha Motor Group Environmental Plan 2020. All the 44



ISO14001 certificate award ceremony and activity report for Yamaha Motor Philippines, Inc. at Yamaha Motor headquarters

participating companies received certification in 2017. We have also updated our certification to the 2015 standards for ISO 14001.

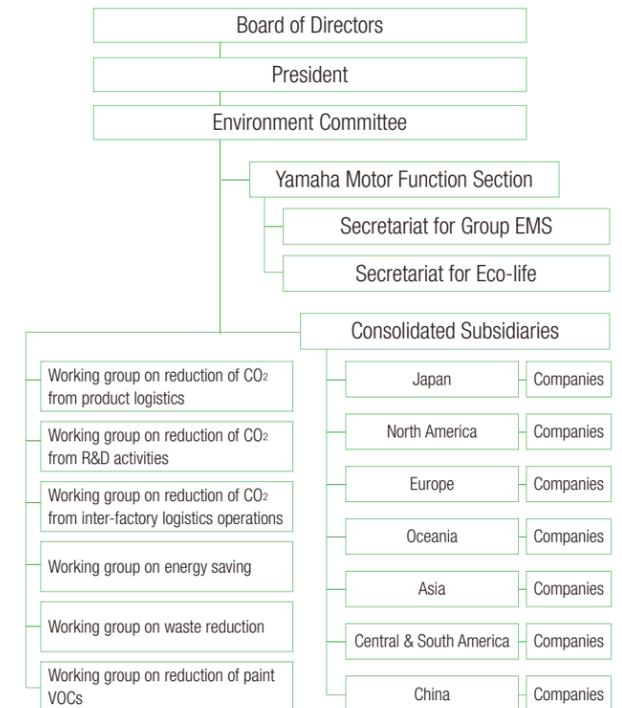
At the same time, we are carrying out risk-based environmental management for companies with relatively little environmental risk by introducing in-house certification systems used by third-party institutions. These initiatives, together with the construction of our proprietary G-YECOS information network system, will lead to thorough legal and regulatory compliance and improved environmental performance. We are also working to make our management systems more efficient and our environmental governance even stronger by sharing issues at Group companies with the entire Group.

Activities to Identify and Reduce Greenhouse Gas Emissions

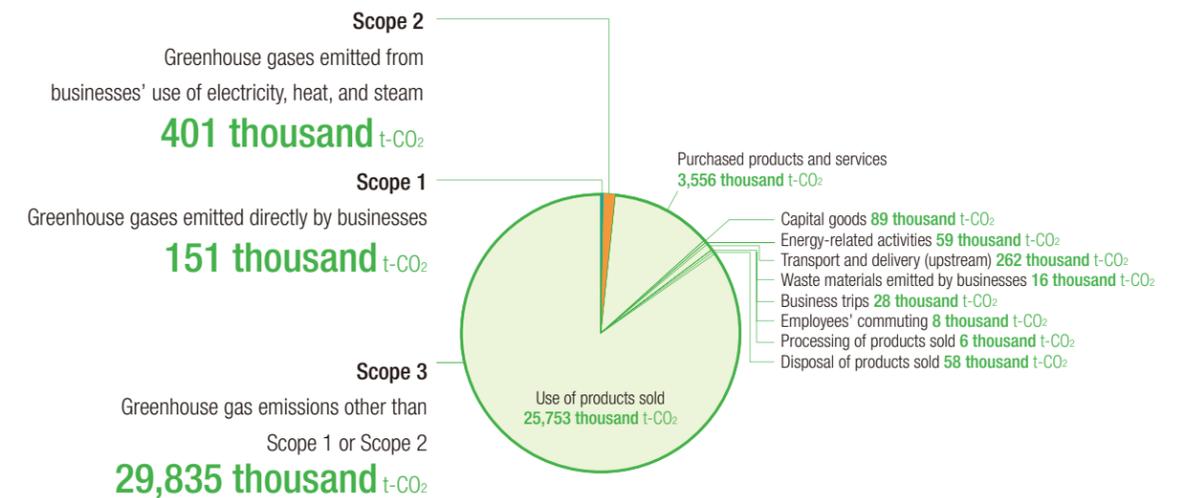
The Yamaha Motor Group is working to identify and reduce greenhouse gas emissions associated with our corporate activities at three levels: direct greenhouse gas emissions from the combustion of fuel used at factories (Scope 1); indirect emissions including electrical power used by factories and offices (Scope 2); and other emissions (Scope 3).

We will also work to more precisely measure direct and indirect emissions in each location, and to further reduce emissions at all factories and offices.

The Yamaha Motor Group Organizational Structure for Environmental Planning and Promotion



Greenhouse Gas Emission Volumes



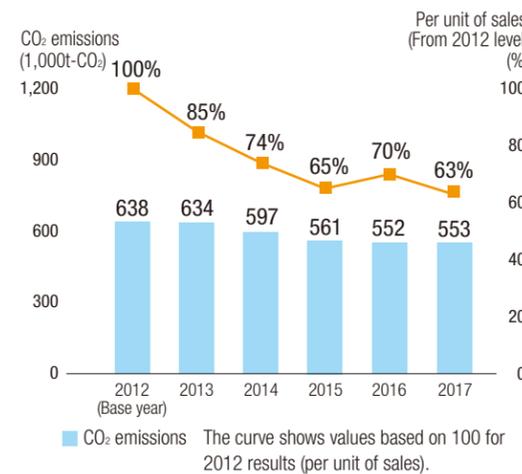
CO₂ Emissions at the Yamaha Motor Group

As a manufacturer of motorcycles and other transportation machinery, the Yamaha Motor Group considers the reduction of greenhouse gas emissions to be the most critical environmental issue facing the world today. We are targeting an annual 1% reduction in CO₂ emissions per unit of sales as a common goal for the entire Group, and are working to reduce emissions in all of our business activities including product development and manufacturing.

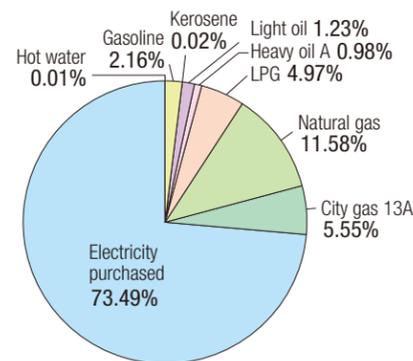
Since 2013, we have been implementing global energy-saving activities at all of our manufacturing sites including those overseas, with the aim of achieving a balance between economic and environmental considerations (CO₂ reductions). We are also promoting the efficient use of energy by introducing energy-saving technologies developed in Japan to Group companies at home and overseas.

CO₂ emissions: **553 thousand** t-CO₂

Yamaha Motor Group CO₂ Emissions



Yamaha Motor Group Energy Input



Energy Input at the Yamaha Motor Group

The Yamaha Motor Group's energy input in 2017 totaled 10.31 million GJ, of which 7.58 million GJ or 74%, was electricity. Of this, roughly 87% was used in Japan and elsewhere in Asia. To reduce our consumption of electricity, we are introducing equipment that can "visualize" electric power and using this to analyze and reduce our use of electricity. Other measures being systematically introduced include the installation of equipment to conserve electric power at factories and the introduction of LED lighting in offices.

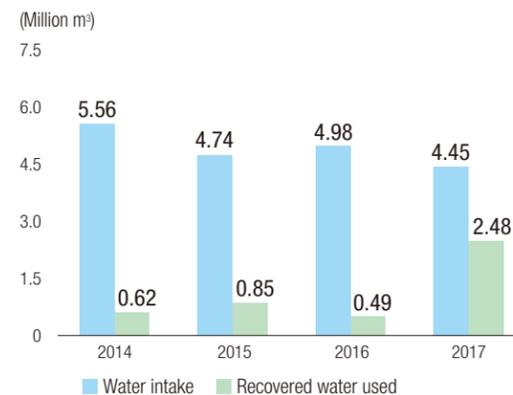
Total energy input: **10.31 million** GJ (electricity: **7.58 million** GJ)

Measuring and Reducing Water Resources

We are working to reduce our consumption of water resources and have set the support of effective use and recycling of limited resources as our target for 2020. We will continue to strive to measure our global use of water resources and reduce the amount of water intake through promoting the reuse of coolant water and water collection (rainwater and other sources) at factories.

Water intake: **4.45 million** m³

Yamaha Motor Group Water Intake and Recovered Water Used



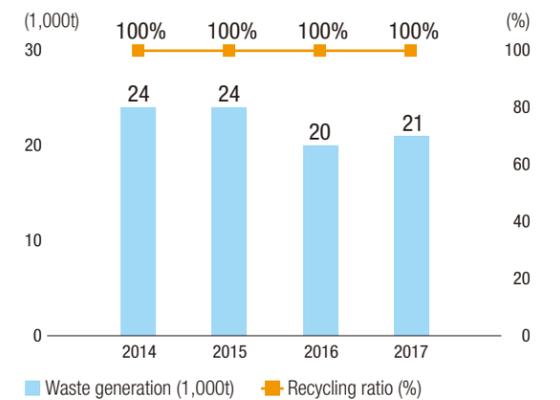
*The increase in the volume of recovered water used in 2017 includes the effect of locations that became able to measure recovered water.

Measures to Reduce Waste and Conserve Resources at the Manufacturing Stage

In 2017, Yamaha Motor generated a total of 20.8 thousand tons of industrial waste.* We separate metal, plastic, foundry sand, and other waste for reuse and recycling as raw materials. We also subject oil and some plastics to a thermal recycling process to create materials that can be used as combustion improvers. In addition, we use post-combustion residue as a raw material in cement and roadbeds. As a result, we have maintained our direct and indirect landfill record of "zero tons" (a 100% recycling rate).

In addition, the Yamaha Motor Group began tracking its volume of waste from 2016. Domestic and overseas Group companies have been working to reduce their volumes of waste by thoroughly separating types of waste materials, introducing returnable packaging materials, and using longer-lasting cutting fluids and oils. The Yamaha Motor Group's volume of waste in 2017 was 28 thousand tons (aggregate for 59 locations).

Yamaha Motor's Waste Generation and Recycling Ratio at Manufacturing Stage



*Aggregate industrial waste: Yamaha Motor's aggregate volume of industrial waste emitted (including both waste and materials with value).

TOPICS Improved packaging for outboard motor repair parts wins WorldStar award

"Packaging solution for Yamaha outboard motor repair parts" received a WorldStar award at the WorldStar Competition 2017, held by the World Packaging Organization. The award was given for improvements made to increase the stability of the product and to reduce operational and material costs.

Compared with the conventional packing method in which materials were bonded, this packaging simplifies materials by fixing the center of gravity and sharp shape at one point. It also uses paper tubes made of scrap wood as the material to bear the load. This has reduced operational and material costs by 10% and made it easier to package and dispose of the packaging, while contributing to reduced material weight and lower CO₂ emissions.



TOPICS Yamaha engineer on Team KUROSHIO industrial, academic, and government collaboration

Yamaha Motor is participating in Team KUROSHIO, a collaborative project bringing together Japanese industry, academia, and government in pursuit of the Shell Ocean Discovery XPRIZE, an international competition to explore the seabed at 4,000m depths run by the XPRIZE Foundation of the United States.

Yamaha Motor has sent one engineer with the aim of contributing to the team by providing technical support based on its expertise in marine products and unmanned systems. We expect this activity to raise the level of marine science technologies, contribute to resource development, and help protect the earth's environment.

Team KUROSHIO has passed through the first round of competition, the Technology Readiness Test, and will advance to the second and final round scheduled for October 2018. The final results are scheduled to be announced in December 2018.





Coexistence and mutual prosperity of the Company and local communities

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

Important Areas of Activities Contributing to Society

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

Developing Future Leaders

Yamaha Motor Taiwan (YMT) wins sports promotion award* for fifth straight year

In September 2017, YMT received the silver medal in the sports promotion award given by Taiwan's Ministry of Education. This was the fifth consecutive year in which the company has received an award, and the second in a row to win a silver medal.

Based on its social contribution policy, YMT has held a Yamaha Cup youth soccer competition every year since 2009 to cultivate healthy young people, and in 2017, roughly 5,000 youths competed as 313 preliminary teams. This is one of Taiwan's largest youth soccer events.



*Sports promotion award: Presented by Taiwan's Ministry of Education to organizations that promote sports.

Environmental Conservation

Building sand-control dam as part of United Nations environmental campaign

Thailand frequently experiences flooding and droughts that impact people's daily lives and the economy. Thai Yamaha Motor and Yamaha Motor Electronics Thailand have participated in a United Nations

environmental campaign to reduce the damage from these disasters by planting trees and preserving upstream environments to maintain the mutual relationship



between living things and their environment. The building of sand-control dams as part of this campaign began in 2016 at the Kaeng Krachan National Park and expanded to the Tublarn National Park in 2017.

Improving Traffic Safety

Yamaha Motor Vietnam (YMVN) donates over 30,000 helmets to elementary school students

YMVN held a Kid Donation 2017 event in Quang Nam and Vung Tau in October 2017 with the participation of Vietnam's National Traffic Safety Committee and other government authorities, and donated 31,300 helmets to 38 elementary schools. Since its launch in 2003, this activity has donated 186,895 helmets to 2,200 elementary schools with the aim of improving child safety.



Roughly 10,000 people participated in this year's event, with a record high number of helmets donated.

Community Issues

Hurricane relief at Yamaha Motor Corporation, U.S.A. (YMUS)

In the spirit and passion of One Yamaha, YMUS collected and delivered various items as emergency relief and support to people affected by Hurricane Harvey, which struck the state of Texas in August 2017. The company donated aluminum boats and marine engines that were used to rescue people stranded on their rooftops, and asked dealers in the region to provide Yamaha watercraft to assist with search and rescue

operations. Generators and all water pumps in inventory were also sent to dealers in the region. Moreover, arrangements were made to donate high-pressure washers and additional pumps to areas requiring assistance. Two truckloads of food and sanitary goods were also delivered to people in need.



Showing society the value of challenge through sports

Since its founding, Yamaha Motor has blazed new trails driven by a spirit of challenge, which is engrained in our corporate culture and is deeply embedded in the spirit of each Group employee.

Activities promoting sports are an easy-to-understand way to convey this approach to challenges, and through these activities we hope to send a message to society conveying the joy of having dreams and the value of facing challenges.

Racing

Racing competitions with strict rules and uniform conditions enable people to ascertain their own levels and provide venues for developing the latest technologies. They also continue to provide excitement to people around the world as a symbol of challenge.



Japan Rugby Top League

Yamaha Motor Jubilo, Yamaha Motor's rugby team, competes at the highest level in Japan's top domestic corporate league, the Japan Rugby Top League.



Yamaha Motor Foundation for Sports

This foundation was established as one of the activities to commemorate the 50th anniversary of Yamaha Motor's founding, with a mission of supporting people who are pursuing their dreams in sport.



YAMAHA Sailing Team

YAMAHA Sailing Team 'Revs' is aiming to place highly in major domestic and international competitions, including World Sailing's World Cup Series and other world championships.

