



Yamaha Motor Co., Ltd.

Dialogue with an Outside Director

October 10, 2023

Tetsuji Ohashi



Assumed his current position in March 2020 (3 years)

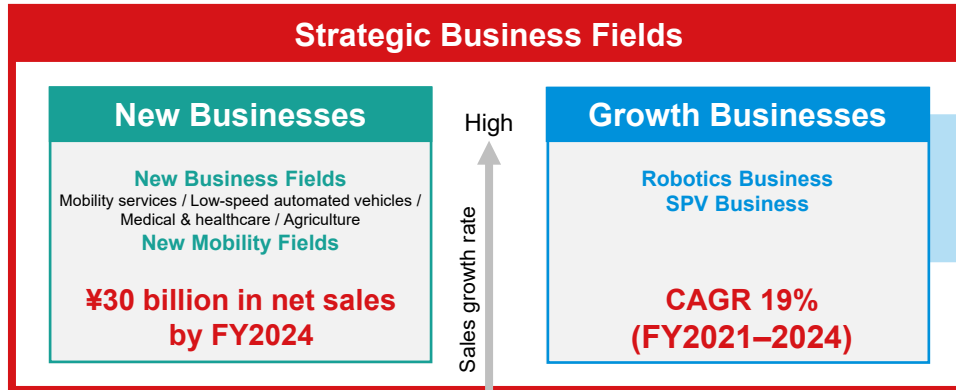
Brief career summary

April 1977	Joined Komatsu Ltd.
April 2013	President, Representative Director, and CEO
April 2019	Chairman of the Board and Representative Director
April 2022	Chairman of the Board (to present)

Concurrent positions

Outside Director of Nomura Research Institute, Ltd.
Outside Director of Asahi Group Holdings, Ltd.
Vice Chair on KEIDANREN's Board of Councillors

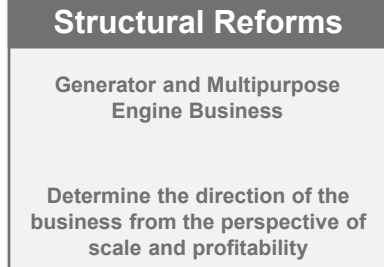
Progress with Portfolio Management



- **Robotics Business**
Chinese market is sluggish and the recovery expected to drag on into next fiscal year
- **SPV Business**
Continue inventory adjustments and investments for the future

- **Motorcycles**
Record high sales and profits due to increased shipments and passing on of prices
- **Marine Products**
Record high sales and profits due to increased shipments of large outboard motors and passing on of prices

- **Ramping up our *Monozukuri* capabilities in the electronics field, bolstering human resource acquisition, and strengthening purchasing power**
Started considering a possible merger with consolidated subsidiary Yamaha Motor Electronics Co., Ltd. (YEJP)



- Conclusion of business transfer agreement for our multi-purpose engines, generators, and snowblowers
- Decision to withdraw from swimming pool and snowmobile businesses