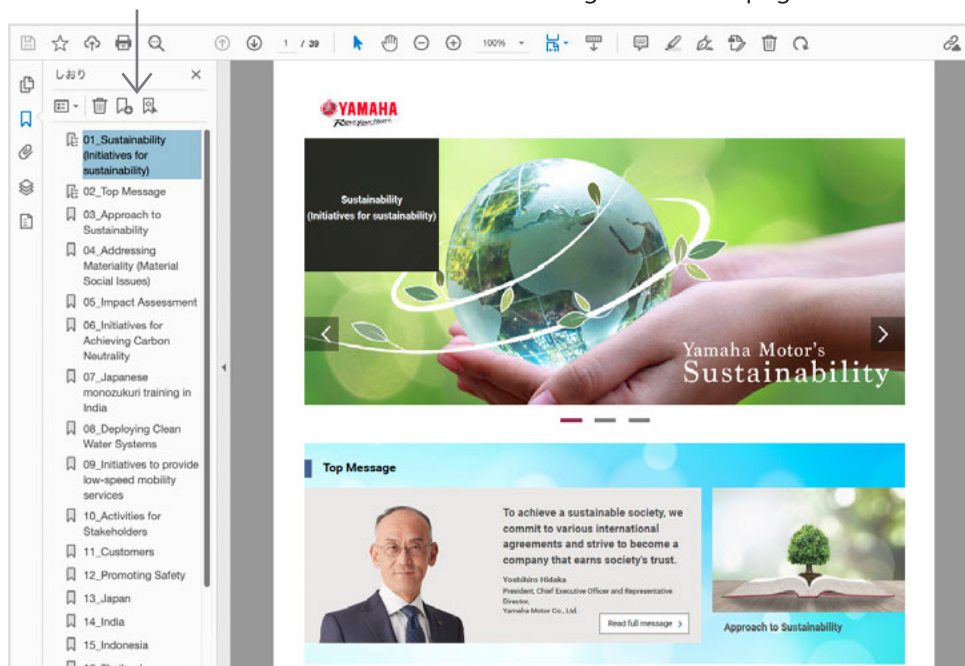




Sustainability (Initiatives for sustainability)


2023

Please use the "bookmarks" feature when viewing the desired page.






Top Message



To achieve a sustainable society, we commit to various international agreements and strive to become a company that earns society's trust.

Yoshihiro Hidaka
President, Chief Executive Officer and Representative Director,
Yamaha Motor Co., Ltd.

[Read full message >](#)




Approach to Sustainability


See list of all pages on our sustainability website.

[Sitemap >](#)


Activities for Stakeholders



Customers



Employees



Business Partners



The Environment



The Community



Shareholders and Investors

What we aim to be (2030)	Medium-term targets (2022 to 2024)	Results (2022)
Reduce CO ₂ emissions from operation of production (per unit sales) by 80% compared to 2010 levels (net zero CO ₂ emissions is achieved by 2035)	Reduce CO ₂ emissions per unit sales from production activities by 58% from 2010 levels *Reduction target revised upward, as carbon-neutral target year has been moved forward	60% reduction
	Deploy renewable energy	Installed facilities in more than 10 percentage



> Addressing Materiality (Material Social Issues)

- > Environment & Resources
- > Transportation & Industry
- > Human Capital Management

> Impact Assessment

> Cooperating with International Initiatives

- > Sustainable Development Goals (SDGs)
- > Participating in the UN Global Compact
- > Supporting the TCFD
- > Initiative based on the Declaration of Biodiversity by Keidanren
- > GX League Basic Concept Ministry of Environment, Trade and Industry

> External Assurance



> Third-Party ESG (Environmental, Social, and Governance) Evaluations

Environmental, Social, and Governance Issues

Environment

Approach to Global Environment >	Overview of "Yamaha Motor Group Environmental Plan 2050" >	Initiatives for "Climate Change" >
Initiatives for "Resource Recycling" >	Initiatives for "Biodiversity" >	Environmental Management >

Data Collection >

Social

Contributing to Local Communities >

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Nurturing Personnel >

Diversity >

Occupational Health and Safety >

Workforce >

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Supply Chain >

Creating Healthy Society through Sports
(Yamaha Motor Foundation for Sports) >

Governance

Corporate Governance >

Risk Management >

Compliance >

Anti-Corruption >

Tax Policy >

Tax Information >

Download the recent reports and past sustainability reports

Downloads >

Updates

July 14, 2023

Sustainability (Initiatives for sustainability) web-site updated

June 28, 2022

Sustainability (Initiatives for sustainability) web-site updated

May 9, 2022

Green Procurement Guidelines (21st revision) uploaded

July 27, 2021

Video of Environmental Technology Briefing Session uploaded

July 19, 2021

Presentation of Environmental technology briefing uploaded

June 15, 2021

The Basic Policies of CSR has been revised to the Sustainability Basic Policy.

June 5, 2020

Sustainability (Initiatives for sustainability) web-site updated

December 19, 2018

Yamaha Motor Group Environmental Plan 2050 uploaded

> ISO26000 Reference Table

Top Message

To realize a sustainable society



Yoshihiro Hidaka

President, Chief Executive Officer and
Representative Director, Yamaha Motor Co.,
Ltd.

The Yamaha Motor Group's corporate mission is to be a "*Kando** Creating Company – Offering new excitement and a more fulfilling life for people all over the world," and we operate under three management principles: Creating value that surpasses customer expectations; Establishing a corporate environment that fosters self-esteem; and Fulfilling social responsibilities globally. Based on this corporate philosophy, we have constantly pursued new challenges, leading to the opening of new markets, the creation of unique products, and the development of a wide range of businesses. Our company as it exists today was built on this history.

At the same time, we are facing an era of major transformation. Since 2020, the spread of COVID-19 infections around the world has impacted all kinds of activities on a global scale, bringing major changes to people's lifestyles and values. In response to climate change, countries worldwide are taking increasing steps to become carbon neutral. Companies are also increasingly expected to respect human rights across the whole supply chain, as illustrated by the drive to pass laws on the issue in Europe.

In these circumstances, we have set "Rethinking Solution" as one of the themes under "Art for Human Possibilities," our long-term vision for 2030. Under that theme, we seek to resolve social issues in the unique style of Yamaha by harnessing the knowledge, technology and partners we have cultivated so far to create new value through co-creation and to develop businesses that contribute to the achievement of the SDGs. Furthermore, we have declared in our Medium-term Management Plan that starts in 2022 that we intend to strengthen our sustainability efforts even further as one of the key pillars of management.

One of our management principles at Yamaha Motor is "Fulfilling social responsibilities globally," so we believe it is important to work in tandem with international agreements when it comes to sustainability. Therefore, in 2017 the Group became a signatory to the UN Global Compact, which sets out 10 principles concerning human rights, labor, the environment, and anti-corruption. We currently undertake a variety of activities in line with the compact. Going forward, while prioritizing harmony with the region, society and the global environment, we will continue to pursue initiatives that create a sustainable society in order to become a company that our stakeholders can trust.

**Kando* is a Japanese word for the simultaneous feeling of deep satisfaction and intense excitement that we experience when we encounter something of exceptional value.

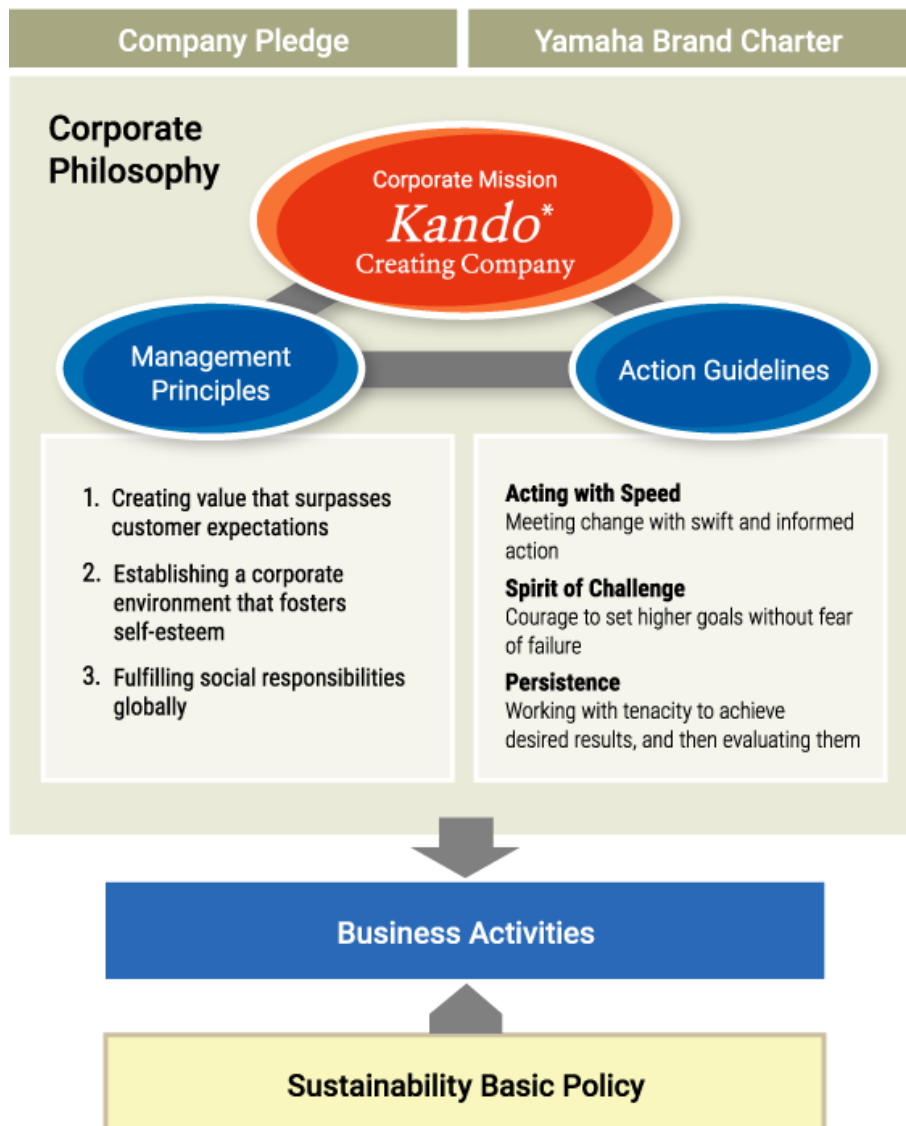
Approach to Sustainability

Introducing Yamaha Motor Group's stance on CSR and its philosophy

Since our founding, our "Company Pledge" has called on all employees to contribute to society through our corporate activities.

The Yamaha Motor Group has worked to create diverse value through engineering, manufacturing and marketing based on our Corporate Mission: Offering new excitement and a more fulfilling life for people all over the world. Our three Management Principles – surpassing our customers' expectations, fostering employee self-esteem and fulfilling global social responsibilities – embodies our stance towards our customers, employees, and society. Our Corporate Mission, Management Principles, and Action Guidelines add up to our "Corporate Philosophy."

The Yamaha Motor Group believes the Corporate Social Responsibility (Sustainability) to be expected of us is a contribution to sustainable development of society through our business activities based on our "Corporate Philosophy." Our Basic Policies of Sustainability reflect the especially important social responsibility we owe to our stakeholders.



Yamaha Motor Group Sustainability Basic Policy

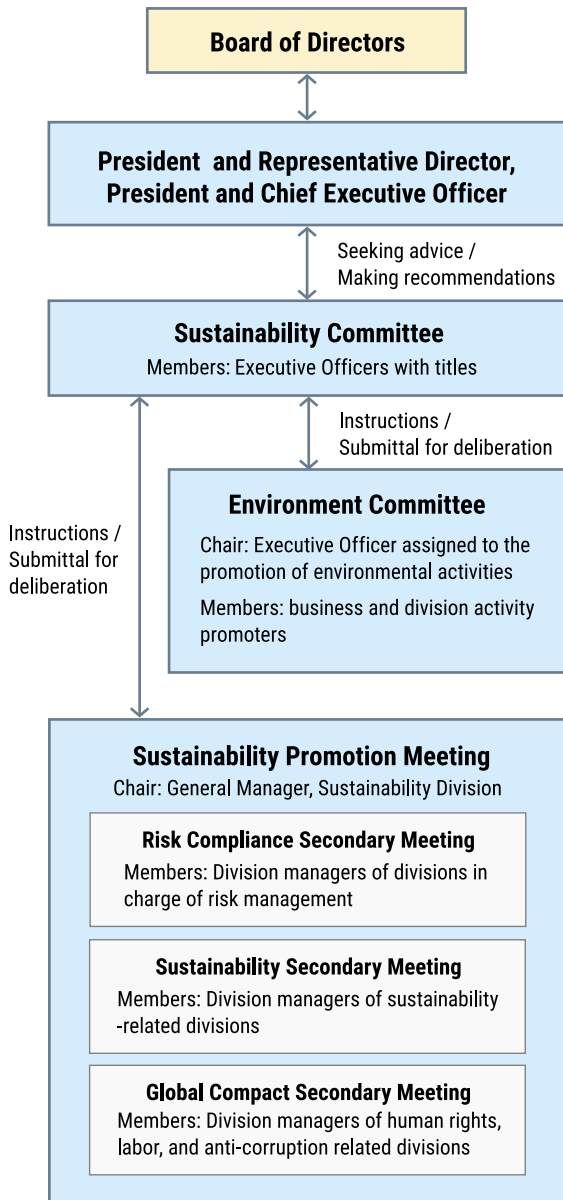
Yamaha Motor Group's corporate mission is to be a "Kando creating company." We aim to offer the people all over the world joy, amazement, elation, fulfillment and happiness through our products and services while maintaining harmony with society and the global environment. To achieve this, we will leverage the empathy arising from connections between people as an engine for creating new value. As a company trusted by society, we will, under appropriate corporate governance, contribute to the resolution of social issues and sustainable development through innovative and diverse products and services, in ways that take the unique style of Yamaha.

We ask our business partners to uphold this policy and act on its basis.

- We will comply with international rules, laws and ordinances, and at the same time, we will work to prevent corruption, and execute our operations with fairness and integrity.
- We will respect human rights, will not discriminate, and will not use child labor or carry out forced labor under any form.
- We will value our relationships with our stakeholders and disclose information in a timely and appropriate manner.

Customers	We will provide high quality products and services that can be used safely and with a peace of mind by anyone, and will be working to educate people on the proper ways to use our products, and spreading this knowledge to create good environments for their use.
Employees	We think that health and safety of our employees is a foundation of the company's growth. We will be improving working environments, respect and promote diversity and inclusion, and engage proactively in talent management. We will also respect the freedom of association and the right of collective bargaining.
Business Partners	We will have our doors wide open to all partners, regardless of nationality or size, and with long-term perspective we will be engaged in achievement of mutual prosperity.
The Environment	We will develop technologies in a way to prevent global warming, and work to minimize environmental loads. Furthermore, we will undertake the conservation of biodiversity and sustainable use of natural resources.
The Community	We will respect the cultures and customs of each country and region, and work to achieve harmony with communities.
Shareholders and Investors	We will aim to enhance corporate value through long-term stable growth based on mutual dialogue.

Sustainability Promotion Structure



The Sustainability Committee, chaired by the President and Chief Executive Officer, and comprised of the Executive Officers with titles, was established as part of the sustainability promotion structure. The Sustainability Committee deliberates on and determines the response to issues related to sustainability and risk compliance.

The Environment Committee, chaired by the Executive Officer assigned to the environment, was established as the subordinate committee to deliberate on and review, from specialist perspectives, policies and visions for the future concerning environmental initiatives, medium- and long-term environmental plans, investment, and monitoring.

In regard to sustainability issues other than those related to the environment, the Sustainability Promotion Meeting has been established as the subordinate council of the Sustainability Committee. Issues are addressed by organizing the Risk Compliance Secondary Meeting, the Sustainability Secondary Meeting, and the Global Compact Secondary Meeting for each issue, with members consisting respectively of persons from related divisions.

[Corporate Philosophy](#) >

[Basic Policies of Internal Control PDF \(153KB\)](#) >

Addressing Materiality (Material Social Issues)

Introducing initiatives for addressing material social issues based on the unique style of Yamaha Motor

As we aim to create sustained growth in our corporate value while aiming for the sustainable development of society and the global environment, we endeavor to identify and promote initiatives that address important issues drawn from the SDGs and other sources that we can resolve through our business activities in the wide range of fields we are active in.

In 2022, we reviewed what had formerly been four issues we tackled. "Transportation, education and industry" became "Transportation and industry," and "Innovation" was distributed between "Environment and resources" and "Transportation and industry" based on which issue had greater relevance. The issues were restructured into three: "Environment and resources," "Transportation and industry" and "Human capital management."

Moreover we conducted an overall revision in 2023 which included making targets more specific and adding new KPIs related to human rights.

An analysis of materiality (material social issues), including checks on progress, is carried out at least once a year through the Sustainability Committee and the Board of Directors' meetings.

Additionally, the results of the materiality KPIs that are the indices for ESG management constitute part of the non-financial assessment of the individual performance-based compensation of the director in charge while the overall progress (including ESG evaluations by external evaluation organizations) constitutes part of the company-wide performance-based compensation for executives including the President and Representative Director.



Contents


■ Addressing Materiality (Material Social Issues)



1. Environment & Resources
2. Transportation & Industry
3. Human Capital Management

Addressing Materiality (Material Social Issues)

Environment & Resources

Aiming to achieve carbon neutrality

 When you touch on the SDGs icon, you can check the details of the targets that have been set.



Our issues	SDGs	What we aim to be (2030)	Medium-term targets (2022 to 2024)	Results (2022)
<p>Reduce the environmental impact of key products that emit CO₂, such as motorcycles and outboard motors</p>	 	<p>Reduce CO₂ emissions from operation of production (per unit sales) by 80% compared to 2010 levels (net zero CO₂ emissions is achieved by 2035)</p>	<p>Reduce CO₂ emissions per unit sales from production activities by 58% from 2010 levels *Reduction target revised upward, as carbon-neutral target year has been moved forward</p>	<p>60% reduction (to 2010)</p>
			<p>Deploy renewable energy facilities in more than 10 countries and regions</p>	<p>Installed renewable energy facilities in 10 countries and regions, the percentage of renewable energy became 20.2% of total energy use. (Japan, Indonesia*, India, Vietnam*, Thailand, Taiwan, USA, Pakistan*, Philippines*, Colombia*) *Newly installed in 2022</p>
			<p>Introduce electricity generated by methods that do not emit CO₂ at Yamaha Motor's domestic facilities</p>	<p>Introduced hydro-generated "Shizuoka Green Denki," to major domestic facilities (July) 17% of CO₂ emission (Scope 1) of the emission from whole Group reduced.</p>
			<p>Conduct research and development of internal combustion engines that use carbon-neutral fuel* without CO₂ emission. *Hydrogen, synthetic liquid fuels, biofuels, etc.</p>	<p>Install the testing facilities and R&D launched. *Started operation in May 2023.</p>
			<p>Introduce at least eight new models of electric motorcycles to the global market.</p>	<p>Two models introduced Although there are delays of several months due to the impact of COVID19 and other factors, the project is progressing as planned. (8 new models to be introduced by mid-2025)</p>
			<p>Develop and demonstrate new electric concept models of marine propulsion systems by 2024.</p>	<p>HARMO, a compact electric propulsion system, launched in Europe New prototype evaluation of electric propulsion system in the mid-size range is in progress</p>
<p>Introduce at least six new models of electrically power</p>	<p>3 models to be launched (announced and exhibited), actual</p>			

Our issues	SDGs	What we aim to be (2030)	Medium-term targets (2022 to 2024)	Results (2022)
			assisted bicycles to the global market.	sales to start in the next fiscal year


Aiming for conservation of marine resources






When you touch on the SDGs icon, you can check the details of the targets that have been set.


Our issues	SDGs	What we aim to be (2030)	Medium-term targets (2022–2024)	Results (2022)
As a top marine brand company, reduce the risk of marine ecosystem destruction and fishery resource depletion		Boat products are becoming more recyclable.	Develop FRP waste recycling technology and realize it by 2024	Continuing research through industry-academia collaboration Progressing evaluation of the function of raw materials extracted from scrap wood
			Switch FRP materials to naturally-derived materials and gradually introduce them into mass-produced models in 2024.	Introduced Resin Material Containing 25% Biomass Raw Materials for Boat Parts Decided to adopt plant-derived cellulose nanofiber reinforced resin
		Establishing solutions that contribute to the sustainability of the fishery industry	Pilot introduction of fishery management solutions in 2024, after conducting demonstration tests.	Conducted PoC* for fishery management solution in Hokkaido (2nd phase) Started to consider overseas PoC based on domestic PoC results *Proof of Concept




Realizing safe and friendly transfer to everyone

 When you touch on the SDGs icon, you can check the details of the targets that have been set.


Our issues	SDGs	Goals (2030)	Medium-term targets (2022-2024)		Results (2022)
<p>Promote activities to eliminate traffic fatalities involving motorcycles</p>		<p>Reducing the percentage of motorcyclists in all traffic fatalities</p>	<p>Skills</p>	<p> Increase the number of YRA participants by 1.6 times* from the previous three years (220,000 participants) *352,000 participants</p>	<p> Steady number of events held (25 countries/1,817 times), 130,000 participants *Reinforced face-to-face activities in each country with an eye on post-COVID19, and met the target for the first year.</p>
			<p>Technology</p>	<p> Promote technological research and development of airbag functions</p>	<p> Developing as planned toward market introduction</p>
				<p> Develop peripheral risk warning systems (forward, backward, blind spots, and lane departures) to launch in market by the end of FY2024</p>	<p> Developing as planned toward market introduction</p>
<p>Mobility technology is used to provide transportation infrastructure for the elderly, children, underpopulated areas, and other vulnerable populations.</p>		<p>Reducing the transfer constraints by the introduction of a low-speed automatic transportation system</p>	<p> Establish automated service vehicle technology on limited public roads for implementation in at least 3 locations by 2024</p>		<p> Developed Level 4 automated driving technology for public road service vehicles in the government-led social implementation project (RoAD to the L4*), and began operation in Eiheiji Town (Fukui Pref., May 2023). *Research, Development and Social Implementation Project for Advanced Mobility Services including Level 4 Automated Driving</p>
		<p>Being able to provide new mobility that makes people happier</p>	<p> Introduce personal mobility vehicles into market that offer a new transfer experience in 2023</p>		<p> Judged not to sell based on market validation results, and reexamined improvements.</p>
<p>Providing assets for mobility services to improve convenience and create jobs</p>		<p>Being able to provide services that enable those who cannot afford motorcycles to improve their standard of living and earn a stable income</p>	<p> Launch mobility as a service business in 2-3 emerging market</p>		<p> Completion of company incorporation and start of business in India and Nigeria. Research is underway to start business in other markets as well.</p>
			<p> Contribute to improving people's access to basic services by supporting startups that provide safe transportation and logistics through asset leasing (10-15 billion yen in 2024).</p>		<p> Total assets of India and Nigeria operations shows approximately 4.7 billion yen</p>



Make the operation easy, comfortable, and precise using Robotics technology

 When you touch on the SDGs icon, you can check the details of the targets that have been set.


Our issues	SDGs	Goals (2030)	Medium-term targets (2022-2024)		Results (2022)
<p>Creating new spare time through labor savings and realizing an environment where people can work humanly</p>		<p>New technologies are operationalized and efficiency is promoted in manufacturing, agriculture, and medicine</p>	Manufacturing	<p> Operationalize the automated guided vehicle inside of factory by 2022, and aim to launch in the overseas markets by 2024</p>	<p> Commercialize automated transfer between plants and the service started in the end of November 2022. Overseas business deployment delayed against plan</p>
				<p> Test introduction of in-house made cooperative robots to support and automate repetitive and heavy work by humans at factories in 2023, followed by full-scale business development in 2024.</p>	<p> Promoting Enhancement of Functions, Usability, and Safety of Collaborative Robots. Preparing for operational evaluation at factories starting in December 2022</p>
			Agriculture	<p> Sell a smart farming system that improves yields by 10% and reduces pesticides and fertilizers as a project of the Ministry of Agriculture, Forestry and Fisheries of Japan</p>	<p> Continued development of smart agricultural drones that will lead to labor savings, reduced pesticides, fertilizers, and increased yields for launch in 2023</p>
	<p> Establish labor-saving technology and business for fruit tree farming and cultivation monitoring in the U.S., Australia, and other countries</p>			<p> Strengthening cooperation with portfolio companies and steadily promoting development as planned</p>	
	 		Medicine	<p> Sell a new model of cell handling systems that is more precise than the current model</p>	<p> Developing an image analysis technology and other as planned</p>
				<p> Provide antibody detection services to find therapies tailored to each person</p>	<p> Progressing as planned</p>





Strengthening Corporate Capabilities with Diverse Human Resources

 When you touch on the SDGs icon, you can check the details of the targets that have been set.

Our issues	SDGs	Goals (2030)	Medium-term targets (2022–2024)	Results (2022)
Maximizing engagement and performance of employees by appropriately assigning human resources in a timely manner from a global perspective	 	Achieves the right person in the right place regardless of individual attributes, such as gender, country of origin, and originality and promotes businesses respecting various sense of values	Increase local talent ratio of overseas subsidiary executives to at least 55%	52%
			Approximately 10 global mobility (international transfers) had been implemented as of the end of 2024	Yamaha Assignment Policy (YAP) introduced in 2020, thereafter, international transfers have been implemented - Implemented (returned to home country after completion of mission): 2 cases - In progress (being stationed): 6 cases - 2 in preparation
			Increase the percentage of female managers in the Group as a whole to at least 13% by 2024	11% (455/4,071) Number of women in management positions by location -YMC alone: 42 (3.8%) *Transferees are counted at the location to which they are transferred. -Domestic locations: 40 (5.9%) -Overseas locations: 373(16.4%)
			Increase the engagement score of HQ employee by 20% or more compared to 2021 (70% in 2024)	5% increased (59% in 2021 , 62% in 2022)

To achieve our corporate responsibility to respect human rights

 When you touch on the SDGs icon, you can check the details of the targets that have been set.

Our issues	SDGs	Goals (2030)	Medium-term targets (2022–2024)	Results (2022)
The risk of human rights violations is eliminated from our entire supply chain	   	A systematic response to human rights is in place, and mechanisms to minimize human rights risks are operating effectively	Human rights policy developed and 100% adopted by group companies Agreements on human rights policies have been reached with dealers and suppliers* in the supply chain (80% in 2024, 100% in 2027). *Distributors with whom the Company or its subsidiaries have entered into a basic direct transaction agreement, and Tear1	*New materiality added in 2023.

Our issues	SDGs	Goals (2030)	Medium-term targets (2022–2024)	Results (2022)
			suppliers related to the product itself.	
			Relief mechanisms are operational globally, and risk cases are being handled appropriately.	

> New Medium-Term Management Plan

Impact Assessment

Introducing the Yamaha Motor Group's key initiatives on Impact Assessment.

We aim to contribute to a sustainable society by obtaining a quantitative and qualitative understanding of the effects of our business activities on society and the environment, and pursuing the positive effects while working to minimize the negative ones.



- > 01 Initiatives for Achieving Carbon Neutrality
- > 02 Japanese monozukuri training in India
- > 03 Deploying Clean Water Systems
- > 04 Initiatives to provide low-speed mobility services

Initiatives for Achieving Carbon Neutrality

This is an introduction to our Impact Assessment key initiatives.

← Impact Assessment

Yamaha Motor produces motorcycles, outboard motors and other core products that emit CO₂, but at the same time we strive to prevent global warming through a variety of initiatives aimed at reducing greenhouse gases that cause climate change.

Amount invested	Energy reduced	CO ₂ reduced
Renewing plants and equipment, and energy reduction activities 126 million yen	■Renewing plants and equipment Electricity (thermal power): ▲1,320 MWh Gas: ▲90,000 m ³ Heavy oil: ▲60 kL	■Renewing plants and equipment Electricity (thermal power): ▲500 tCO ₂ Gas: ▲202 tCO ₂ Heavy oil: ▲163 tCO ₂
	■Energy-saving activities Electricity (thermal power): ▲5,750 MWh Gas: ▲520,000 m ³	■Energy-saving activities Electricity (thermal power): ▲2,179 tCO ₂ Gas: ▲1,165 tCO ₂
Reviewing agreements with electric power companies (from thermal power to renewable energy-derived power) 190 million yen	Electricity (thermal power): ▲96,000 MWh (started in July, so effects for a 6-month period are recorded)	Electricity (thermal power): ▲36,384 tCO ₂
Installation of solar power generation equipment (in Japan) 85 million yen	Electricity: ▲750 MWh	Electricity (thermal power): ▲284 tCO ₂
Total: 401 million yen	Power: ▲103,820 MWh Gas: ▲610,000 m³ Heavy oil: ▲60 kL	▲40,877 t-CO₂ (equivalent to approx. 35% of YMC Scope 1 and 2 emissions) Electricity: ▲39,348 t-CO₂ Gas: ▲1,366 t-CO₂ Heavy oil: ▲163 t-CO₂

> [Initiatives for "Climate Change"](#)

Japanese monozukuri training in India

This is an introduction to our Impact Assessment key initiatives.

← Impact Assessment

By providing job training at the Yamaha NTTF Training Center (Nettur Technical Training Foundation), we train talents that can find work and obtain stable salaries, contributing to prosperous lifestyles for themselves and their families throughout their lives.

Amount invested	No. of persons employed	Difference in expected lifetime income growth for employed persons (24 persons) who graduated from NTTF in 2022 ^{*1}
Annual management fees of approx. 22.31 million yen, subtracting fees of approx. 15.70 million yen for labor provided approx. 6.61 million yen	24	Difference between approx. 731.62 million yen for an engineer (general) ^{*2} and approx. 515.17 million yen for a line worker approx. 216.45 million yen

1 rupee is calculated at 1.7 yen

*1 Calculated based on the 2022 wage level results for “engineer (general)” and “line worker” in the 16th Salary Conditions Survey Summary published by JETRO and the Japan Chamber of Commerce and Industry in India, assuming that the general number of years of continuous service in India is 30 years.

*2 Equivalent to employed NTTF graduates

> [Developing technical skills by leveraging Japanese-style manufacturing](#)

Deploying Clean Water Systems

This is an introduction to our Impact Assessment key initiatives.

← Impact Assessment

By introducing Clean Water Systems, we prevent and reduce the severity of diseases caused by unclean water sources, and liberate women and children from the labor of fetching water, thereby contributing to a fulfilling life for humanity.

	Year first installed	Units installed	Total years in operation	Total number of beneficiaries in installation areas	Yearly impact in 2022 (unit: thousands of US dollars)		Rate of improvement against expected annual income	Total impact from year of first installation (thousands of US dollars) ^{*3}
					Time saved in fetching water ^{*1}	Reduced burden of disease ^{*2}		
Indonesia	2011	10	90	8,339	726	97	5%	5,288
Angola	2016	1	7	1,290	30	18	7%	334
Ethiopia	2020	1	3	245	15	7	6%	66
Cameroon	2017	1	6	1,050	75	61	8%	816
Côte d'Ivoire	2016	1	7	1,200	139	50	6%	1,391
Democratic Republic of the Congo	2016	2	13	2,100	49	26	6%	497
Zambia	2018	1	5	5,685	191	84	6%	1,409
Senegal	2011	11	62	10,462	376	166	6%	2,993
Benin	2017	3	20	1,285	58	28	6%	531
Madagascar	2019	5	20	6,650	243	188	7%	1,771
Mauritania	2012	1	11	750	17	11	7%	305
Total	-	37	-	39,056	1,919	736	-	15,402

Calculated based on the Impact Weighted Accounting (IWA) method proposed by Harvard Business School in the USA, using the "average annual income for the region" as a base to calculate the "estimated value of economic opportunities from time saved" and "estimated reduction in the burden of years of life lost (YLL) to disease, and the associated estimated YLL."

*1 Calculated as 40 minutes both morning and evening per household (calculated as 4 people)

*2 Calculated from the expected future income due to the effects of reducing the burden of disease in a single fiscal year

*3 Calculated from the average annual income in the region

> [Clean Water Supply System](#)

Initiatives to provide low-speed mobility services

This is an introduction to our Impact Assessment key initiatives.

← Impact Assessment

As a last mile mobility solution, we have been deploying compact low-speed electric vehicles based on golf cars in various depopulated areas. By providing mobility for elderly persons and other vulnerable road users, we are contributing to a fulfilling life for people.

Name of region	Service start date	Vehicles provided (total)	Times used (total)
Oujicho, Nara Prefecture	August 1, 2022	1	2,347
Nittocho & Daishicho, Kawachinagano City, Osaka Prefecture	July 25, 2022	2	7,067
Chatancho, Okinawa Prefecture	January 2019	5 -Public roads 3 -Non-public roads 2	78,000 -Public roads 3 -Non-public roads 2

*Selected figures from the 23 Japanese prefectures where they have been deployed as of 2022.

> [Green Slow Mobility \(Only Japanese version\)](#)

Activities for Stakeholders

Introducing Yamaha Motor's relationships with stakeholders.



Customers



Employees



Business Partners



The Environment



The Community



Shareholders and Investors

Customers

Introducing our ongoing activities with regard to how we engage with our customers

Aiming to offer new excitement and a more fulfilling life for people all over the world

The Yamaha Motor Group's corporate mission is to be a "*Kando* creating company." With the aim of "offering new excitement and a more fulfilling life for people all over the world," we strive to use our ingenuity and passion to realize peoples' dreams and always be the ones they look up to for "the next *Kando*."

To this end, we listen sincerely to the voices of our customers in every step, from manufacturing processes including product planning, development, design, and production to sales and after-sales services, so that our customers will say, "I'll purchase a Yamaha again," or "My next purchase will be a Yamaha."

We continue to take on new challenges every day.

**Kando* is a Japanese word for the simultaneous feelings of deep satisfaction and intense excitement that we experience when we encounter something of exceptional value.

Contents

1. Offering New Excitement
2. Customer satisfaction regarding Yamaha Motorcycles
3. Initiatives on Safety
 - Safety Vision: "Jin-Ki Kanno & Jin-Ki Anzen"
 - Safety Communication with Customers
 - Government-Industry Cooperation
4. Initiatives on Quality
 - Approach to Quality
 - Quality Management System
 - Collecting and Responding to Market Information
 - Quality Improvement Training
5. After-sales
 - Improving Service Quality through Dealership Staff Training
 - Yamaha World Technician Grand Prix
 - Customer-oriented Activities
 - Use of Customer Information
6. Public Relations and Advertising

Offering New Excitement

We will share some examples of our activities from the Moving You (Yamaha engineers smiles) page.



Vol. 16 There for That First Ride

Japan

January 15, 2020

We want the first encounter with motorcycles to bring the happiest of smiles, and we want the anticipation, tension and sense of accomplishment shared by children and their parents/guardians in that experience to be one they will always cherish. Under a clear blue sky, the children face the first motorcycle they will ever ride. The Yamaha instructor gives the more nervous-looking ones bright words of encouragement, and when they later happily shout, "I did it!" she flashes a big smile and raises her hand for a high five. At each Parent-Child Motorcycle Class, you can hear her energetic voice reaching the ears of children ready for their first ride.



Vol. 15 Sharing Dreams

Australia

September 30, 2019

Children's dreams know no bounds. Once they find something they can't take their minds or eyes off of, somewhere they want to go or what they want to be, that genuine aspiration becomes what drives them as they grow and mature under the watchful and caring eyes of their parents. Zane Burchell has his eyes fixed on one thing—going to the AMA in the United States to compete with some of the best dirt track racers in the world. And one man from Yamaha Motor is the one working this field of dreams, nurturing the seeds of Yamaha Blue and helping them grow on dirt bike tracks across Australia.



Vol. 14 Hands Like His Father: Inheriting Skills and Spirit

Taiwan

December 25, 2018

At the biennial Yamaha World Technician Grand Prix, there was still a youthful look to the motorcycle mechanic representing Taiwan. This story is about a father and son who strove to be the best in the world at their profession, the respect and gratitude held by the young man for his father, and of their passion and pride as motorcycle mechanics.



Vol. 12 Quenching Thirst, Hand in Hand

Republic of Senegal

June 22, 2018

The Senegal River flows from headwaters in the Guinea Highlands and at each of ten villages scattered around the river's watershed in northern Senegal, work is underway for installing new Yamaha Clean Water Supply Systems. Permanent access to the clean water the systems will provide means healthier, happier lives for everyone. If the water changes, lives will change. The water station is a gathering



Vol. 6 Supporting lives and livelihoods of peoples of the Far North

Russian Federation

January 31, 2014

In the harsh natural environment of Russia's northern regions, the peoples here continue to follow their traditional nomadic lifestyle of raising and herding reindeer. For these peoples, snowmobiles are necessities of life, and a recently opened Yamaha dealership in a city north of the Arctic Circle is now there to supply them. This is the story of a Yamaha man who came to the land of the northern peoples, with a respect for their native lifestyle and a desire to learn their ways and customs



Vol. 2 Grow up strong and healthy! Fifty-two Miles of Adventure at Sea

Japan

October 18, 2012

Summer vacation's last training session for open-sea sailing. The children attending the yacht school at Hayama set off on a challenging adventure at sea, heading for the island of Oshima. Working together with their fellow sailors, the children went on to become stronger and stronger through their experiences in the natural environment out on the water.

place for the villagers and is lively again today with laughter and conversation.

as he supplies the Yamaha products and service they want and need.

Customer satisfaction regarding Yamaha Motorcycles

	2019	2020	2021	2022
Satisfied customers	90%	98% *	95%	95%

Figures are the percentage of customers in each year who purchased a major motorcycle model in the previous year and gave a customer satisfaction rating of 4 or higher on a scale of 1 (lowest) to 5 (highest) in sampling surveys. At Yamaha, we continue activities aimed at further increasing customer satisfaction through surveys like these.

(Countries covered: Japan, United States, Germany, France, Italy, Spain, Taiwan, China, Brazil, India, Indonesia, Thailand, Vietnam, the Philippines and Malaysia)

* Held only in one ASEAN country in 2020 due to the COVID-19 pandemic.

Initiatives on Safety

Safety Vision: “Jin-Ki Kanno & Jin-Ki Anzen”

Jin-Ki Kanno & Jin-Ki Anzen expresses Yamaha Motor's unique mindset of aiming to create an accident-free society together with our customers by providing the joy and Kando that comes from users enjoying themselves while improving their abilities based on safety centered on “skills,” “technology” and “connectivity.” Jin-Ki Kanno means “The Seductive Exhilaration of Being One With the Machine” while Jin-Ki Anzen is the Company's belief that having people and machines work together in complementary ways can make more sophisticated safety skills and technologies possible.

In the Medium-Term Management Plan (2022-2024) announced in February 2022, Yamaha Motor made sustainability a new pillar of its corporate activities and is prioritizing several non-financial indicators to enhance social value. In aiming to create value in a new mobility society, “safer riding and users' peace of mind” is one of the banners under which Yamaha Motor is looking to connect with people and thrive as a company.

“Jin-Ki Kanno & Jin-Ki Anzen”



Safety Communication with Customers

We make every effort to prevent accidents by conveying relevant information using various communication channels. This includes explaining the correct way to use each product in its instruction manual, of course, and highlighting particularly important items by attaching warning labels to the products to indicate proper usage. Our dealers also communicate such information to the customers in person.

Should we become aware of a nonconformity product that may put our customers at risk, we immediately announce that information using every possible means and respond appropriately through our global system established for this purpose.

We pursue global activities to promote safety with the aim of reducing accidents, sharing accident information with the government agencies and international organs such as the United Nations mentioned above. The following is a list of some of our safety promotion activities.



Government-Industry Cooperation

To ensure the safety of our products, we adhere to safety standards as a matter of course and also work together with the governments and industry groups of each country in pursuit of the ideal in terms of safer products.

Major Affiliated Organizations

- International Motorcycle Manufacturers Association (IMMA)
- Japan Automobile Manufacturers Association (JAMA)
- Japan Marine Industry Association
- Japan Snowmobile Safety Association
- Specialty Vehicle Institute of America® (SVIA)
- Personal Watercraft Industry Association (PWIA)
- Recreational Off-Highway Vehicle Association (ROHVA)
- Federal Chamber of Automotive Industries (FCAI)
- Snowmobile Safety and Certification Committee (SSCC)
- Connected Motorcycle Consortium
- Car 2 Car Communication Consortium
- Safer Motorcycling Research Consortium

Initiatives on Quality

Approach to Quality

At Yamaha Motor, we always take a customer-oriented approach in our efforts to achieve safety and reliability through high-quality products and services, and to constantly provide peace of mind, confidence, and a sense of excitement to customers.

By high-quality products and services, we mean that our offerings fully reflect the quality demanded by customers, ensure safety, match their application, and have a service life of an appropriate length, in addition to being designed and manufactured to ensure they serve their functions continuously during use, and provide a high level of confidence, peace of mind, and excitement to the customers who use them.

Our factories in Japan and abroad are ISO 9001 certified and audited to ensure that all activities are carried out appropriately.

Quality Management System

We have established and implemented a quality management system based on ISO 9001 standards and our unique Groupwide quality policy declared by the President.

These global efforts are based on the three-year Medium-term Management Plan developed at the headquarters, with each Group company planning their activities and setting medium-term targets in line with this plan. The medium-term plan created by each business and its progress are reviewed at our annual business management review where issues are discussed to arrive at a solution, thereby running the PDCA cycle of our quality management system.

We also have a committee that monitors whether quality information is being processed appropriately in the market based on the product problem information and warranty repair information in each market. This committee ensures timely investigations and reporting to management.

Collecting and Responding to Market Information

We have a system in place to collect information about quality issues that arise in the market through dealers around the world and ensure the factory where the product was manufactured has access to the information. The information is delivered to the design and manufacturing divisions as well as the development and production departments of suppliers, so that coordinated efforts can be made to determine the cause and implement countermeasures, while handling the issue appropriately for the customers and developing measures to prevent recurrence.

We also have in place an escalation flow that ensures information quickly reaches management in the event of a product incident or a nonconformity product that may infringe on laws and regulations, as well as a system that enables deliberations, so that timely judgment and decisions can be made. When it is determined that market measures are necessary, we quickly notify the relevant authorities of the country where the incident or nonconformity product occurred according to its laws and regulations, then our dealers notify the users of the product that free repairs will be provided by direct mail, phone, announcement on the website, or other means.

Quality Improvement Training

We provide stratified quality improvement training each year to employees in manufacturing and quality management divisions to ensure they have ingrained, quality-related knowledge and skills. Employees in development divisions take various skill enhancement courses on methods for designing safe products, risk assessment, and other topics.

We also pursue various other efforts aimed at quality enhancement based on the knowledge and skills developed through training. One example is the "I am Yamaha" activities that we have been conducting globally since 2015. These activities encourage a strong sense of ownership in every employee, so that each individual believes, "It is I, and no one else, who is personally responsible for making the Yamaha brand shine." This attitude, along with a customer-oriented approach, allows employees to refine their powers of perception (ability to make discoveries) and to enhance the quality of not only products but also their work.

As part of these activities, we set up an exhibition space dubbed "Learning from Mistakes," where examples of past market quality problem are showcased with the aim of transferring past experience to future generations. This activity enables sharing of information between business divisions and with overseas manufacturing sites.

After-sales

Improving Service Quality through Dealership Staff Training

The Yamaha Motor Group considers providing services and parts through after-sales services to be a vital mission that allows our customers to thoroughly enjoy their lives and lifestyles through our products. We also want customers to become Yamaha fans through their experiences at points of contact.

With regard to service, we have adopted the slogan "One to One Service" for the active creation of positive relationships with each individual customer. In accordance with the slogan, we operate the Yamaha Technical Academy (YTA) program around the world to train service technicians as per our proprietary unified global standard.

Trainers in each country who have been trained in Japan hold classes that run for a certain period of time for the service staff in their country, so that they acquire technical skills that are up to Yamaha's unified global standard.

This program has three levels of accreditation—Bronze, Silver, and Gold—and we have standards for the employment of certified mechanics by dealers. By having Yamaha-accredited staff perform maintenance, we can continuously ensure the safety and reliability of Yamaha products for our customers.

We also operate a similar global training program called Yamaha Parts & Accessories Academy for staff who handle parts.

Yamaha World Technician Grand Prix

The Yamaha World Technician Grand Prix is one of our activities to deliver even greater customer satisfaction by enhancing the technical abilities used in daily work by service staff who have been trained at the YTA. The top finishers at regional preliminary rounds gather at our headquarters to compete in a contest to determine the world champions from the perspectives of “high level of technical skills,” “easy-to-understand explanations,” and “Kando response.” Service staff from around the world participate in this competition, and their motivation to be a top finisher is reflected in their daily service activities.

- News Release
- Details of the Yamaha World Technician Grand Prix

Customer-oriented Activities

We want customers to use our products with peace of mind for a long time. This makes a quick and stable supply of parts indispensable. To prevent shortages, we maintain a minimum of a 10-year supply of parts, and have built a system where customers can order parts online and have them delivered quickly.

For customer convenience, we also keep a parts list published on the website.

Use of Customer Information

The Yamaha Motor Group views opinions and requests from customers as expressions of their expectations for our products and services, so we carefully respond to each opinion and request we receive, in the belief that raising the level of customer satisfaction will lead to trust. Based on this spirit, we undertake various activities to know how customers evaluate and use our products, and to learn how to improve our products and what kinds of products to make in the future. For example, we send an Internet survey to customers who have purchased a new product, and in some cases, we may ask the customer in person for a more detailed evaluation.

Our Customer Communication Centers (CCCs) * set up at sales offices in Japan and abroad handle customer inquiries related to our products and services.

Comments received from customers are collected by YMC Service from service divisions, and reported to related departments and development and manufacturing sites, with instructions for improvement given as needed, as part of our efforts to develop and improve our products and enhance our services.

* The name differs from country to country, such as “Customer Relations.”

Public Relations and Advertising

Yamaha Motor always keeps in mind how our company, brand, and products are viewed or understood by consumers and society at large when conducting advertising or other corporate clear communication activities. In advertising our products, services, etc., the Company avoids using expressions that may lead customers to hold excessive expectations and strives to provide accurate information in an appropriate manner.

Promoting Safety

We will introduce some of the safety promotion activities undertaken by Yamaha Motor, including details of YRA for motorcycles and initiatives in various countries.

← Customers

YRA - Yamaha Riding Academy

↓ contents

1. YRA: For Safe Riding, Now and Going Forward
2. YRA Instructor Hierarchy
3. Examples of Activities in Various Countries
- Japan - India - Indonesia - Thailand - Taiwan - Pakistan - Philippines - Vietnam - Colombia - Brazil - Mexico - Turkey

YRA: For Safe Riding, Now and Going Forward



Yamaha Riding Academy (YRA) is a safety and promotion activity that we develop around the world to ensure our customers use Yamaha products "properly," "safely," "enjoyably," and "usefully" so that they can experience the value they expect.



➤ Sustainable Development Goals (SDGs)

YRA Instructor Hierarchy

We have established a YRA instructor hierarchy to support quality YRA activities around the world. In addition to riding ability, instructors are required to be certified in the following skills:

- Understanding and being able to explain YRA's philosophy and purpose
- Manners and rules for dealing with customers
- Holding and conducting classroom lectures
- Knowledge and ability to explain safe riding
- Knowledge and ability to explain and demonstrate safe riding
- Knowledge and ability to explain products and pre-ride checks

The YRA instructor hierarchy has three levels of certification:

Master Trainers

Master Trainers are responsible for the training and certification of trainers.

Trainers

Trainers provide training and certification for instructors.

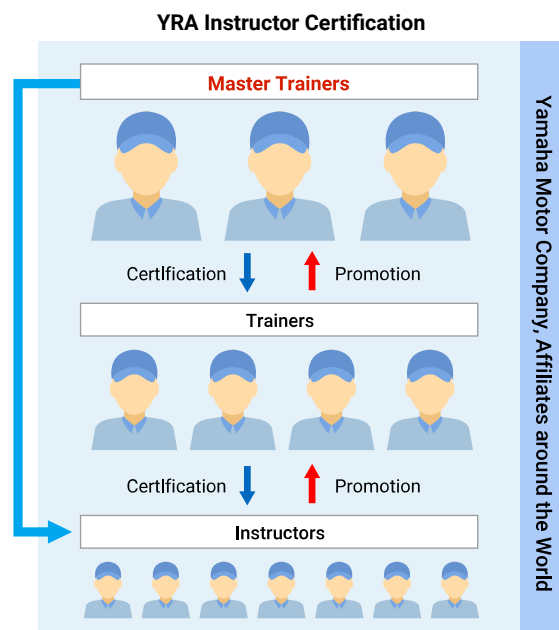
They hold and conduct YRA classroom lectures.

They create local programs.

Instructors

Instructors hold and conduct YRA classroom lectures.

They instruct customers how to ride according to the manual.



Examples of Activities in Various Countries

Here are the major activities we are engaged in.



Japan

Customized lessons for customers



India

Safety training programs for Companies



Indonesia

Safety education for high school students



Thailand

Riding Academy training facility and license acquisition courses



Taiwan

Parent-Child Riding Class



Pakistan

Safe riding course for new motorcycle purchasers



Philippines

Safety training for employees



Vietnam

Safety education for high school students



Colombia

Safety training activities during traffic safety week



Brazil

Safety training for users



Mexico

Placement of dealer instructors



Turkey

Raising awareness of motorcycle safety through trainings

Japan

Introducing customized lessons for customers in Japan.

← Promoting Safety

Japan

As a measure to increase safety in the Japanese market, we organize "Motorcycle lessons for adults," primarily targeting beginners and returning riders. Under the key theme of "customized lessons for customers," we are strengthening efforts to prevent motorcycle accidents. In 2022, we held lessons for people commuting with automatic motorcycles and customers who purchased at YSP, as well as expanded safety lessons for corporate groups, which were held for 47 days and attended by 709 people. We also widely disseminated information on safety awareness by posting articles in the "Motorcycle lessons - learning without actually riding a bike" series of blog posts, providing advice from Yamaha on topics such as riding technology, tips for choosing products, and maintenance.



> [More about YRA in Japan](#)

India

Introducing a road safety program for companies in India.

← Promoting Safety

India

Efforts are underway in India to educate business partners' employees on safety. In 2022, we held safety lessons for beginners, with 3,425 people from 15 companies in 10 cities. In order to promote a better understanding of traffic safety and proper riding through these activities, we will promote activities with the goal of reaching a total of 4,000 people from 16 companies in 2023.



Indonesia

Introducing education for high school students in Indonesia.

← Promoting Safety

Indonesia

YIMM actively implemented safe driving activities at high schools in 2022 to raise safety awareness and reduce traffic accidents in Indonesia. A total of 1,070 students from 28 schools participated in this activity, learning about safe riding in both theory and practice.



Thailand

Introducing the Riding Academy training facility and license acquisition courses in Thailand.

← Promoting Safety

Thailand

Yamaha Riding Academy (YRA) is a training facility, located on the grounds of Thai Yamaha Motor in Samutprakarn province. At the time it was built, Thailand had more than 70,000 motorcycle accidents annually. Thai Yamaha Motor has been active in promoting safe motorcycle riding, since 2005, and has been offering safe riding courses 40 to 50 times per year, as well as holding official tests and issuing certificate of qualification for qualified riders. To expand and enhance the quality of these activities, Yamaha Riding Academy was established in August 2008 as the Group's first overseas training facility.



At YRA, we offer a wide range of programs for customers who have yet to obtain a rider's license and for veteran riders who already own a motorcycle, as well as programs on how to safely ride scooters and large capacity motorcycles. One of these programs involves assisting riders to obtain a license.





In addition to providing instructions toward getting a license, this program has an online system connected to the Thai Ministry of Transport, allowing customers to take the license test on-site.



Even outside the facility, the YRA has signed a comprehensive agreement with vocational training schools concerning safety training operations. Yamaha Riding Academy instructors train local instructors hired by the vocational training schools, who engage in various activities across the country, such as promotion of safe riding and holding kid's mini-bike classes at various events.

Customers who need support for obtaining a motorcycle license, particularly in rural areas, can take a course at a vocational training school held with cooperation from a local Yamaha dealer and the Thai Ministry of Transport.



Taiwan

Introducing Parent-Child Riding Classes in Taiwan.

◀ Promoting Safety

Taiwan

In 2021, YMT (Taiwan) introduced bike classes for kids to instill the importance of traffic safety in children from a young age. Using the Parent-Child Riding Class held in Japan as an example, they have created a space where parents and children can grow as they learn about traffic safety together in the class. After the 2021 pilot, 20 courses were held in 2022 with 128 parents and children attending. They plan to expand the scope of the activity in 2023.

> [Taiwan - Parent-Child Riding Class Page](#)



Pakistan

Introducing safety lessons for new motorcycles in Pakistan.

← Promoting Safety

Pakistan

Yamaha Motor Pakistan organized basic safety training for Yamaha Riders Club (YBR125 owners' club) members. In 2022, 29 sessions were held engaging 772 members who got to know about YSRS theory and learned riding techniques and essential knowledge for ensuring safety while riding their motorcycles. The participants shared their past experiences in a discussion format and also shared information about safe riding methods. At the end, they expressed their gratitude for being invited to the event and requested that a more in-depth and practical training event be held.



Philippines

Introducing safety lessons for employees in the Philippines.

← Promoting Safety

Philippines

YMPH has resumed face-to-face activities, which had been limited to online activities by COVID-19.

Using YSRS (Yamaha Safe Riding Science), YMPH is enhancing training for its employees to reduce accidents and increase their knowledge of safety. In collaboration with our dealers, we also conduct seminars and safety riding activities for companies who mostly use motorcycles as a means of transportation to make daily riding safer.



Vietnam

Introducing safety education for high school students in Vietnam.

← Promoting Safety

Vietnam

In Vietnam, YMVN is holding High School YSRS safe riding classes at various locations around the country. It targets students in their final year of high school. In the classroom course, students learn about the advantages of two-wheelers as well as regarding traffic conditions and risk prediction. In practical skills training, they acquire the knowledge and skills needed to obtain a motorcycle license. In 2022, the courses were held at 44 schools with the participation of 55,703 students.



Colombia

Introducing safety lesson activities during Colombia's Road Safety Improvement Week.

← Promoting Safety

Colombia

In Colombia, accidents involving motorcycles have become a social issue, and various municipalities are holding traffic safety reinforcement weeks. Inclomotos uses YSRS (Yamaha Safe Riding Science) to theoretically explain the importance of helmets and other protective equipment and to provide participants with practical safe riding skills and knowledge. In 2022, 1,467 people participated, and we will continue to promote safety awareness activities in 2023.



Brazil

Introducing safety lessons for users in Brazil.

← Promoting Safety

Brazil

In Brazil, the high number of motorcycle accidents have become a social issue, calling for increased safety awareness among users. Therefore, YMDB has been conducting Educational Pit Stop activities led by dealers, using trucks or vehicles to learn about the dangers of blind spots. In 2022, 145 times were held with 10,000 participants, and we will continue to promote safety awareness activities in 2023.



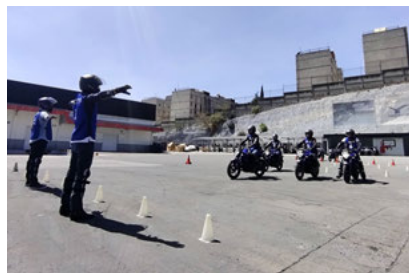
Mexico

Introducing the placement of dealer instructors at Mexican dealers.

← Promoting Safety

Mexico

In Mexico, safety awareness activities for dealers have been positioned as a key policy, and training is under way in order to spread awareness through all sales channels. In 2022, 6 training sessions were held for 36 staff at dealers. They will continue with this activity in 2023 in order to spread awareness of traffic safety and correct riding methods.



Turkey

Introducing YRA activities in Turkey.

← Promoting Safety

Turkey

In Turkey, we have been conducting YRA (Yamaha Riding Academy) activities since 2010, with the primary goal of raising awareness of safe riding for motorcycle enthusiasts and providing them with opportunities to improve their skills and become better riders. Through our activities, we also aim to change the negative perspective on motorcycle riding.

In 2022, 61 times were held with 187 participants.

We are also engaged in a wide range of activities to increase the awareness of safety riding, including training programs for women riders, riders to be and employees who ride motorcycles, and courses using YRSR (Yamaha Safe Riding Science) at dealerships and universities.



Employees

Introducing the approach and policies related to employees

Global perspective and respect for diversity

In addition to creating an organizational structure that can respond promptly to changing and evolving market needs, the Yamaha Motor Group has set its ideal goal for human resources to be a state where individuals and companies aim to continually create *Kando** by sharing lofty ambitions and cooperating to develop the business and help individuals grow. We are also striving to create workplaces where diversity is respected.

**Kando* is a Japanese word for the simultaneous feeling of deep satisfaction and intense excitement that we experience when we encounter something of exceptional value.



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The Ideal State of Human Resources and the Talents We are Looking For

In addition to creating an organizational structure that can respond promptly to changing and evolving market needs, the Yamaha Motor Group has set its ideal goal for human resources to be a state where individuals and companies aim to continually create Kando* by sharing lofty ambitions and cooperating to develop the business and help individuals grow. We are also striving to create workplaces where diversity is respected.

The following three specific items embody that ideal state.

1. We will enact measures that allow every person to boldly face their individual challenges, and create a culture that encourages every person to tackle new things, independent of factors such as gender, age, nationality, race and values.
2. We will provide opportunities and support as needed for employees and executives with the motivation to apply themselves to seeking education throughout their lifetimes.
3. We will distinguish ourselves from other companies in human resources by training and cultivating them in the unique style of Yamaha based on the shared values of "Innovation, Excitement, Confidence, Emotion, Ties."

Therefore, to achieve our ideal state, we want to work with the following kinds of human resources.

1. Human resources who strive independently and autonomously to increase their personal value.
2. Human resources who are able to act with a focus on teamwork.
3. Human resources who will increase the value of the Yamaha brand.

Recruiting and securing diverse human resources, and developing human resources

To create a society where the dignity of all people is protected, we believe it is of the utmost importance to make every effort to respect human rights (prohibit all forms of discrimination, prohibit forced labor and child labor, prevent inhumane treatment, create safe and healthy work environments) and accept diversity. The same applies to securing human resources.

When recruiting, we respect diverse values and endeavor to secure various types of human resources. When it comes to graduate recruitment, to allow many students to gain work experience and understand the company, we are offering internships by business or industry type and strengthening industry-university collaborations with universities. We are also working hard to recruit students from universities overseas and secure global human resources. Our recruiting activities for mid-career hires are aimed at securing human resources with diverse working histories and backgrounds in order to tackle new growth areas and maintain growth in existing businesses.

For human resource development, we offer stratified training, training to refine specialized functional skills, overseas training systems that develop human resources who are able to succeed at the global level, coaching to enhance performance as an organization with cohesive teamwork, and diversity training. Additionally, to foster a culture of self-learning, we are expanding support for self-development and expanding options for learning along with providing on-demand education.

Starting in 2017 we began to introduce one-on-one coaching as a standard tool to help managers adequately fulfill their functions as the organization's middle management, and it is steadily producing results.

Training hours per employee to enhance employees' capabilities (total training hours / No. of Yamaha Motor employees) in 2022 were 17.3 hours excluding compliance training, training related to health and safety laws and regulations, and the amount (total training expenses/number of Yamaha Motor employees) was 19,000 yen excluding internal personnel expenses, facility operation expenses, etc.

YMC HR Development Program

	General				Managers						
Self Value Design	Career survey & human resource development plan										
	Self Value Design Developing Trainings (SVD)										
	Self Value Challenge (SVC In-house Recruitment)										
	Self-development courses (online courses, correspondence courses)										
Stratified Trainings	New Employee Trainings	G job type (administrative) Employee skill improvement training	Team Leadership Trainings for Supervisors	Team Management Trainings for Senior Supervisors	Newly Promoted Foreman Trainings	Newly Promoted Manager Trainings	Newly Promoted General Manager Trainings	Training for Current General Managers	Trainings for Newly Assigned Executives for Subsidiaries		
Professional	Domestic practical training										
	Practical marketing Basic training										
	Manufacturing								Specific Skills by Function		
	Technology										
	Division training										
Teamwork	Diversity training										
					Coaching program (1-on-1 training)						
Global	Trainings before Overseas Assignment										
	Training overseas			Regional Development Program (RDP) studying abroad	YAMAHA Business School Global (YBS-G)					Global Executive Program (GEP)	
	Fourth-year-employee overseas experience										
Selection	YAMAHA Business School										

The Number of Participants in YMC HR Development Program 2022

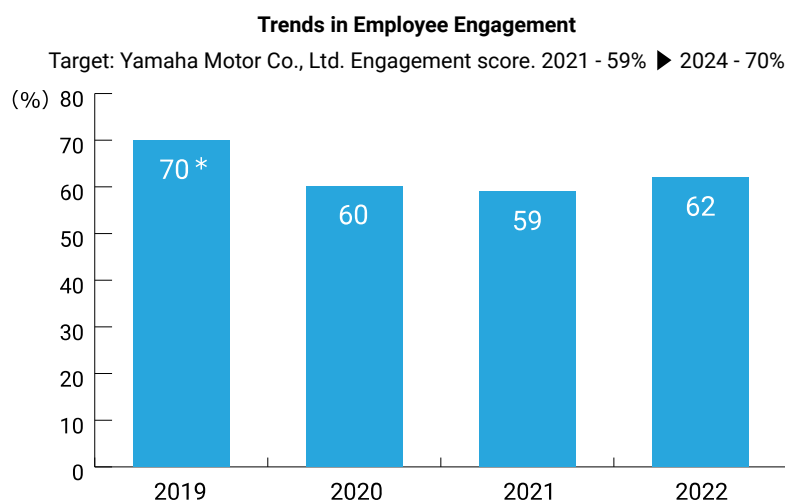
Global/selection (excluding studying abroad and overseas training)	138
Teamwork	694
Professional	8,142
Stratified Trainings	787
Self Value Design	3,395

Demonstrating Individual and Team Capabilities

Yamaha Motor has MBO(Management by Objectives) in place to develop businesses and achieve individual growth. At the start of the year, every employee describes and clarifies their targets for that year, then finalizes them following back-and-forth discussions with their managers. In the course of their duties, they discuss and confirm issues with their managers as necessary, and they receive interview opportunities to confirm the progress of their targets during the period. A wide-level evaluation is conducted at the end of the fiscal year that takes team-based performance into account and includes a 180-degree evaluation at some manager levels. This affords individuals the opportunity to make realizations about themselves.

Employee Engagement

Since the 1980s, the Company has carried out annual employee awareness surveys, and measured their satisfaction levels and motivation at work, as well as identified current issues. In 2020, we made significant changes to our previous methods, strengthening the significance of the indexes that indicate the degree of employee engagement (the state in which they are voluntarily undertaking matters while feeling an emotional commitment toward the organization or their work). Specifically, we are focusing on four questions related to engagement, and feeding results back in real time so as to enhance engagement. Each division swiftly formulates plans and implements measures to solve their respective issues, with the human resources management division providing follow up.



*2019 figures are for reference only because the indicators were changed in 2020 to the average affirmative ratio of four items: recommendation to join the company, desire to contribute, pride and sense of job fulfillment

Workplaces Thriving on Diversity

Based on our fundamental belief that “all corporate activity originates first of all with and for people,” we have clearly defined our thinking in the Basic Policies of Sustainability and Code of Ethics. We believe it is important that our workforce incorporates diverse viewpoints and values, reflecting different experiences, skills, and attributes.

To achieve this, the President & CEO communicates messages to all employees regarding diversity and inclusion. We are also promoting inhouse awareness-building through e-learning (via the Web) for managerial employees. Furthermore, we have developed and implemented common management development programs around the world and introduced global human resource systems to train and hire talented staff, as we work to build an organization that utilizes global experience and knowledge.

Utilizing Global Human Resources

Since 2012, the Yamaha Motor Group has held meetings of the Global Executive Committee (GEC) as a venue for Japanese and local executives to discuss Group issues. In this committee, top management from the Group's core companies deliberate and consider topics related to global management that will later be deliberated at the Management Committee. Our brand slogan "Revs your Heart" was adopted following consideration of the GEC.

In 2020, we established the Global Execution Transformation (GET) initiative. Executive officers in charge and globally capable human resources with high specialist expertise are jointly responsible for promoting global activities related to financial services, manufacturing, procurement, and human resources development. GET is undertaking such matters as the standardization and enhancement of management methods as well as advancing work on issues, and cultivating human resources.

For management positions, we will promote the recruitment of competent personnel regardless of their nationality or place of birth. At overseas subsidiaries in particular, we will actively appoint local managers to fill management positions, aiming at a localization rate of 55% by 2024 as a medium-term goal.

For this purpose, the Human Resources Development Committee of our corporate headquarters deliberate on the possibility of localizing those in management positions at our overseas subsidiaries. We are promoting efforts while making adjustments with the local subsidiaries.

Furthermore, in 2020 we introduced the Yamaha Assignment Policy (YAP) which encourages excellent personnel to succeed across national boundaries. Under this policy, we have recorded eight cases of not only management personnel but also line managers and expert specialists transferring from overseas locations to headquarters or between overseas locations, and we will work to expand this policy even further.

Promoting Women's Active Participation

We achieved our target of doubling the number of female managers between 2014 and 2020 to promote women's active participation. Under the current Medium-term Management Plan, we plan to have women fill 13% of management roles, including at subsidiaries overseas.

Currently, we provide a work-life balance support workshop for pregnant female employees where they can discuss how to position maternity leave while keeping their eyes set on a long career. We also provide personal branding training, which enables women to understand their tendencies and enhance their ability to motivate themselves, leadership training for women, and training on managing female subordinates. We now also allow employees to take a leave of absence to receive fertility treatment.

What is more, we are holding seminars for managerial employees to help them deal with diversifying values toward work, irrespective of their gender, and promoting the active participation of women in such ways.

Opportunities for women to play an active role are being created on the front lines of business. For example, in India, women are serving as leaders in e-commerce task activities.

Item		2019	2020	2021	2022
Rate of taking maternity and childcare leave (non-consolidated)	Rate taken by female	100%	100%	100%	100%
	Rate of return to work by female	97%	100%	100%	99%
	Rate taken by men	6%	21%	31%	54%
	Number of men taking	20	59	92	152

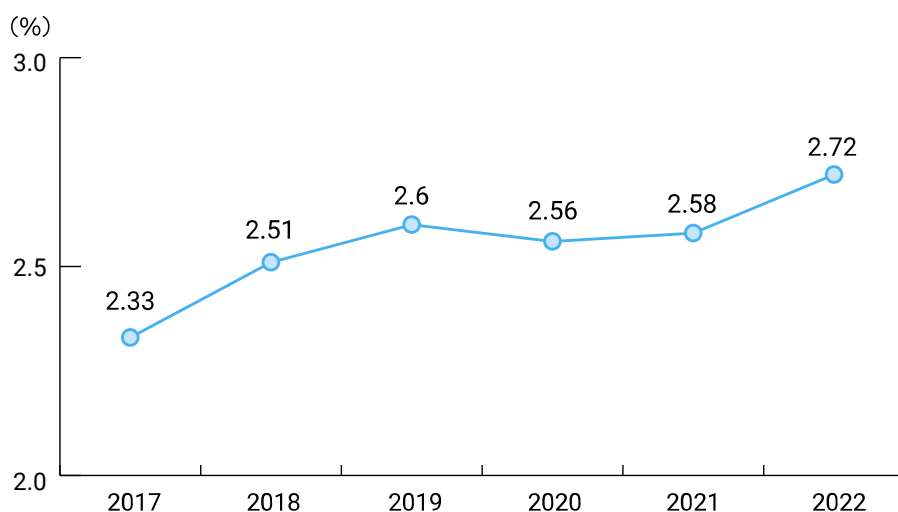
Preventing Harassment

Our Code of Ethics includes “Respect for human rights,” and we absolutely forbid not only sexual harassment in the workplace but also all forms of harassment such as the violation of the dignity and personhood of another person backed by a superior position in the workplace such as one’s position or personal relationships. Therefore we hold yearly human rights and harassment training mainly for managers. When we receive a report of harassment, we conduct a detailed hearing with the persons concerned to confirm the situation, after which we take appropriate ways including disciplinary actions, and take measures to prevent a recurrence.

Promoting Employment and Raising Motivation for People with Disabilities

For people with disabilities, in October 2015, we established Yamaha Motor MIRAI Co., Ltd., to provide a place where they can participate actively in accordance with their capabilities, and to promote their social independence. The company began full-scale operations in 2016, and has expanded its areas of business while holding various events such as company tours and workshop presentations in an effort to enhance the job satisfaction and motivation of employees. In addition, we promote understanding and cooperation throughout the Group by introducing the activities of Yamaha Motor MIRAI through our bulletin boards and company newsletters.

Ratio of Employees with Disabilities at Yamaha Motor



Supporting Work-Life Balance

We support career planning that is based on the assumption of mutual confirmation by both the employee and the Company, and aim to create workplaces that promote a healthy work-life balance.

We are enhancing our systems so that employees can work in ways that suit their individual circumstances, by providing childcare leave, nursing care leave, and family illness leave, as well as systems such as flexible work time, short working hours, and the rehiring of employees who resigned to accompany their spouse on overseas postings. For childcare leave in particular, we actively share examples of taking the leave and our efforts to create an environment where it is easy to take it, and we are working to increase the percentage of male employees who take it. (The rate of men taking childcare leave in 2022, including postnatal paternity leave, was 54.3%). We are also working to support employees raising children through “Wai-Wai Land,” an in-house childcare facility providing broad-based support for both “work and family.” In 2016, we expanded the size of this facility and increased the number of children who can be accepted.

Since 2021, under a new human resources system “Work in my style, work in Yamaha style.”, we have incorporated teleworking and staggered office hours to accommodate diversity. We have also introduced special leave in hourly units and shortened working hours for injury or illness. We continue to increase work style options so employees can meet challenges with vitality and passion at any stage of life.

Our policy is to reduce excessive work hours with the aim of reducing overtime, and in consideration of maintaining mental and physical health. We have also established Rules Regarding Overtime Work, which are stricter than the legal requirements, based on labor-management consultations. In addition, the Labor-Management Committee on Working Hours, comprising participants from both the labor union and the Company, meets every month to confirm the present state of working hours.

We also participate in the Human Resources Committee of the Japan Automobile Manufacturers Association. We make use of the information obtained through the committee, exchanges of opinions, and other means to check the state at our company as well as to promote initiatives.

Regarding the use of paid leave, we comply with the Work Style Reform Act, set targets between employees and management based on the Act, and promote the taking of paid leave through initiatives including a system for taking consecutive days of paid leave.

In particular, we are raising awareness and increasing the effectiveness of this system by sending special notices to those eligible for five consecutive days of paid leave.

Utilization of leave in 2022 was as follows. Childcare leave: 225 persons (male: 152 (including postnatal paternity leave), female: 73); Nursing care leave: 5 people; Family illness leave: 15 days earned, 2,450 minutes earned, taken by 13 people; Life support leave: 6,861 days taken, 4,960 hours taken, taken by 2,279 people.

Main Work-Life Balance Support Programs (Yamaha Motor Co., Ltd.)

Programs	Details
Child care leave	Employees may take leave until the child's second birthday (the legal requirement is generally until the child is 1 year old). Employees who are on leave throughout the bonus calculation period will receive one month of basic pay as financial support on the date of the bonus payment.
Postnatal paternity leave	Can take up to 4 weeks off (28 days) any time between the birth of the child and 57 days afterwards.
Family care leave	Employees may take leave for up to one year on request (the legal requirement is up to 3 times per eligible family member up to a total of 93 days). Employees who are on leave throughout the bonus calculation period will receive one month of basic pay as financial support on the date of the bonus payment.
Family illness leave	Employees taking care of children up to the third grade can take up to 5 days per year in the case of 1 child, and up to 10 days if they have two or more preschool-aged children. (Can be taken in hourly units / the legal requirement is for children under school age)
Life Support Leaves	Employees can take up to six days worth of paid special leave in day, half-day, or hourly units for the reasons of injury, illness, to provide nursing care for a family member, to nurse a child, or to receive fertility treatment.
Flexible work time system	Working hours can be set in the 6:30 to 22:00 time frame (no core time)
Workload reduction	Limits are placed on overtime, and night work is excused for employees with a child up to the third grade and employees caring for a sick or aged family member.
Short-time work system	In addition to shortened working hours for childcare or nursing care, employees who are returning to work from sickness or injury leave arising from cancer, cerebral vascular disease, mental disease, etc., can have their working hours reduced by two hours or one hour.

Programs	Details
Teleworking System	Hybrid working is possible, allowing employees to commute to the office or work from home depending on their division's circumstances. A teleworking allowance will be paid to help cover the communications, utility costs for working from home.
System for leaving temporarily when at work	Upon obtaining advance permission from their managers, employees may leave work temporarily in 5-minute units according to the requirements of their personal circumstances no matter what they are (limited to workplaces which have adopted flextime system).
Other	<ul style="list-style-type: none"> - Establishment of leaving-on-time days (manufacturing workplaces: day before the Company's holiday, and pay day and bonus day) - Establishment of no-overtime days (non-manufacturing workplaces: once a week, with a target of 60 days per year to be set by individuals) - Three-consecutive-day paid vacations (Five-consecutive-day paid vacations granted every five years from age 30.)

Occupational Health and Safety

Stance and Policies

At Yamaha Motor Co., Ltd. we strive to improve working environments because we believe that the health and safety of our employees is a foundation of the company's growth, as set out in our Sustainability Basic Policy. To that end, labor and management work together to prevent workplace accidents and health problems for employees (including independent contractors on the premises). While promoting the creation of more comfortable workplace environments, we aim to increase productivity to facilitate the execution of business.

Integrated Management Policy for Occupational Health and Safety & the Environment

Under its Sustainability Basic Policy, Yamaha Motor practices good health and creates work environments for all to be able to work with mental and physical safety and reassurance while affiliating and cooperating extensively with society in conducting business activities.

For that reason, in addition to observing public standards including laws and regulations on occupational health and safety as well as the environment, we also set our own voluntary regulation values as we strive to better prevent occupational accidents and conserve the environment.

As a means to achieving these aims, we have also established a management system which we operate effectively and continuously improve.

June 1, 2021

Yoshihiro Hidaka *President and Chief Executive Officer*

Promotion Structure

Under this policy, the Central Safety and Health Committee (chaired by the executive officer and chief general manager of the Human Resources & General Affairs Center and comprising occupational health physicians, representative supervisors of manufacturing, technology, and administrative divisions, and the labor union, among others), with authority delegated to it by the President and Chief Executive Officer, spearheads efforts to provide safe and healthy work environments that comply with standards, regulations and labor agreements concerning industrial safety and health. It also incorporates various activities aimed at achieving zero accidents into medium-term and annual plans. The supervising division for occupational health and safety is also expanding these initiatives to group companies in various countries.

Promoting the Occupational Health and Safety Management System

In each Yamaha Motor office and division, we conduct risk assessments which form the core of our Occupational Safety and Health Management System (OSHMS*1), identify and evaluate degrees of danger and harm, prioritize them according to risk level, and endeavor to systematically reduce and eliminate occupational health and safety risks and prevent workplace accidents before they occur. In 2022, we positioned improving the quality of our risk detection and raising all employees' safety consciousness as key challenges, and we carried out initiatives such as introducing more practical hazard anticipation training and enhancing the various types of education and training.

In preparation just in case an emergency situation should occur, we have established reporting standards, methods, contact routes and emergency response procedures for the occurrence of workplace injuries, ill health, sickness and accidents, and we regularly conduct response drills to heighten their effectiveness. Moreover, when a work-related accident does occur, we place the highest priority on assisting the victims, and we investigate the accident scene, clarify procedures for identifying the cause, and strive to prevent a recurrence. We also conduct regular internal audits, verify the effectiveness of the management system and continuously improve the system.

Since 2008, we have implemented an OSHMS*1 group certification system at group companies, mainly the main manufacturing centers, to prevent accidents. To improve the level of management, Yamaha Motor conducts regular follow-ups at locations that have introduced this certification system. We have drawn up work safety procedures for external contractors as well in an effort to prevent work-related accidents.

We monitor situations with regard to occupational illnesses (caused by exposure to chemical substances, organic solvents, dust, etc.) through workplace patrols, special health examinations, and we improve the workplace environment as necessary. We also endeavor to create safe and pleasant workplaces based on ergonomics.

Safety Education and Training

We are focused on developing human resources who can support workplace safety and a healthy environment through education and training to improve the skills of safety managers, supervisors, operations chiefs and others in similar roles, and by holding events such as occupational safety and health meetings. The main education and training programs on workplace safety held in 2022 are as follows. These were also carried out at group companies in Japan, and we are actively implementing training and education on health and safety at overseas group companies as well.

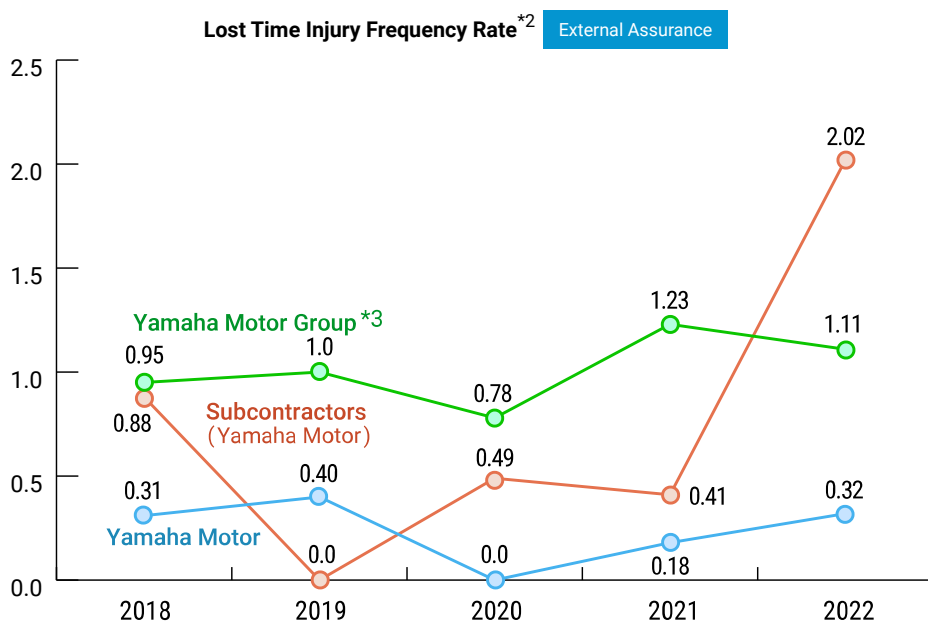
	Training	Number of participants	Number of participating companies
1	General health and safety manager training	28	Yamaha Motor Co., Ltd. only
2	Training for persons appointed as safety managers	50	5 companies

	Training	Number of participants	Number of participating companies
3	Health manager test preparation training	60	8 companies
4	Training for new supervisors	48	13 companies
5	Risk assessment training	76	8 companies
6	Hazard anticipation training (conducted in 4 rounds)	126	8 companies
7	Special training on dust-related work	21	6 companies
8	Crane and sling skills improvement training	40	3 companies
9	Forklift skills improvement training	42	Yamaha Motor Co., Ltd. only

We are also actively training and educating on health and safety overseas. In 2008, we implemented an Occupational Safety and Health Management System (OSHMS)*¹ for the Group's main manufacturing centers, which we have employed to prevent accidents. For centers that have obtained Group certification, we have introduced a system under which headquarters conducts regular follow-ups to improve the level of management. We make efforts to prevent occupational injuries among outside subcontractors by establishing work safety guidelines.

Health and safety targets and results at Yamaha Motor Co., Ltd.

Yamaha Motor's future target	2022 Targets	2022 Results	2023 Targets	2024 Targets	2030 Targets
Lost time injury frequency rate* ²	0.00	0.32	0.00	0.00	0.00



*1 OSHMS: Occupational Safety & Health Management System

*2 The number of lost time injuries and fatalities per million hours worked.

*3 Calculated from data for a total of 31 companies, comprising Yamaha Motor and its consolidated subsidiaries and affiliated companies with manufacturing functions.

In 2022, there were a total of 24 accidents at Yamaha Motor, including seven accidents that resulted in lost work time and 17 not accompanied by lost work time. No fatal accidents occurred. There were no incidents of occupational illness resulting in leaves of absence, however three incidents of occupational illness did occur. We disseminate information about accidents that occur company-wide in an effort to prevent recurrence.

The number of work-related fatalities in the entire Yamaha Motor Group for the period 2019-2022 is one in 2022.

External Assurance

Employee Health

Yamaha Motor Health Declaration

"Health" is by no means something that can be taken for granted, even though we may have thought so before.

The COVID-19 pandemic has brought home to me as a corporate manager the fact that the continuation and development of business depend on the health of the employees and stakeholders.

With the belief that employees' health and safety are the foundation of a company's growth, Yamaha Motor will promote health and productivity management.

Unless we constantly maintain a physical and mental state that allows us to be full of vigor and excitement, we will be unable to deliver Kando to people.

Take good care of yourselves and stay healthy.

October 1, 2020

Yoshihiro Hidaka *President and Chief Executive Officer*

Policy

As a "Kando Creating Company," Yamaha Motor aims to provide customers with new excitement and more fulfilling lives. This requires that each and every one of our employees be "healthy," both mentally and physically. We believe this enables them to make full use of their abilities and passion, leading to customers' trust in the products and services we provide.

We consider employee health to be a key management issue for the Company's development, and are working together with all employees to maintain and promote the health of our employees.

1. We will work to reduce health risks in workplaces and create comfortable workplace environments, so that employees can perform their jobs with vigor and in good health.
2. Working with our health insurance association, we will proactively support self-care initiatives to promote employee health.
3. Employees will take an interest in, and responsibility for, their own health.

Promotion System

To promote health measures, we have established the Central Safety and Health Committee (chaired by executive officer and chief general manager of Human Resources & General Affairs Center and comprising occupational health physicians, representative supervisors of manufacturing, technology, and administrative divisions, and the labor union, among others). We evaluate how well we are promoting health and productivity management, make any necessary improvements, and formulate medium-term and annual plans after determining our priorities.

We discuss the implementation of specific measures at the Health Promotion Team Meeting (comprising the secretariat, occupational health physicians, the Health Promotion Center, and occupational health nurses, among others), and we use achievement indicators to review the implementation status as we move forward. We also hold monthly health policy joint promotion meetings with the health insurance society to discuss collaboration on measures.

Health Checkups and Follow-up Measures

We conduct statutory health checkups with the goal of achieving a 100% participation rate. We also emphasize following up on the results of health checkups, and have occupational health physicians provide thorough health guidance to prevent aggravation and assess whether an individual is fit for employment according to internal regulations on follow-up measures. Occupational health physicians assess employment categories for all checkup results (assessment rate of 100%).

Measures against Overwork and Maintenance of Work-Life Balance

The human resources management division and health promotion division are working together to promote proper working hour management. Employees who work excessively long hours are given guidance in consultations with occupational health physicians that follow more stringent standards than what is required by law, and health maintenance measures are thoroughly implemented at the workplace. The average number of days of paid leave taken has increased from 15.4 days in 2012 to 18.5 days in 2022.

Response to COVID-19

With the aim of giving first priority to the lives and health of our stakeholders, including employees, we are responding to the outbreak of the COVID-19 pandemic that began in 2020 in accordance with our Business Continuity Procedure (Pandemic Influenza section) that was established in 2014. Specifically, we swiftly set up a COVID-19 Task Force headquarters led by the President and a COVID-19 Task Force Office headed by the General Manager of the Human Resources & General Affairs Center, which are determining various policies and response methods, as well as communicating information on matters such as introducing telework and staggered office hours systems, and issuing instructions to expatriate employees and their family members to return to Japan.

Measures against Lifestyle-related Diseases

Employees who were found to be at risk for a lifestyle-related disease in a health checkup receive ongoing health guidance (specified health guidance) by nursing staff and registered dietitians. As for anti-smoking measures, we created an internal rule that prohibits smoking during working hours, and we provide guidance and various support tools to help employees quit smoking. The smoking rate among employees has dropped from 31.1% in 2012 to 24.4% in 2022. However we consider the still-high percentage of smokers to be a grave health concern for the company. We have therefore decided to make all company premises completely smoke-free from 2024 onwards, and have begun to consider measures to make that a reality.

Health Promotion

As part of our Companywide "Well-Be " health activities, we conduct various health programs including walking events and a "health mileage" program in which employees can earn points by improving lifestyle habits, such as exercising and eating well. We also support employees' health from a nutritional aspect through measures such as providing healthy meals and rice enriched with dietary fiber at employee cafeterias, based on an analysis of health checkup results.

Health Support for Women

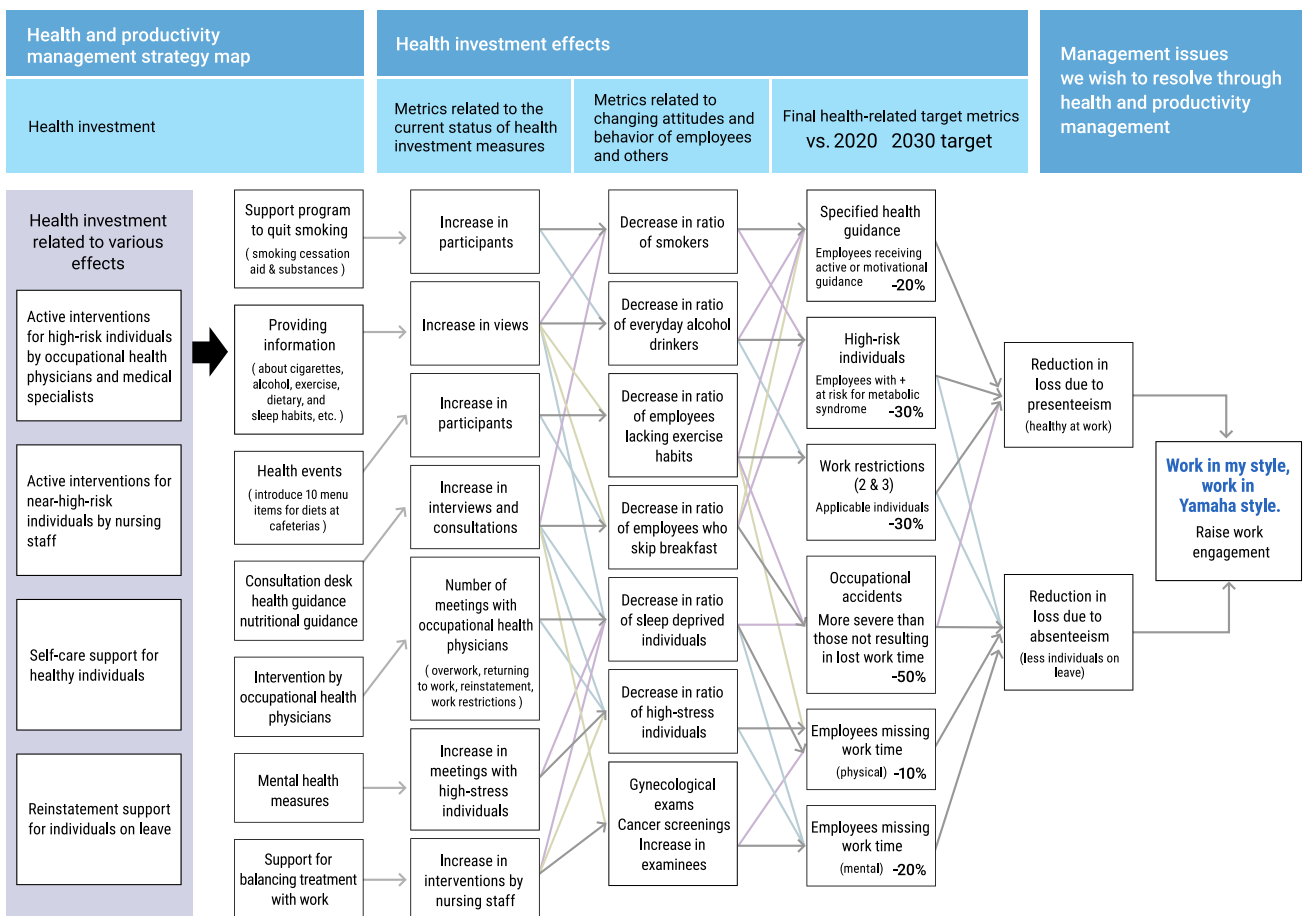
To address health issues unique to female employees, we have a special consultation desk and seminar programs. We also coordinate with the health insurance society regarding gynecological exams to make it easier for female employees to take the exams, while also ensuring they receive the follow-up support they need.

Health Support for Employees Stationed Overseas

In addition to making sure employees stationed overseas take health checkups, we send occupational health physicians to overseas subsidiaries to monitor the local healthcare situation and living environment (suspended since 2020 due to the coronavirus pandemic). Before sending employees overseas to take a new post, we provide vaccinations and training on health management including preventing infectious diseases such as viral hepatitis. We also provide prophylactic medications to employees who are traveling to areas where there is a risk of contracting endemic diseases such as malaria.

Performance Indicators for the Promotion of Health and Productivity Management

With the catchphrase of "Work in my style, work in Yamaha style." we are promoting health and productivity management with improving work engagement as a key management issue. We have set target metrics for reducing numbers of high-risk individuals, workplace accidents, and employees missing work due to mental health problems. To achieve these, we have implemented a variety of measures to improve the lifestyle habits of employees and worked steadily toward improvements.



Yamaha Motor's future target	2021 Targets	2021 Results	2022 Results	2030 Targets
Specific health guidance Ratio of employees needing motivational + active support	Targets not set due to changes in the scope of progress	20.00%	18.84%	15.70%
High-risk individuals Ratio of employees with & at risk for metabolic syndrome	21.25%	21.55%	21.56%	15.22%
Rati of employees missing work Mental health	0.85%	0.80%	0.82%	0.71%

Support for Mental Health

System

The "Stress Check" will be changed to a web-based system from 2021, and are improving the system so that analysis results can be provided as feedback immediately. We also built in a system where an occupational health physician follows up as necessary. We have also facilitated group analysis and put measures in place to provide feedback to the workplace in order to improve the work environment. Furthermore, we have introduced an in-house mental health physician system and are clarifying various aspects of diagnoses and policies. For employees who return to work after a leave of absence, the "Rework Program" helps prevent a relapse and The relevant manager, Human Resources Strategy Division, and occupational health physician cooperate to support the individual for about a year after his or her return to the job.

Training

To ensure that mental health issues are promptly identified and addressed, we are utilizing our e-learning system to provide support to all employees for balancing treatment with work and teaching about mental health self-care, and also conducting training for newly appointed managers, supervisors and general managers on matters such as knowledge about mental health and how to handle it at the workplace. We also train mid-career hires and strive to help them stay mentally and physically healthy.

Expanding the System Overseas

Since 2005, we had been providing an external telephone consultation service for employees stationed overseas, but we revised the system to take a more proactive approach. In addition to establishing contact points for health consultations with in-house physicians, the stress checks carried out in Japan have been conducted in the United States since 2016, and in India since 2017. We expanded the checks to all employees stationed overseas in 2018.

External evaluation

Yamaha Motor was recognized as a "White 500" Outstanding Health and Productivity Management Organization (Large Enterprise Category) for 2023 under the Certified Health and Productivity Management Organization Recognition Program jointly organized by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

Relationship with Labor Union

Yamaha Motor has concluded a labor agreement with its labor union “to establish working conditions and management systems that are based on mutually fair understanding and good faith.” Under this agreement, the Company provides the labor union with appropriate explanations of various measures to be implemented and publishes reports on labor management in an effort to ensure employees’ understanding of these issues. Moreover, the Company holds labor-management conferences and committee meetings regularly, as well as additional labor-management conferences taking up themes based on management initiatives or to address issues raised by the labor union. Officers of the labor union also participate in the management and operation of the corporate pension fund, the health insurance cooperative, and the mutual aid association.

As for ensuring the payment of minimum wages, not only do labor and management conclude agreements each year committing to the minimum wage, discussions between labor and management are also carried out regarding appropriate wage levels, including those using the consumer price index as a basis.

Yamaha Motor adopts a union shop system in which non-managerial employees are members of the labor union, where the participation ratio is 84% of all employees, and 59% globally. Domestic Group companies have also established labor unions or labor committees and engage in labor-management dialog through those bodies. Labor unions of Group companies including the Yamaha Motor Labor Union are members of the Federation of All Yamaha Workers Unions, and are pursuing mutual cooperation through the federation. Overseas Group companies have established structures for engaging in appropriate labor-management dialog based on the labor practices of the respective country or region, and wages are paid in compliance with local regulations.

Addressing Overseas Labor Risks

Many of our production sites are located in ASEAN member states, India, and China, where the risk of labor disputes is high. Accordingly, situations in these countries must be watched closely as we carry on our business activities. For this reason, we incorporate “shutdown due to labor disputes (strike, etc.)” into a risk management ledger employed across the Group, so that we can use it to monitor self-inspections and development of countermeasures.

Manufacturing companies regularly collect information about the legislation in each country and regional labor issues, work to strengthen labor-management relations, and ensure people know where to report and discuss labor issues. At the headquarters, we are working on sharing the know-how within the Group and maintaining and strengthening the communication system for emergencies, leveraging the knowledge accumulated over the years on labor dispute cases.

In 2022, there was no noteworthy occurrence of any labor issues.

Employee-Related Data



Employee: Related Data

Introduces data related to employees.

← Employees

Employee data

Item	Unit	2020	2021	2022
Number of employees (consolidated) <Non-Japanese, included in the figure above>	persons	52,437 <35,883>	51,243 <34,611>	52,554 <35,643>
Number of employees (non-consolidated) <Non-Japanese, included in the figure above>	persons	10,359 <154>	10,154 <118>	10,193 <196>
	Male	9,146	8,945	8,924
	Female	1,213	1,209	1,269
Average age (non-consolidated)	age	41.4	41.7	41.8
	Male	41.8	42.1	42.3
	Female	38.9	38.9	38.6
Average years of continuous service (non-consolidated)	years	17.7	17.9	17.8
	Male	18.2	18.2	18.1
	Female	15.6	15.9	15.5
Number of new graduates recruited (non-consolidated)	persons	244	188	192
	Male	174	130	134
	Female(ratio)	70 (28.7%)	58 (30.9%)	58 (30.2%)
	Of which global talent (ratio)	18 (7.4%)	16 (8.5%)	8 (4.2%)
Total number of managers (consolidated)* ¹	persons	—	3,653	4,129
	Male		3,248	3,616
	Female(ratio)		350 (9.7%)	455 (11.2%)
Total number of managers (non-consolidated)	persons	1,285	1,315	1,334

Item		Unit	2020	2021	2022
	Male		1,254	1,278	1,291
	Female(ratio)		31 (2.4%)	37 (2.8%)	43 (3.2%)
Total number of managers (non-consolidated, secondments included)		persons	1,663	1,688	1,717
	Male		1,625	1,644	1,666
	Female(ratio)		38 (2.3%)	40 (2.6%)	51 (3.0%)
Number of junior managers (non-consolidated)		persons	964	972	987
	Male		940	944	954
	Female(ratio)		24 (2.5%)	28 (2.9%)	33 (3.3%)
Number of junior managers (non-consolidated, secondments included)		persons	1,177	1,187	1,207
	Male		1,149	1,156	1,170
	Female(ratio)		28 (2.4%)	31 (2.6%)	37 (3.1%)
Number of general managers or higher (non-consolidated)		persons	152	146	145
	Male		147	140	139
	Female(ratio)		5 (3.3%)	6 (4.1%)	6 (4.1%)
Number of core positions - general managers or higher (non-consolidated)		positions	197	186	177
	Male		191	180	170
	Female(ratio)		6 (3.0%)	6 (3.2%)	7 (4.0%)
Number of core positions - equivalent to general managers or higher at Yamaha Motor Co., Ltd. (consolidated)		positions	418	408	393
	Male		404	392	374
	Female(ratio)		14 (3.3%)	16 (3.9%)	19 (4.8%)
Number of executive officers (excluding directors)		persons	26	27	26
	Male		26	27	25
	Female(ratio)		0	0	1 (3.8%)
Ratio of local talent among those in management positions at overseas subsidiaries		ratio	51%	51%	52%
Number of managers in revenue-generating sections (non-consolidated)		persons	1,137	1,167	1,191

Item		Unit	2020	2021	2022		
		Male	1,118	1,145	1,165		
		Female(ratio)	19 (1.7%)	22 (1.9%)	26 (2.2%)		
Average annual salary (non-consolidated)			yen	7,140,882	7,260,800	7,954,097*2	
		Male		7,378,620	7,516,364	8,243,276	
		Female		5,263,422	5,331,311	5,863,487	
Status of employees leaving the Company (non-consolidated) *3	Used early retirement program		persons	53	42	42	
		Male		49	38	38	
		Female		4	4	4	
	Voluntary		persons	71	113	116	
		Male		55	91	86	
		Female		16	22	30	
		10's · 20's	persons	34	53	53	
		30's		26	45	49	
		40's		8	12	12	
		50's · 60's		3	3	2	
	Involuntary		persons	0	0	0	
		Male		0	0	0	
		Female		0	0	0	
	Transfer		persons	0	0	0	
		Male		0	0	0	
		Female		0	0	0	
	Other		persons	11	8	5	
		Male		11	8	4	
		Female		0	0	1	
	Ratio of female employees (by region)		Japan	%	15.5	14.9	16
			North America		30.1	30.5	30.2

Item		Unit	2020	2021	2022
	Europe		21.2	23.0	22.8
	Asia		27.1	23.9	27.2
	Other		22.0	23.1	23.1
	(Overall)		23.5	21.9	23.4
Regional breakdown of managers	Japan	%	—	47.7	43.6
	North America			14.9	12.6
	Europe			7.6	6.7
	Asia			25.8	33.9
	Other			4.0	3.2

The " non-consolidated " indicates the number of employees belonging to Yamaha Motor Co., Ltd., and the " non-consolidated, secondments included" indicates the number of employees registered with Yamaha Motor Co., Ltd., including those working on secondment in other companies.

*1 The total for men and women does not match the total because some of the data could not be obtained.

*2 The ratio to the annual compensation amount of the President and Representative Director in 2022 was 44 : 1.

*3As for the global status of employees who left the Company in 2022, the turnover rate (including mandatory retirement) was 8.0%, of which 3.8% was voluntary retirement.

Business Partners

Introducing our partnerships with suppliers and business partners in the supply chain

A global procurement and sales network based on a spirit of cooperation and fairness

Yamaha Motor products are created through collaboration with numerous suppliers in Japan and other countries. In response to an expanding procurement and sales structure due to business globalization, the Yamaha Motor Group is working to establish cooperative relations with various business partners and dealers in Japan and overseas based on a spirit "mutual trust and prosperity." For this reason, we strive to conduct fair business in compliance with the competition laws of all countries and regions while working to create partnerships that aim for mutual, sustainable growth.

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5. Addressing Human Rights Issues at Suppliers
6. Activities at Dealerships

Two Policies Underpinning Procurement

As a *Kando* Creating Company, Yamaha Motor provides new excitement and a more fulfilling life for people all over the world, delivering unique, highly functional, high-quality products for use on land, on water, and in the air. To continue to do and build upon this, we consider it essential to take a broad, global view for our procurement of many types of high-quality parts and materials.

This is the thinking underlying our Basic Purchasing Policies, in which Yamaha Motor commits to "conduct fair trading, based on trust and cooperation, and to constantly strive to build better relationships with suppliers through activities to improve quality, price, delivery times, and other factors." We have also implemented the policies in the five areas of an open door policy, just/fair trade, compliance/non-disclosure, respect to global environment, and mutual trust/prosperity.

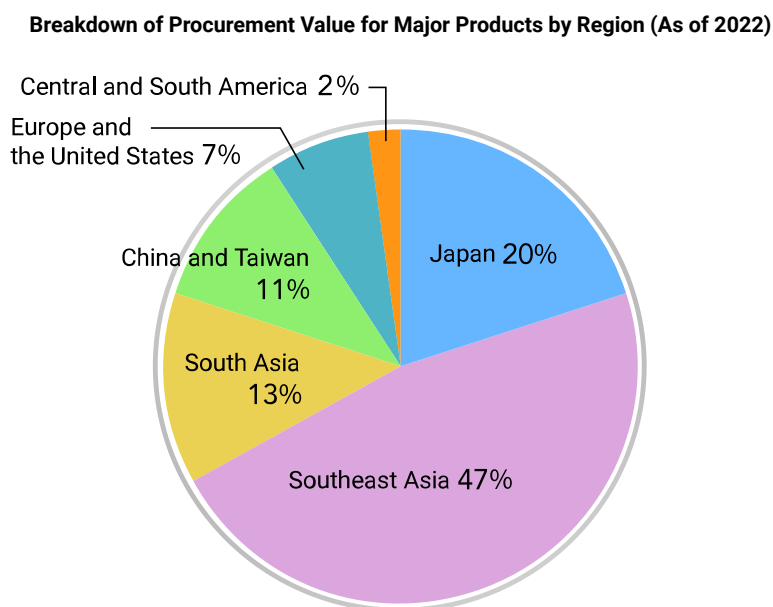
The Basic Purchasing Policies and Procurement Policies for Sustainability serve a vital role as the foundation on which all procurement-related considerations must be based, including new transaction contracts, procurement activities and continued deals.

Structure for Promoting Policy Development

The procurement headquarters has organized the Global Procurement Officers Committee as a body responsible for ensuring that the Basic Purchasing Policies and the Procurement Policies for Sustainability are adhered to and reflected in our procurement activities. The headquarters promotes the items stated in the Sustainability Guideline for Suppliers.

They discuss and agree on long-term visions and policies and provide directions for implementing matters decided. These are then reflected in concrete measures globally and thoroughly implemented in actual procurement as a policy for all companies. We also seek to spread our approach horizontally through sharing by seeking the thorough implementation of the policies and announcing excellent cases at the "Global Suppliers Conference" held every year for major business partners and at events held for business partners at our locations overseas.

The breakdown of procurement value for Yamaha Motor's main products by region is as follows.



Increasing Mutual Corporate Value and Strengthening Competitiveness Through Co-creation

"Co-creation" is our expression for the approach where Yamaha and its business partners work together to create new value.

In our supply chain, we place great importance not only on "procurement through buying" but also on "procurement through creating" where we create new value and competitiveness together with our business partners.

One example of this is the deployment of "theoretical-value-based production*" among our business partners. This is a system where we analyze and set absolute values for production activities together with the suppliers and strive to increase value. To promote this, Yamaha Motor has dispatched employees as "theoretical-value instructors" to train its business partners. We are currently expanding the application of "theoretical value" beyond manufacturing processes to cover all activities related to procurement, including energy saving, as well. To help this system take root, we are also training supervisors who will work as employees of our business partners.

When it comes to quality, we send employees out to provide instruction on concepts and methods of quality control and we also train supervisors as we do for "theoretical-value-based production."

Furthermore, as the next stage of theoretical-value-based production, we are collaborating creatively with our business partners to apply smart factory technology and train the human resources needed for digital strategies. We have also begun an initiative where we incorporate cost price reduction ideas, suggestions for increasing value and the concerns and wishes of our business partners from an early stage in the development process. This kind of co-creation with our business partners plays an important role in improving the quality of the whole supply chain, and we believe that we must give it even greater importance going forward.

***Theoretical-value-based production:** A method for improving production efficiency by analyzing the various tasks involved in production, designating only the tasks that truly create value as "value tasks" and endlessly striving to make the current situation meet

that ideal. Unlike standard methods that work through the repeated elimination of waste from the current situation, theoretical-value-based production first analyzes and establishes value tasks in theory and then works on improvements to turn theory into reality. At present, we are employing that theoretical value-based approach not only in production but also in distribution and environmental energy.

Promoting Sustainability

Under the Yamaha Motor Group's Basic Policies of Sustainability, we ask our business partners to support the intent of the policies and to act accordingly. To have suppliers engage in sustainability activities that enable them to respond appropriately to the demands and expectations of society, our Sustainability Guideline for Suppliers informs our business partners around the world of our policies with regard to issues including safety and quality, human rights and working environment, consideration for the environment, risk management, and thorough compliance from the perspective of the environment, society, and governance (ESG), and we obtain a Commitment form from each business partner and promote sustainability activities throughout the entire supply chain. We have covered an area of over 90% of the worldwide purchase value base.

- Sustainability Guideline for Suppliers [PDF](#)
- Green Procurement Guidelines [PDF](#)

When selecting and concluding contracts with business partners, we have established ESG standards that we use to make decisions in the selection process. Moreover, we take corrective measures regarding business partners who cannot meet our ESG requirements, keeping the option open to cease placing new orders with them if necessary. Additionally, based on our mindset that business partners are important partners that support the whole supply chain, we select them from the perspective of providing safe products for customers and society, and prioritize not only the financial amount but also quality and the procurement process.

Business partners are evaluated every year by the buyers in charge of them, using a comprehensive evaluation sheet that includes not only quality, delivery times, costs and technological capabilities but also governance, safety, human rights and other ESG factors. Business partners who do not meet a certain standard are requested to take corrective measures, and we encourage them to establish plans and make improvements, providing support by sharing information and implementing programs.

To build a stable procurement network, we use a supply chain risk management system to reveal the entire supply chain from raw materials to the finished procured parts and then strive to analyze and counter risk factors. We are also developing structures that accompany the initial response, such as building support systems for fast recovery from damage. We are also expanding our stable procurement system to counter global procurement risks in case of emergencies.

We will create a structure for business partners to evaluate the matters stated in the Sustainability Guideline for Suppliers themselves and confirm their effectiveness. Based on issues identified through this process, our subsidiaries in each region will create a risk control activity schedule outlining improvements for the entire supply chain. Information will be shared with the headquarters to help manage progress.

As part of our environmental efforts, we are working with our business partners to control and reduce substances of concern and use natural resources and energy more efficiently in accordance with our Green Procurement Guidelines.

From 2018, we incorporated information about chemical substances collectively stipulated by the automobile industry into the Yamaha Motor Technical Standards. We are ensuring that our business partners are aware of and thoroughly compliant with them.

We are working to strengthen our control structure to be able to obtain evidence for conformity with the Yamaha Motor Technical Standards, which is required for drawings and specifications, and deal with the regulations of all countries.

In response to climate change, we have declared a goal of carbon neutrality by 2050. Starting with our business partners in Japan, we plan to understand and visualize the amount of CO₂ emissions at each company and then implement specific reduction strategies that fit the actual situation.






The Community

Introducing the approach and policies related to local communities

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 those 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. The Yamaha Motor Group has designated four important areas—Developing Future Leaders, Environmental Conservation, Improving Traffic Safety, and Resolving Local Community Issues—and uses Yamaha Motor’s strengths to contribute to society in line with its business strategy, leading to the enhancement of both social and corporate value.

Important Areas of Activities

	Key Themes (2022 Cases)	Activities	Corresponding SDGs
Global Issues	<u>Developing Future Leaders</u>	<ul style="list-style-type: none"> <u>Promoting mental/emotional and physical health through sports</u> <u>Promoting creativity through engineering, manufacturing, and marketing</u> 	
	<u>Environmental Conservation</u>	<ul style="list-style-type: none"> <u>Environmental education for local communities</u> <u>Respecting biodiversity</u> 	 
	<u>Improving Traffic Safety</u>	<ul style="list-style-type: none"> <u>Providing traffic safety education to the community</u> <u>Raising awareness</u> 	
Local Issues	<u>Resolving Local Community Issues</u>	<ul style="list-style-type: none"> <u>Supporting the community with Yamaha Motor’s products, human resources, and know-how</u> 	

Amounts Used in Social Contribution Activities



We have made a "Declaration of Partnership Building," we have declared our adherence to the "Promotion Standards" found in the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises and we encourage suitable transactions. Yamaha Motor procurement staff are regularly trained on compliance with laws and regulations, and we endeavor to increase their awareness. We also carry out sustainability-related education that meets changes to the external environment. It includes courses on laws and regulations concerning substances of concern, and on sustainability.

Addressing Human Rights Issues at Suppliers

In 2019, we had a third party assess the labor environment including issues of human rights abuses at three Indonesian companies. In 2021, we collaborated with a third-party organization specializing in human rights and carried out discussions for identifying human rights risks. A decision was made to focus on foreign technical interns, who are working in Japan where our corporate headquarters is located. Foreign technical interns are at the center of attention in Japan. Questionnaires were sent to all business partners who had received the guideline commitment form, and we conducted assessments together with three business partner companies in Japan. And, we interviewed the foreign technical interns of the three companies upon advice of the third-party organization. In 2022, we followed up the three companies and added an assessment of one company. The results revealed no issues with forced labor, overwork or safety and hygiene, and we were able to confirm that positive working and personal relationships had been established. Based on detailed reports obtained from the third-party organization, we provided feedback and made suggestions to relevant business partners, and they are working to resolve any issues.

Furthermore, to mitigate the human rights risks in mineral procurement such as child labor or forced labor and conform to the U.S.A's Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank Act), since 2013 we have been investigating the conflict minerals (gold, tin, tantalum, tungsten) included in the parts we purchase.

Activities at Dealerships

As our contact point with customers around the world, dealerships play an important role in conveying Yamaha's "next *Kando*." By strengthening relationships with dealers through regularly held dealer meetings and activities to promote safe driving and support local communities, the Yamaha Motor Group is building a sales network that provides common value.

In Japan, dealers mainly in Yamaha Sports Plaza (YSP), an official Yamaha sports bike dealer system, and Yamaha Motorcycle Sales Japan Co., Ltd., play an important role in building ties with local communities and society by cooperating in a range of measures including motorcycle infrastructure development, motorcycle etiquette training, motorcycle recycling, tree planting, and other environmental campaigns, as well as fundraising for seeing-eye dog training.

Furthermore, to boost awareness and our activities related to sustainability, we have created opportunities from 2020 at dealer meetings in Europe, which has where there is a high awareness of sustainability, to explain the importance of sustainability.

Developing Future Leaders

Promoting mental/emotional and physical health through sports

Yamaha Motor Foundation for Sports

Promoting creativity through engineering, manufacturing, and marketing

■ Fun Engine Laboratory

Current and former YMC employee volunteers hold classes for children. The objective is to give children an opportunity to come into contact with real machinery, make things, try them out, play, and learn the fun and dreams contained in machines and of making things, including the mistakes made along the way. The activity is primarily held on weekends at the Communication Plaza and Hamamatsu Science Museum through classes on themes such as making wind cars and how to disassemble and assemble engines.

[> Fun Engine Laboratory \(Japanese version only\)](#)

■ Class to Discover the Wonders of Boats

Children unravel the mystery of and learn the wonders of boats, including the principle behind why boats float and move, by using everyday objects or by racing handmade boats. The objective of this class is for children to experience the fun of using their imagination and making crafts.

[> Class to Discover the Wonders of Boats \(Japanese version only\)](#)

■ Junior Programming Class

In this programming class, children experience programming using the Scratch programming language on a personal computer to program and operate a robotic car. The objective of this class is to have children enjoy making things move by programming them and experience the process of not only trial and error in a virtual world but also in the real world using actual objects that can be held.

[> Junior Programming Class \(Japanese version only\)](#)

Environmental Conservation

Environmental education for local communities

■ Electric Vehicle Class

We hold Electric Vehicle Classes by request of elementary schools in neighboring cities. In particular, at Tobu Elementary School in Iwata City, which is located very close to our corporate headquarters, we hold the class every year for the school's sixth graders. At the class, children experience riding PAS electrically power assisted bicycles and electric wheelchairs. They then learn about the impact of global warming and the mechanism of making electricity. Our hope is that the children, who will shape the future, will learn the importance of the global environment and build such an awareness for their daily lives.

■ Holding of YMC sponsored Courses at a Local University

We host courses by request of a local university. Using Clean Water as the subject, the course takes a look at environmental issues and social issues that are impacted by the environment. We host these courses every year in the hope that they will serve as a trigger for students to think about initiatives that are close to home by building an awareness of environmental issues from a global viewpoint.

Improving Traffic Safety

Raising awareness

■ Traffic Safety Awareness-Building Activities for the Local Area

At our corporate headquarters and some of our subsidiaries in Japan, employees carry out traffic safety awareness-building activities on the roadside close to their offices by standing with banners that call attention to traffic safety. The activities are timed with such events as National Road Safety Week. Furthermore, Yamaha Kumamoto Products Co., Ltd., donates plastic sleeves, which contain road safety signage on the cover, to local elementary schools. The aim is to provide children with knowledge related to traffic safety and help raise their awareness.

Resolving Local Community Issues

Supporting the community with Yamaha Motor' s products, human resources, and know-how

■ Health Support for Africa

We have a sales and after-sales service network that extends across 52 countries in Africa where the environment surrounding people' s health is not necessarily a favorable one. We provide health support by providing a means of last mile mobility. This is a contribution made to local medical guidance and other activities in areas with an insufficient transportation infrastructure. The mobility offered by our products is used to deliver pharmaceutical products for the treatment of HIV/AIDS, tuberculosis, malaria, and other diseases as well as to provide a means of transport for healthcare professionals and other staff members. Furthermore, we are participating in the Business Leaders' Coalition for Global Health, a volunteer community of private-sector Japanese companies, the purpose of which is to create a future in which everyone has access to needed medical care and enjoys good health. The vision of this community is Japan working together to support the health and lives of people around the world, and activities are being carried out with 12 other companies.

>Yamaha Clean Water Supply System

>Promoting the fishing industry with marine engines

Social Contribution Activities

Introducing examples of activities that contribute to local communities and society at large

← The Community

In addition to contributing to society through its business activities, the Yamaha Motor group also undertakes social contribution initiatives by communicating with stakeholders in all countries and regions where group companies operate.



Developing Future Leaders

[Japan]
Yamaha Motor Organizes Experience-based “Electronic Vehicle Class” for Local Elementary School Children



Environmental Conservation

[India]
Launched the “Save the Blue Ocean” ride



Improving Traffic Safety

[Japan]
Working with the government to promote safety when using electrically power assisted bicycles



Resolving Local Community Issues

[U.S.A.]
Outdoor Access Initiative’s Q3 Grants Support Trail Building, Rehabilitation, Maintenance, and More.

Developing Future Leaders Social Contribution Activities

Introducing examples of activities that contribute to local communities and society at large

← The Community

Yamaha Motor Organizes Experience-based “Electronic Vehicle Class” for Local Elementary School Children

Since 2010, the company has been holding school classes for students in sixth grade at elementary schools in the eastern part of Iwata city in Shizuoka prefecture, where our head office is located. Since 2016, we have been holding “Electric Vehicle Classes” aligning with that sixth graders learn about electricity in their regular school curriculum. This year we shared the excitement of science and monozukuri with 141 sixth graders.

Kazuhiro Kawata of the Shizuoka Blue Revs, coming off the 2022 season of Rugby League One, served as the teacher in the science lab. While teaching them about the effects of global warming, he led the children in experiments in making electricity using everyday objects such as one- and ten-yen coins, salt water and kitchen paper. He also taught them the structure of a motor that revolves through the power of electromagnetism.

They then held a test-ride event featuring electric wheelchairs and electrically power assisted bicycles in the gymnasium. There, the children experienced how the electricity and motors they had just learned about were useful in people's lives, and they made comments such as “It was amazing how it took off like the wind with the assist when the switch was turned on,” and “I was surprised at the precise movements of the electric wheelchair.”

The lecture provided an opportunity for them to understand the causes and effects of global warming, the various initiatives going on in society to reduce carbon dioxide and the rising expectations of electricity and motor technology in these circumstances.



Environmental Conservation Social Contribution Activities

Introducing examples of activities that contribute to environmental preservation in the communities

← The Community

Launched the “Save the Blue Ocean” ride

YMI (India) launched an initiative called the “Save the Blue Ocean Ride” with Gen-Zers interested in nature preservation in mind. It was started with the cooperation of the NGO Bhumi.

The first “Save the Blue Ocean Ride” was held on August 21, 2022 with 300 volunteers from Bhumi and 350 Yamaha riders enthusiastically cleaning plastic and other litter from the beach. While increasing the youth's interest in Yamaha, the initiative also fulfilled Yamaha's responsibility for sustainability and environmental conservation.



Improving Traffic Safety Social Contribution Activities

Introducing examples of activities that contribute to riding safety in the communities

← The Community

Working with the government to promote safety when using electrically power assisted bicycles

In light of the spread of electrically power assisted bicycles, Yamaha Motorcycle Sales Japan Co., Ltd. (YMSJ) is working together with the government on activities aimed at reducing traffic accidents. Participants are taken through classroom and practical lessons to familiarize them with riding in accordance with traffic laws and regulations and help them understand the special features of electrically power assisted bicycles. These activities have gained recognition and are being conducted in 18 places in seven prefectures in Japan as of 2022.



Resolving Local Community Issues Social Contribution Activities

Introducing examples of activities that contribute to solutions for community issues

← The Community

Outdoor Access Initiative's Q3 Grants Support Trail Building, Rehabilitation, Maintenance, and More.

Yamaha has just announced that the Yamaha Outdoor Access Initiative (OAI) contributed more than \$116,000 in grant awards for the third quarter of 2022. This latest funding cycle showcases Yamaha OAI's mission to protect, improve, and expand access to public land for motorized and outdoor recreation through projects that build, protect, and restore access to more than 40,000 acres and 600 miles of trail for motorized recreation.

"Two of the groups funded this quarter, Tread Lightly! and the Wenatchee Valley TREAD, will use OAI grants to rehabilitate OHV trails and riding areas that have been shut down following destructive wildfires. It is gratifying to deliver essential resources that restore access to public lands for OHV riders to once again enjoy," said Steve Nessler, Yamaha's Motorsports marketing manager. "We encourage those who manage, or ride trail systems and riding areas affected by closures and damage due to storms, fires, or otherwise, to reach out to us for similar support – Yamaha's OAI funding can make an immediate impact and even serve to match funds for larger state and federal grants."

The application deadline for consideration in the final funding cycle for 2022 is December 15, 2022. Riding clubs, land stewardship associations, and public land managers are encouraged to work together with Yamaha dealers to identify projects and apply for support. Visit YamahaOAI.com for submission guidelines, the YamahaOAI.com grant application form, answers to most popular questions about the program, and recaps of some typical projects for inspiration.



Amounts Used in Social Contribution Activities

Disclosing the amounts used in social contribution activities

◀ The Community

(Yamaha Motor; Unit: million yen)

	2019	2020	2021	2022
Total	296 (397)	283 (581)	362 (830)	376 (982)
Charitable donations	196 (255)	202 (398)	238 (406)	296 (571)
Voluntary employee activities	60 (83)	39 (92)	41 (193)	48 (213)
Provision of goods	5 (24)	23 (66)	59 (156)	7 (80)

* Figures in parentheses indicate amounts including major Group companies

Shareholders and Investors

A page with links to IR information

In order to ensure accountability by providing shareholders and investors with appropriate, accurate and timely information, Yamaha Motor has established a specialized division which engages in IR activities inside as well as outside Japan.

In addition to the annual shareholders' meeting and quarterly earnings briefings, the division holds IR meetings with investors from within and outside of Japan, and organizes business briefings. Furthermore, the division discloses IR information on the Company's website, operates a website to provide information to individual investors, and makes videos of earnings briefings and briefings for individual investors publicly available, in an effort to proactively disseminate information so that even more shareholders and investors have a better understanding of Yamaha Motor's business strategies.

Since 2019, Yamaha Motor has been issuing integrated reports as part of our efforts to be actively engaged with shareholders and investors through constructive dialog. We also hold ESG (environmental, social, and governance)-related events such as small meetings. In addition, it also engages directly with overseas shareholders and institutional investors in the United Kingdom, the United States, and elsewhere to discuss such matters as environmental, social, and governance (ESG) issues.

Yamaha Motor has established the Employee Shareholding Association in order for staff to build up their assets as well as have them further increase their engagement with the Company by having an awareness of participating in management.

Through this initiative, employees making a greater contribution to business performance will be one factor driving an increase in the Company share price, which will also lead to increased value of the assets held by employees.

- > [Medium-term Management Plan, 2022-2024](#) **PDF**
- > [Video of Presentation, Medium-term Management Plan, 2022-2024](#) **MOVIE**

Information for shareholders and investors is available on the websites below

[Disclosure Policy](#)



[Shareholder return policy](#)



[Investor Relations \(index page\)](#)



The Environment

Introducing the approach and policies concerning the global environment

Approach to Global Environment >

Overview of "Yamaha Motor Group
Environmental Plan 2050" >



Initiatives for
"Climate Change" >

Initiatives for
"Resource Recycling" >

Initiatives for
"Biodiversity" >

Environmental Management >

Data Collection >

Approach to Global Environment

We take into account harmony with the environment in all our business activities

Initiatives to achieve harmony with the global environment

Many environmental and resource-related issues that affect the creation of a sustainable society, such as increasing global warming, the overconsumption of energy, water and other natural resources, and the loss of biodiversity, are worsening on a global level. Climate change in particular is one of the most critical social issues facing global society, and awareness of the climate crisis continues to grow. The Paris Agreement, an international agreement for countering climate change, aims to keep the increase in the average global temperature to well under 2°C compared to pre-Industrial Revolution times while pursuing efforts to limit the increase to 1.5°C, and the United Nation's Intergovernmental Panel on Climate Change (IPCC)'s Special Report on Global Warming of 1.5°C reports the need for carbon neutrality to be achieved by 2050.

Furthermore, at the 2022 edition of the United Nations Biodiversity Conference (COP15), an international conference for conserving biodiversity and realizing the sustainable use of biological resources, the Kunming-Montreal Global Biodiversity Framework was adopted as a new worldwide goal for 2030. It aims to stop the loss of biodiversity to align with nature's recovery trajectory and take urgent action to reserve biodiversity loss in order to become nature positive.

In response to these social conditions, the Yamaha Motor Group will undertake initiatives to achieve harmony with the global environment.

- To prevent global warming, we aim to become carbon neutral through activities to reduce greenhouse gases (GHS) and conserve energy.
- We will abide by the laws and regulations of every country and region we operate in concerning the prevention of air, water and soil pollution. We will also prevent environmental pollution through continuous monitoring and the reduction of pollutants.
- Through the efficient use of resources, such as the appropriate disposal and recycling of waste, we are pursuing initiatives to create a circular economy.
- When it comes to the conservation of biodiversity, we will aim to be nature positive, consider the effects of our business activities and products on biodiversity throughout the value chain, and promote initiatives to reduce negative effects to the absolute minimum. Forests in particular are involved in many areas including absorbing and fixing CO₂, biodiversity, water resources and soil, so we will be promoting forest conservation (zero deforestation) activities.
- We will appropriately handle chemical substances with the potential to seriously affect human health or the environment.

In addition, initiatives to lessen global warming, reduce energy consumption, use resources effectively, improve efficiency, preserve biodiversity, and reduce our environmental impact are carried out across the entire supply chain, with our position regarding the global environment made known to the entire Group as well as to business partners including suppliers and distributors.

The Yamaha Motor Group discloses important information related to climate change according to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which was established by the Financial Stability Board, an international organization.



➤ [Yamaha Motor Agrees with Task Force on Climate-Related Financial Disclosures \(News\)](#)

Overview of "Yamaha Motor Group Environmental Plan 2050"

Introducing an overview of the Yamaha Motor Group Environmental Plan 2050



Contents

■ Environmental Plan 2050

- Overview of This Plan
- 2050 Society
- Risks concerning Global Reduction of Greenhouse Gases
- Identification of Material Issues (Materiality)
- Selected Social Issues
- Climate-related Risks and Opportunities
- Impact of CO₂ Emissions

■ Task Force on Climate-related Financial Disclosures (TCFD) items

1. Governance
2. Strategy
 - Define scenarios
 - Evaluate Risks and Opportunities and Their Financial Impact
 - Business activities and scope exposed to physical risks
 - Yamaha Motor's Net-zero CO₂ Emissions (Carbon Neutrality) Strategy
3. Risk Management
 - Process of Identifying and Evaluating Climate-related Risks
 - Process of Managing Climate-related Risks
4. Indicators and Targets
 - 2050 (2030, 2035) targets
 - 2021 CO₂ emission results and reduction results

■ Environmental technology briefing

Environmental Plan 2050

Yamaha Motor has a diverse range of products that allow users to enjoy interacting with nature in a healthy global environment, and we have grown by providing people around the world with free movement and fulfilling lives. We will therefore take responsibility for environmental conservation in the oceans, mountains and rivers which are our product fields, and minimize our effect on the environment.

In the Yamaha Motor Group Environmental Plan 2050, we set climate change, recycling of resources, and biodiversity as priority action areas, with carbon neutrality, a circular economy and nature positivity as targets to achieve.

Moreover, by increasing the environmental efficiency of our products, which are offered in over 180 countries and regions, across the whole supply chain which takes the Life Cycle Assessment (LCA) into account, we will reduce the CO₂ emitted by our products when used for leisure, in industry and everyday life and contribute to the creation of a carbon-free society.





For resource recycling, there are demands for a switch from socio-economic activities based on mass production, consumption and disposal to a circular economy that efficiently uses limited resources.

For biodiversity, we are involved in activities at our business locations inside and outside Japan to conserve biodiversity in and around the region where we operate. We also support activities that use Yamaha Motor's products, such as beach and lake cleaning using boats and ROVs, and forest conservation efforts involving the use of laser measurements with unmanned helicopters. Starting in FY2023, we have launched an in-house biodiversity working group and begun setting goals and considering initiatives according to the TNFD, and we will promote activities aimed at becoming nature positive.

※TNFD : Taskforce on Nature-related Financial Disclosures

Overview of the Plan

The Yamaha Motor Group aims for carbon neutrality by 2050.

Action Themes	2050 Targets		Priority Actions
Climate Change 	1	Reduce CO ₂ emissions from products (Scope3. cat11 90% or higher reduction compared to 2010) *Per unit sold	<ul style="list-style-type: none"> • Improve the fuel efficiency of the ICE* system • Expand the lineup of BEV • Develop power trains in respond to diversification of energy sources, such as CN fuels* ※ICE: internal combustion engine ※CN (carbon-neutral) fuel: fuels such as Hydrogen, Biofuel, and Synthetic Liquid Fuels, which are derived from renewable energy sources.
	2	Reduce CO ₂ emissions from business locations (Scope 1. Scope 2. Achieve carbon neutrality in 2035)	<ul style="list-style-type: none"> • Reduction of CO₂ emissions generated in operation of production (t-CO₂/net sales) • Reduction of CO₂ emissions in logistics
Resource Recycling 	3	Effective utilization of limited resources and promotion of recycling (Zero landfill waste in business activities, waste reduction: basic unit 1% / year)	<ul style="list-style-type: none"> • 3R designs and promotion of product recycling • Qualitative improvement in recycling/Zero landfill/Reduction of waste generated at the manufacturing stage • Promotion of the reduction of water consumption amounts based on the water stress scenario
Biodiversity 	4	Strengthening of environmental conservation and biodiversity promotion activities in various countries and regions	<ul style="list-style-type: none"> • Activities to protect the places (land, sea and air) where our products are used • Activities that contribute to solving environmental issues in various countries and regions
Management 	5	Management	<ul style="list-style-type: none"> • Strengthening of compliance with environmental laws and regulations, strengthening of the control of chemicals in products • Contribution to the improvement of the air pollution of various countries and regions • Reduction of VOC emission through production activities • Promotion of environmental activities in collaboration with suppliers

Action Themes	2050 Targets	Priority Actions
		<ul style="list-style-type: none"> Building awareness on environmental conservation through global environmental education

- Scope 1. : Direct greenhouse gases (GHG) emissions
- Scope 2. : Indirect GHG emissions
*Indirect emissions from the use of electricity, heat, and steam supplied by other companies.
- Scope 3. : Indirect emissions other than those in Scopes 1 and 2

2050 Society

The current global population of 7.8 billion is predicted to reach 9.7 billion by 2050, increasing 2 billion over the next three decades. Economic growth in Africa and India, among other regions, will drive the world's consumption of primary energy, increasing 1.3-fold from the current level of 14.3 billion tons to 19.2 billion tons by 2050.

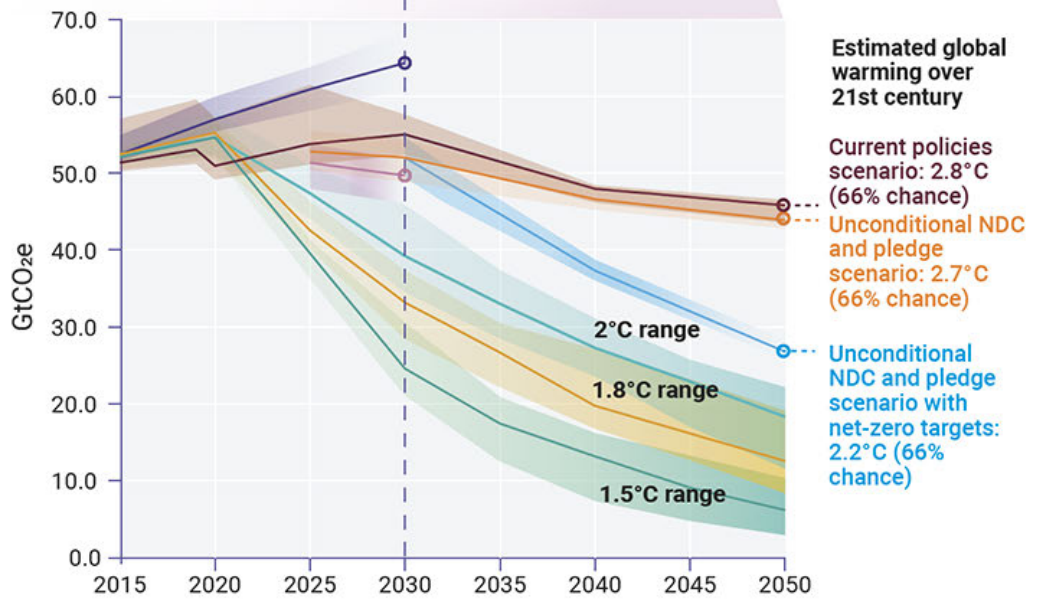
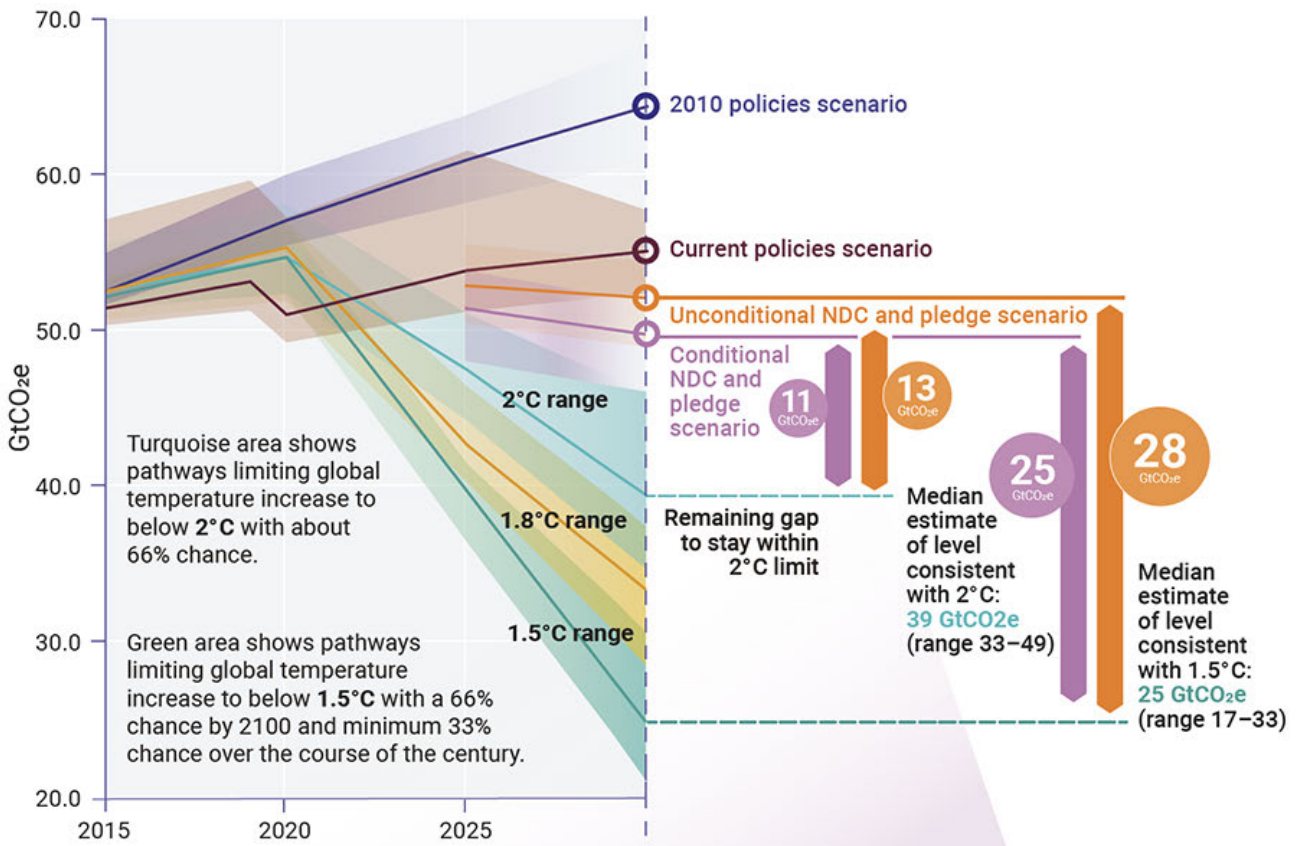
Based on these predictions, it is assumed that the world will face a significant shortage of resources and energy in 2050.

In terms of the global environment, the world is moving toward decarbonization in an effort to reduce CO₂ emissions—believed to be the primary cause of global warming—shifting from fossil fuels to alternative energy sources in the use of primary energy. In light of these predictions and assumptions concerning society and our business environment in 2050, we identified long-term environmental issues.

Risks concerning Global Reduction of Greenhouse Gases

The Emissions Gap Report 2021 issued by the United Nations Environment Programme (UNEP) cautions that even if reduction efforts continue according to the latest Nationally Determined Contribution (NDC) targets and according to the mitigation levels currently pledged, the world's temperature is still on track to warm up 2.7°C by the end of this century.

To meet the goal of limiting global warming to 1.5°C as stated in the Paris Agreement, in addition to the updated NDC and other public commitments, yearly emissions must be reduced by a further 28 gigatons of CO₂ equivalents (GtCO₂e). According to reports, the world urgently needs to take additional measures and actions to roughly halve yearly greenhouse gas emissions in the next eight years .



Identification of Material Issues (Materiality)










We intend to address not just climate-related risks but also a variety of social issues in ways that embody the unique style of Yamaha. Resolving social issues is also very important for Yamaha Motor's sustainable growth, and therefore, in formulating our long-term vision and medium-term management plan, we have used the steps shown below to identify material social issues that we can resolve using our strengths.

step 1 ▶	step 2 ▶	step 3 ▶	step 4
<p>Selection of social issues</p> <p>The Corporate Communication Division and the Sustainability Division looked at the wide range of social issues referenced in the SDGs and the Global Risks Report, and selected those that will have the greatest impact on our use and procurement of management resources, and for which the resolution will make the greatest contribution to the enhancement of our corporate value. We also evaluated the materiality of social issues from the perspective of stakeholders, referencing the valuations of ESG rating institutions.</p>	<p>Categorization of social issues</p> <p>Through consultation with operating divisions, functional divisions, and corporate divisions, the divisions clarified the relationships between the issues selected in Step 1 and each division's policies and activities, and those that should be addressed Companywide were aggregated and categorized.</p>	<p>Identification of material social issues</p> <p>All of the Company's officers deliberated social issues aggregated and categorized in Step 2 at the Management Committee and the Board of Directors meetings, and identified "material social issues" that should be addressed Companywide using our strengths, corporate philosophy, and unique capabilities.</p>	<p>Incorporation into medium-term management plan</p> <p>Initiatives to resolve the identified material social issues have been incorporated into the medium-term management plan. The rigorous implementation of these initiatives will be monitored going forward.</p>

> Addressing Materiality (Material Social Issues)

Selected Social Issues

* Text in red: climate-related issues

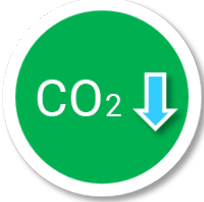


		Material issue areas	
<p>↑</p> <p>Importance to stakeholders</p>	<ul style="list-style-type: none"> Financial crisis in important economic zones Unmanageable inflation Failure of national governance Failure of regional or global governance Inter-government conflict over regional problems Deepened social uncertainty Abuse of technological progress 	<ul style="list-style-type: none"> Introduction of industrial processes taking into account clean technologies and efficient use of resources Heightened awareness of sustainability Promotion of economic growth based on fair work environments Reduction of waste materials Curtaiment of corruption and bribery  	<ul style="list-style-type: none"> Improved energy efficiency (including promotion of use of renewable energy) Promotion of use of inexpensive, reliable energy Promotion of safe and secure work environments Advancement of diversity and inclusion Effective use of water resources and prevention of pollution Securing of clean water resources  
	<ul style="list-style-type: none"> Abolition of inequality Responses to multi-stakeholders Promotion of innovation (active use of global partnerships) Implementation of fair taxation Promotion of sustainable industrialization 	<ul style="list-style-type: none"> Elimination of discrimination against women/protection of human rights Use of women's skills Strengthened disaster prevention and response Eradication of forced labor, human trafficking, and child labor Increased employment for socially vulnerable people 	<ul style="list-style-type: none"> Prevention of pollution and damage from harmful chemical substances Strengthened measures to address climate change Sustainable use of natural resources Promotion of innovation (promotion of sustainable industrialization) Promotion of innovation (promotion of sustainable forms of consumption and production in developing countries)  
	<ul style="list-style-type: none"> Strengthened support for emerging and developing countries 	<ul style="list-style-type: none"> Promotion of protection and recovery of land ecosystems Provision of stable living environment Halting of deforestation Protection and recovery of marine ecosystems  	<ul style="list-style-type: none"> Expansion of educational systems (including vocational training) Enhanced education environment in developing countries Promotion of social infrastructure development Prevention of traffic accidents Protection of small-scale agricultural and fishing industries Advancement of sustainable fishing industry Improved access to fishing areas and markets in least developed countries

Importance to Yamaha Motor →

Climate-related Risks and Opportunities

Material environmental and social issues	<ul style="list-style-type: none"> Strengthened measures to address climate change Improved energy efficiency  	<ul style="list-style-type: none"> Effective use of water resources and prevention of pollution Reduction of waste materials Introduction of industrial processes taking into account clean technologies and efficient use of resources Sustainable use of natural resources    	<ul style="list-style-type: none"> Promotion of protection and recovery of land ecosystems Halting of deforestation Protection and recovery of marine ecosystems  
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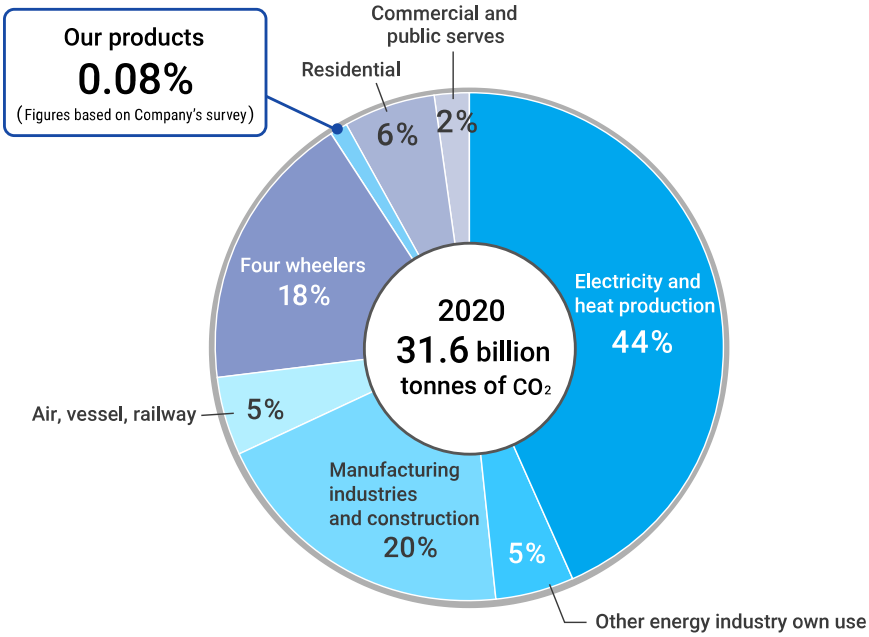
Action Themes	<p>Climate Change</p> 	<p>Resource Recycling</p> 	<p>Biodiversity</p> 
Risks	<p>Short-term Development costs associated with addressing regulations may increase significantly, with each country and territory moving to tighten motorcycle emission standards, and the U.S. introducing more stringent CARB (California Air Resources Board) and EPA (Environmental Protection Agency) emission standards for marine engines.</p> <p>Medium-term A growth of demand for motorcycles triggered by economic growth in India, African countries, and other regions may increase CO₂ emissions from operations, and the introduction of carbon tax may increase operational costs.</p> <p>Long-term Heightened environmental awareness may lead to decreased sales of products that use fossil fuels.</p>	<p>Short- to medium-term The worldwide drive to make the whole supply chain carbon neutral makes initiatives for carbon-free raw material procurement highly important. As the electrification of mobility accelerates globally as a response to climate change issues, scarce resources such as nickel and cobalt required for storage batteries may become shortage, and procurement costs may increase.</p> <p>Long-term Increased consumption of resources accompanying the economic growth of emerging nations may heighten procurement risks, including a shortage of resources and cost increase.</p>	<p>Short- to long-term Climate change will cause abnormal weather events, including forest fires, droughts, extreme temperature changes, storms, and snowfall, destroying the ecosystems of the oceans, mountains, and forests where our products are used.</p>
Opportunities	<p>Short- to medium-term Demand for motorcycles as an affordable means of transportation is growing due to economic growth in India, African countries and other</p>	<p>Short-term When it comes to the recycling of resources, demand is increasing for mobility vehicles that save resources in terms of raw materials and energy used.</p>	<p>Short- to long-term Increased awareness of the need to conserve the natural environment may trigger growth of the outdoor market where people seek and cherish interaction with nature.</p>

<p>places. Demand for electric models is growing, mainly in developed countries.</p> <p>Long-term Electric models may be widely adopted.</p>	<p>Medium-term Rental business and sharing services</p> <p>Long-term Ultra-compact mobility vehicles that are small, lightweight, and resource-saving may be incorporated into the social infrastructure.</p>	
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Impact of CO₂ Emissions

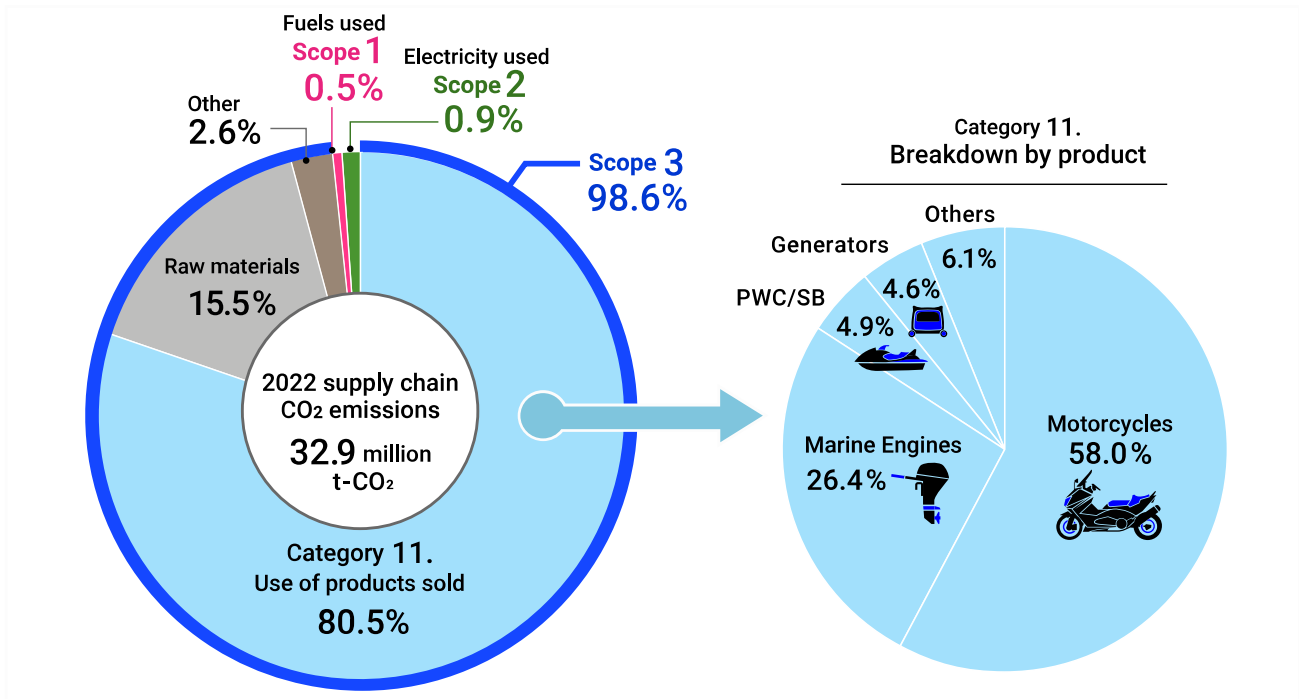
The world produced 31.6 billion tons of CO₂ emissions in 2020. Of this amount, products accounted for just 0.08% of the total as a source of emissions and are therefore products with an extremely low environmental impact. In 2022, CO₂ emissions across the Yamaha Motor Group's entire supply chain were 154,950 t-CO₂ for Scope 1, 310,376 t-CO₂ for Scope 2, 32,459,349 t-CO₂ for Scope 3, and 32,924,676 t-CO₂ overall. Scope 3 "cat11. Use of products sold" accounted for 80.5%, followed by "cat 1. Purchased products and services (Emissions associated with sourcing of raw materials)" at 15.5%. In setting reduction targets for CO₂ emissions, we recognize the importance of improving the fuel (electric) efficiency of our products, promoting the adoption of next-generation mobility vehicles, and using resources efficiently.

The world CO₂ emissions - Source of emissions



Source : IEA "CO₂ Emissions from Fuel Combustion 2022 Highlights"

Breakdown of CO₂ emissions for the entire supply chain



Task Force on Climate-related Financial Disclosures (TCFD) items



1. Governance

Climate change-related governance structure

The Board of Directors formulates policies on dealing with issues concerning sustainability and regularly reviews their implementation status.

With regard to issues concerning sustainability, the Board of Directors oversees the Sustainability Committee which meets five times a year, chaired by the President and Chief Executive Officer and comprising executive officers appointed by the Board of Directors.

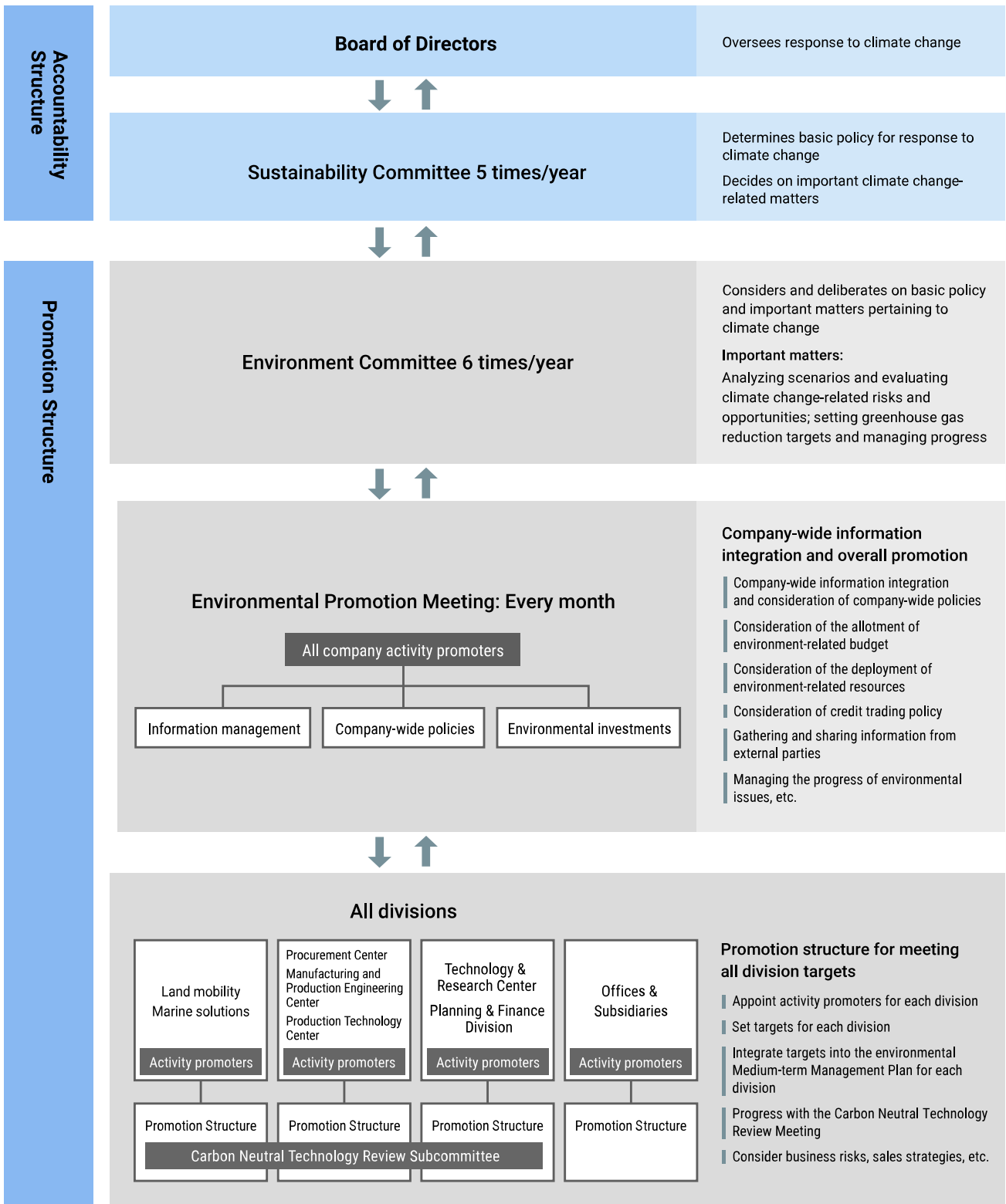
Sustainability Committee Chair: President and Chief Executive Officer
Members: Executive Officers with titles

For issues concerning sustainability, we positioned the environmental field in particular as an important area to be tackled by management, and established the Environment Committee, chaired by an executive officer in charge of environmental activities. The Environment Committee meets six times a year to discuss policies concerning the environment (e.g., policies on how to respond to recommendations from the TCFD) and visions, formulate the Yamaha Motor Group's long-term environmental plan (Environmental Plan 2050), and conduct annual reviews of how each operating division has progressed against its targets. It reports its findings to the Board of Directors at least twice a year.

Environment Committee Chair: Executive officer assigned to the promotion of environmental activities
Members: 23 business and division activity promoters including the chief general managers of the businesses

In FY2023, we enhanced the structure of the Environmental Committee by changing from 17 business and division activity promoters last year to 23 members including the chief general managers of businesses, and we increased the number of meetings from three times a year to six.

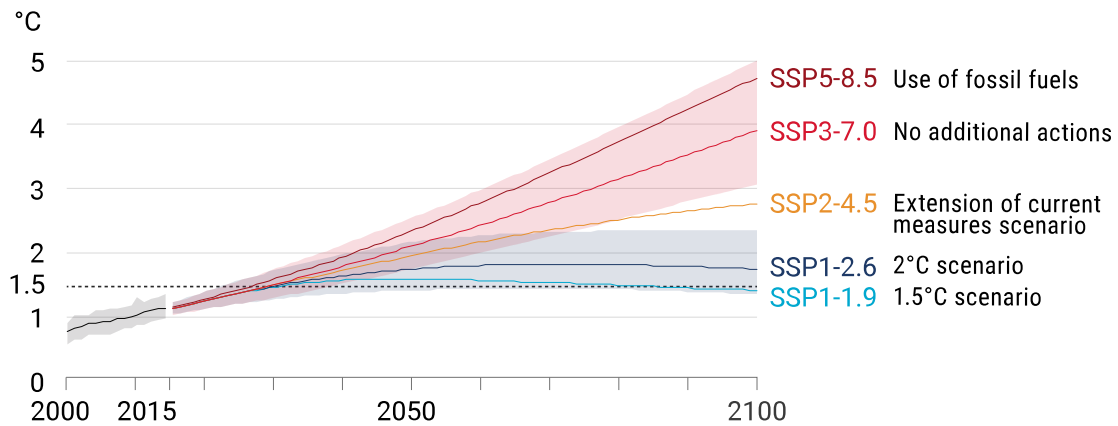
Additionally, to encourage effective initiatives, materiality KPI results including climate change and external evaluations of ESG were linked to the compensation of management and executives.



2. Strategy

Define scenarios

█ Predicted average global temperature by 2100 Temperature rise from the average for 1980–1900

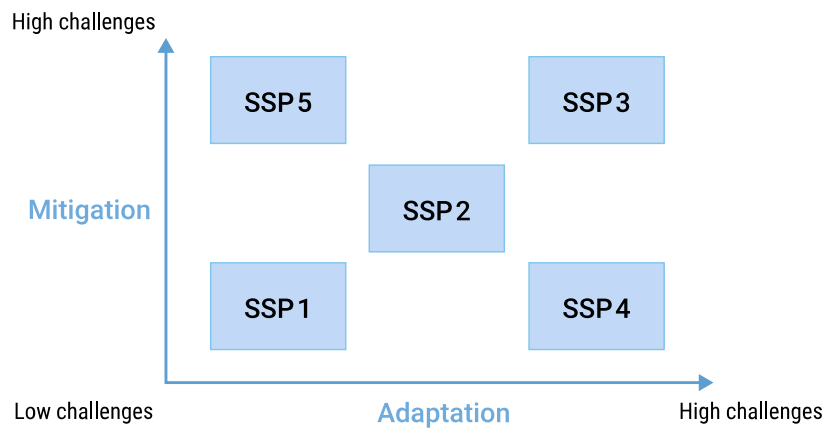


Source: IPCC Sixth Assessment Report (AR6)

Categories of Shared Socioeconomic Pathway (SSP*) scenarios

IPCC The Sixth Assessment Report classifies five scenarios of projected trends in global socioeconomic development along two axes: socioeconomic measures for mitigation of climate change and socioeconomic challenges for adaptation.

※Shared Socioeconomic Pathways



SSP1 : A sustainable development scenario where both mitigation and adaptation are easy Low challenges.

SSP2 : A moderate development scenario for both mitigation and adaptation.

SSP3 : A development scenario of regional rivalry where both mitigation and adaptation are High challenges.

SSP4 : A development scenario with an unequal society, where mitigation is easy
Low challenges but adaptation is High challenges.




SSP5 : A fossil fuel-dependent development scenario where mitigation is High
challenges but adaptation is Low challenges.

In the IPCC Sixth Assessment Report, SSP1-1.9 was set as the scenario corresponding to the new target of a 1.5°C change in the average global surface temperature due to the agreement made at COP26 to pursue efforts to limit the rise in temperature to 1.5°C compared to pre-Industrial Revolution times. The report predicted that all five scenarios evaluated on the changes to the average global temperature by 2100 had a high likelihood of reaching an increase of 1.5°C by 2040, and thus there was the need for countries and corporations to intensify their climate change measures.

When Yamaha Motor formulated its strategy to become carbon neutral by 2050, to cope with uncertainties (risk factors), we referred to the IPCC Sixth Assessment Report and selected two scenarios, namely SSP1-1.9 or SSP1-2.6 and SSP3.

Evaluate Risks and Opportunities and Their Financial Impact

We evaluate the materiality of climate-related risks and opportunities based on whether they are likely to materialize in the short term, medium term, or long term, and the estimated scale of the resulting financial impact.

-  Short term: May have an immediate impact on business performance (including possibilities that may materialize in a period of 0 to 3 years)
-  Medium term: May necessitate a major adjustment of our strategies (including possibilities that may materialize in a period of 3 to 6 years)
-  Long term: May radically impact the feasibility of our long-term strategies and business models (including possibilities that may materialize in a period of 6 years or more)

	Classification (scenario)	Assessment target	Period	Response status	Financial impact
Transition	Policy and Legal (SSP1)	Development costs may increase due to compliance with the emission standards and CO ₂ emission regulations of various countries and regions	Short term	The Regulations and Certification Division and local sales divisions obtain the latest information on tightening emissions standards and report it to the R&D division to help us respond to tightening standards in various countries. As a measure to minimize risks from suddenly tightened regulations in India and the ASEAN region, we develop our company's global models which comply with current standards in line with European standards.	While working to grow our existing businesses and develop new businesses, we spent 121 billion yen on R&D expenses and growth strategies in FY2022, including measures to adapt to or mitigate climate change issues. One major effect of climate change on the company is that CO ₂ emissions from the use of our products comprise approximately 80% of the emissions from our whole supply chain, and out of that, about 58% are emitted by motorcycles. Motorcycles are our main product, making up 57% of our sales, so the R&D expenditure needed to comply with emissions standards has a major impact on our business.
	Policy and Legal (SSP1)	Introduction of carbon tax may increase operating costs We conduct manufacturing operations for our main motorcycle business at 27 locations in 16 countries, mainly in the ASEAN region. Fossil energy is used during processes like casting and painting.	Medium term	To minimize the risks associated with tightened energy standards in the countries and regions we are active in, the Production Technology Center and our environmental facility division collect information on regulatory trends pertaining to energy costs in various countries and regions. Moreover, the Environmental Committee deliberates and discusses energy-related investment plans, how to procure renewable energy and other matters, and the findings are reported to the Board of Directors following a review by the Management Committee.	The burden will increase to 47 billion yen/year if we assume a carbon tax on CO ₂ emissions of 10,000 yen/ton for our business activities from calculations based on CO ₂ emissions in 2022.* * Carbon Pricing Leadership Coalition (CPLC) Report: from 2030 carbon tax price forecasts

	Classification (scenario)	Assessment target	Period	Response status	Financial impact
	Technology (SSP1)	Risk that demand for rare earths will increase and procuring raw material will become difficult once various manufacturers begin to accelerate electrification initiatives.	Short term	Since the procurement and cost of compact batteries will be an issue, we have begun to work with other companies in the same industry to form a consortium to standardize battery standards to make batteries interoperable and develop infrastructure, and we are making efforts to popularize electric models.	—
	Market (SSP1)	Risk of reduced sales for ICE motorcycles due to bans on inner-city use of vehicles that use fossil fuels	Long term	We will develop mobility products that use next-generation power sources instead of fossil fuels (electric motorcycles, PAS, low-speed electric land cars), propose sharing services in collaboration with local governments, and pursue collaborations with partners aimed at the unification of social infrastructure focused on CASE, the latest trend in the automobile industry.	Sales of our motorcycles in developed countries in FY2022 were 322.9 billion yen. If sales of motorcycles equipped with gasoline-powered internal combustion engines dropped by 50% due to changes in preferences in markets in developed countries which are rapidly going carbon-free, it would reduce the company's sales by 90 billion yen.
	Reputation (SSP1)	Risk that investors and other stakeholders will consider the disclosure of information as insufficient	Medium term	IR and SR staff of the Corporate Communication Division: Hold briefing sessions for individual investors and interviews for institutional investors	—
Physical	Acute (SSP3)	Risk of extreme weather events impacting operations	Medium term	We have identified damage from natural disasters as one of the Group's six major risks, and based on that identification we have made it obligatory to prepare and advance response plans for high-risk regions. When it comes to suppliers, we try to reduce risks by ensuring that we have adequate stock and by having a system in place for speedy responses when a disaster occurs, such as quickly identifying and confirming potential suppliers.	Sales of our motorcycles in developing nations in FY2022 were 968.8 billion yen. In theory, if operations stopped for two weeks due to flooding in the ASEAN region, a supply delay of 120,000 motorcycles would occur which would cause a 4% reduction in motorcycle sales in developing nations, leading to a loss of 38.7 billion yen in sales.
	Chronic (SSP3)	Risk of long-term extreme weather impacting operations and sales	Long term	Environmental managers assess the frequency and severity of onshore abnormal weather and heavy rain based on the evaluations in the IPCC's AR6 report, understand the level of their effects on our locations,	—

Classification (scenario)	Assessment target	Period	Response status	Financial impact
			and implement countermeasures.	

	Classification	Assessment target	Period	Response status	Financial impact
Opportunities	Resource Efficiency	Improved energy efficiency in production processes	Short term	Implement theoretical-value-based production globally	2022-2024 - Budget of 7 billion yen for carbon neutrality at production sites
	Energy Source	Adopting renewable energy at production sites	Short term	Introduce solar power generation globally Introduce CO2-free power sources to YMC	2022-2024 - Budget of 4.7 billion yen for renewable energy at production sites
	Products/ Services	Expand development of low carbon products Upgrade and expand sales of BEV products	Medium term	Launch 10 BV product models by 2024 Increase R&D facilities aimed at electrification and carbon-neutral fuels by 2024	Increased revenue due to demand for low carbon products
	Markets	Expand demand for our products tailored to the power sources and policies of individual countries and territories	Short term	Launch the NEO'S electric scooter and the HARMO electric propeller in Europe	—
		Access to environmentally-focused new markets and territories	Medium term	Establish a Yamaha fund focused on the environment and resources To remove CO2 from the air, we invested in Andes Ag, Inc., a US-based startup that researches beneficial microorganism technologies .	Total investment: 10.0 billion yen (15-year investment period)
Resilience	Increase revenue through products and services tailored to the energy policies and diverse energy sources of individual countries and territories	Long term	In preparation for greater global demand for electrified products, Yamaha Motor is developing electrified versions of its products and expanding its lineup in order to establish systems capable of satisfying that demand.	R&D costs in 2022 were 105.2 billion yen	

Business activities and scope exposed to physical risks

According to the IPCC Sixth Assessment Report (AR6), "Climate change is already affecting every inhabited region across the globe, with human influence contributing to many observed changes in weather and climate extremes."

Yamaha Motor Manufacturing Location Areas

Synthesis of assessment of observed change in heavy precipitation and confidence in human contribution to the observed changes in the world's regions

Type of observed change in heavy precipitation

● Increase (19)

● Decrease (0)

○ Low agreement in the type of change (8)

○ Limited data and/or literature (18)

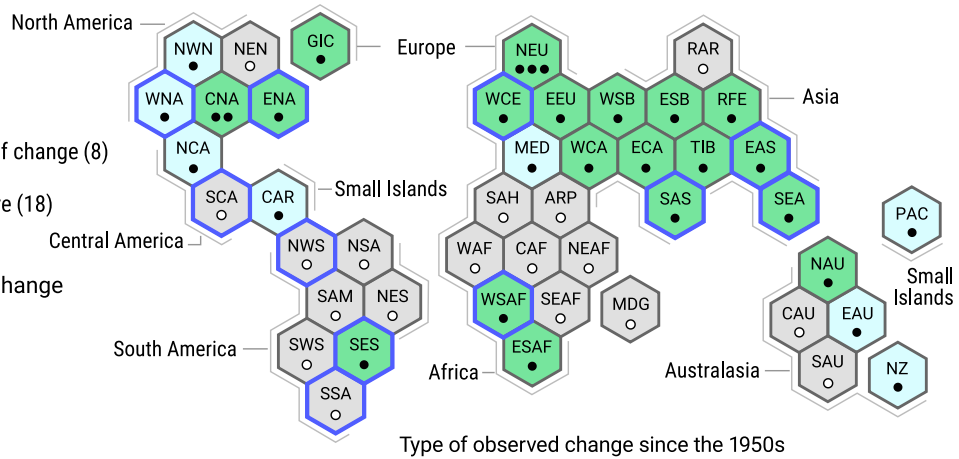
Confidence in human contribution to the observed change

●●● High

●● Medium

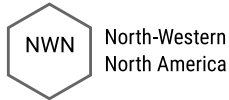
● Low due to limited agreement

○ Low due to limited evidence



Type of observed change since the 1950s

Each hexagon corresponds to one of the IPCC AR6 WG1 reference regions



North-Western North America

IPCC AR6 WG1 reference area :

■ North America

NWN (North-Western North America) 、 **NEN** (North-Eastern North America) 、 **WNA** (Western North America) 、 **CNA** (Central North America) 、 **ENA** (Eastern North America)

■ Central America

NCA (Northern Central America) 、 **SCA** (Southern Central America) 、 **CAR** (Caribbean)

■ South America

NWS (North-Western South America) 、 **NSA** (Northern South America) 、 **NES** (North-Eastern South America) 、 **SAM** (South American Monsoon) 、 **SWS** (South-Western South America) 、 **SES** (South-Eastern South America) 、 **SSA** (Southern South America)

■ Europe

GIC (Greenland/Iceland) 、 **NEU** (Northern Europe) 、 **WCE** (Central and Western Europe) 、 **EEU** (Eastern Europe) 、 **MED** (Mediterranean)

■ Africa

MED (Mediterranean) 、 **SAH** (Sahara) 、 **WAF** (Western Africa) 、 **CAF** (Central Africa) 、 **NEAF** (North-Eastern Africa) 、 **SEAF** (South-Eastern Africa) 、 **WSAF** (West Southern Africa) 、 **ESAF** (East Southern Africa) 、 **MDG** (Madagascar)

■ Asia

RAR (Russian Arctic) 、 **WSB** (West Siberia) 、 **ESB** (East Siberia) 、 **RFE** (Russian Far East) 、 **WCA** (West Central Asia) 、 **ECA** (East Central Asia) 、 **TIB** (Tibetan Plateau) 、 **EAS** (East Asia) 、 **ARP** (Arabian Peninsula) 、 **SAS** (South Asia) 、 **SEA** (Southeast Asia)

■ Australasia

NAU (Northern Australia) 、 **CAU** (Central Australia) 、 **EAU** (Eastern Australia) 、 **NZ** (New Zealand)

■ Small Islands

CAR (Caribbean) 、 **PAC** (Pacific Small Islands)

In the section in AR6 about "Observed changes in heavy precipitation," out of the 11 areas that the company has manufacturing locations in, 7 areas and 27 locations were experiencing increases in heavy precipitation. There is the risk of operating shutdowns due to flooding of factories or fractured transportation in the supply chain for raw materials and parts caused by floods.

Regarding this risk, we are working on prevention and countermeasures by establishing rules to minimize damage by taking appropriate measures based on the "Business Continuity Regulations". The implementation status is reported and evaluated by the Sustainability Committee, which is chaired by the President and Executive Officer, and we are working to further improve the BCP level.

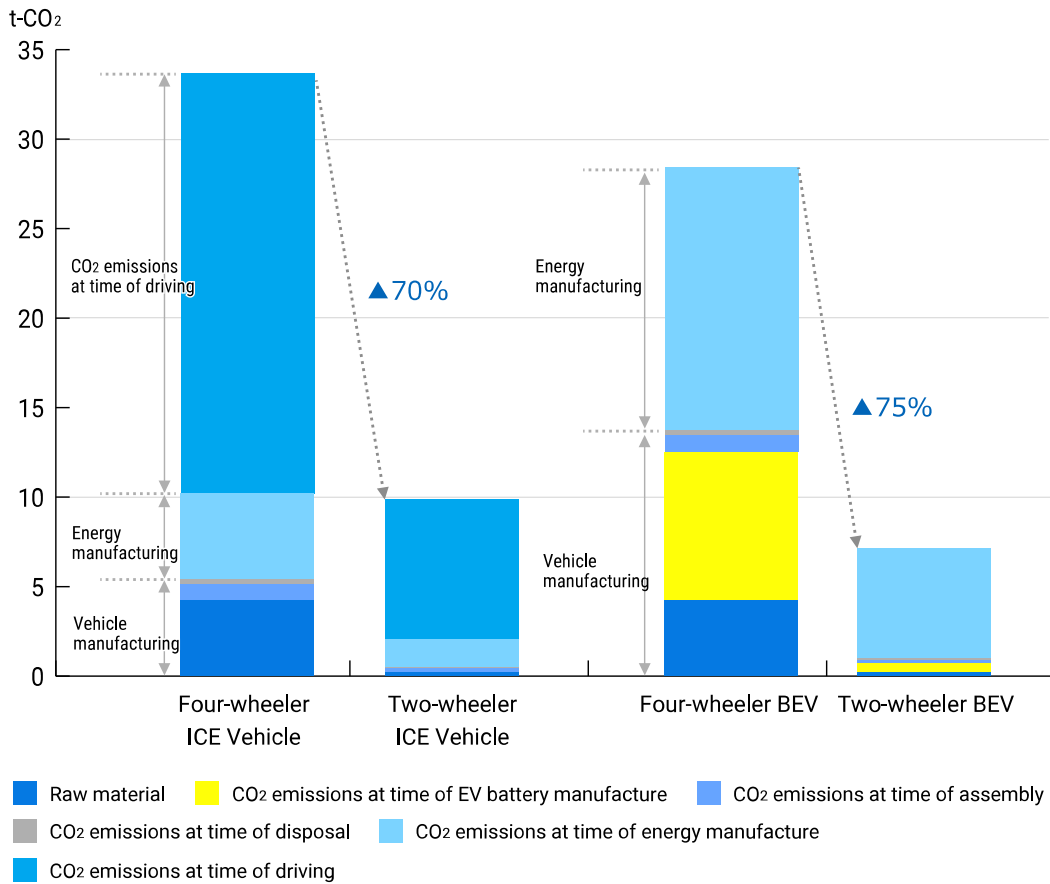
Yamaha Motor's Net-zero CO₂ Emissions (Carbon Neutrality) Strategy

Compact Mobility Vehicles with Low environmental impact

Yamaha Motor proposes compact mobility vehicles with low CO₂ emissions and Low environmental impact throughout their life cycle, from raw materials to manufacturing, use, and disposal. For example, the CO₂ emissions of two-wheeler vehicles are less than those of four-wheelers. In terms of the whole product life cycle, CO₂ emission amounts are 70% less for ICE vehicles, and 75% less for Battery Electric Vehicles at the raw materials stage.

More effective CO₂ emission reduction can be achieved through the reduction of CO₂ emissions during the manufacture of batteries, and excellent charging facilities that utilize renewable energy sources.

Comparison of CO₂ Emission Amounts for the Product Life Cycle (ICE Vs. BEV)



[Assumptions for the Estimate]

Four-wheeler ICE/BEV: IEA standard; Two-wheeler ICE: Yamaha Motor 125 cc; Two-wheeler BEV is a Yamaha Motor BEV of a similar output class to the aforementioned; driving distance per year: 15,000 km; duration of use: 10 years

[Four-wheeler data reference] Global EV Outlook 2020 (IEA)

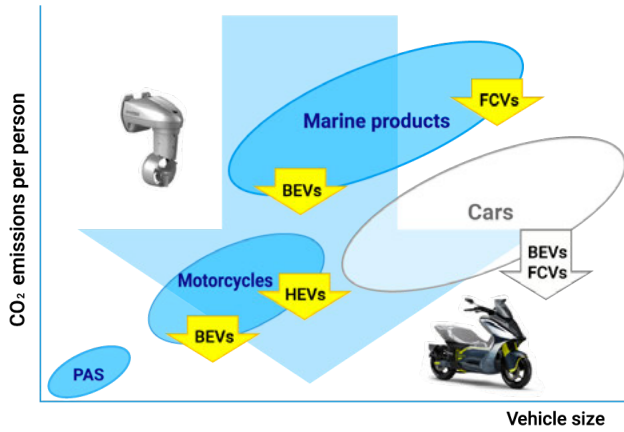
※ICE: internal combustion engine ※BEV: Battery Electric Vehicle

Basic Policy

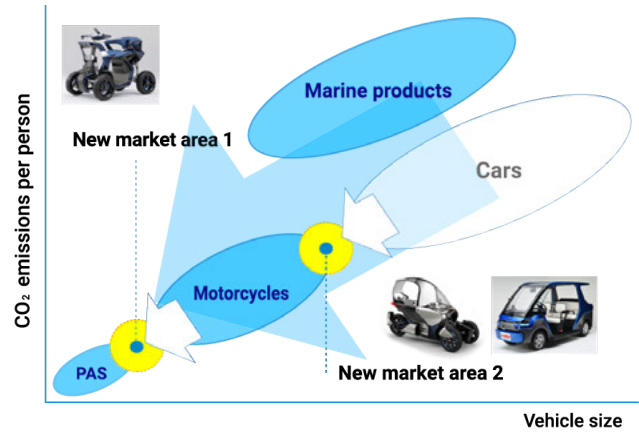
Aim for the further reduction of movement-related CO₂ emissions per passenger

- Switch to efficient sources of power with smaller CO₂ emissions.
- Promote the utilization of compact mobility vehicles with a low carbon footprint.

Promotion of the reduction of CO₂ emissions through greater efficiency achieved by optimal methods



Utilization of compact mobility vehicles



Motorcycles

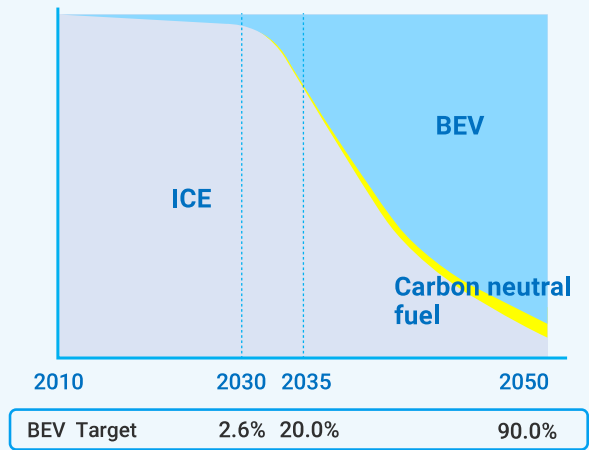


Yamaha Motor will undertake: 1. the improvement of the fuel efficiency of ICE systems, 2. expansion of the lineup of electrified models and their popularization, and 3. the development of power trains powered by renewable energy.

In regard to the Electrification Strategy, an important point related to product roll out is to take CO₂ emission reduction into consideration and consider the state of the diffusion of electricity generated through renewable energy sources and development of a supply infrastructure in a country or region.

We will work toward achievement of net-zero CO₂ emissions (carbon neutrality) by 2050 by first rolling out products in Europe, which has a high rate of the use of renewable energy to generate electricity. Between 2030 and 2035, we will then move onto the ASEAN region, which is a high-volume zone in terms of CO₂ emissions.

Powertrain ratio of motorcycles



Outboard motors

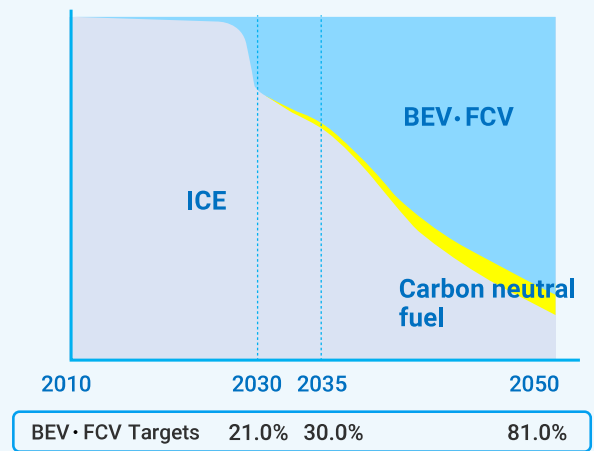


In relation to outboard motors, we will engage in the following as the technological strategy toward achievement of net-zero CO₂ emissions (carbon neutrality). 1. Improvement of the fuel efficiency of ICE systems, 2. Development of electrified models, and 3. The development of models that use hydrogen, e-fuel, and other renewable energy as sources of power.

The sales composition of outboard motors is 60% in industrialized countries and 40% in emerging countries and developing countries. In industrialized countries, they are primarily used for fishing, marine sports and other leisure activities. Meanwhile, their use in emerging countries and developing countries is mainly focused around supporting people's livelihoods, such as through fisheries. Their usage environments are also harsh.

Because Yamaha Motor rolls out electrified models while keeping an eye on the state of the spread of the infrastructure for the supply of renewable energy as well as the suitability level of a country or region's usage environment, the roll out of electrified models is carried out sequentially beginning with industrialized countries. They are then deployed to other regions. By doing so, we are contributing to net-zero CO₂ emissions (carbon neutrality) as the most trusted brand.

Powertrain ratio of outboard motors



We have assumed the achievement of technical innovation in CN fuels (e.g., Hydrogen, Biofuel, Synthetic Liquid Fuels, etc.) and have made CN fuel adoption rates of 2.0% in 2030, 5.0% in 2035, and 30% in 2050 the preconditions.

Going forward we will continue to review our measures as needed toward achievement of carbon neutrality by 2050. We will do so by engaging in the analysis of future forecast scenarios drafted by the IEA and others, obtaining an understanding of the electrical power supply composition policies and infrastructure circumstances of various countries and regions, and developing environmental technology that anticipates trends in carbon-neutrality technology.

Main axis	Technological response		Effect
ICE (internal combustion engine)	Enhancement of the efficiency of engines and drive trains		Fuel improvement
	HEVs (the main axis is motorized in S-HEVs)		
	De-carbonization of fuel	Synthetic Liquid Fuels Hydrogen	De-carbonization
Motorized	BEV FCV (hydrogen fueled)		

ICE: Internal Combustion Engine; burns fuel to acquire moving force.

HEV: Hybrid Electric Vehicle; driven through the combination of an engine and motor.

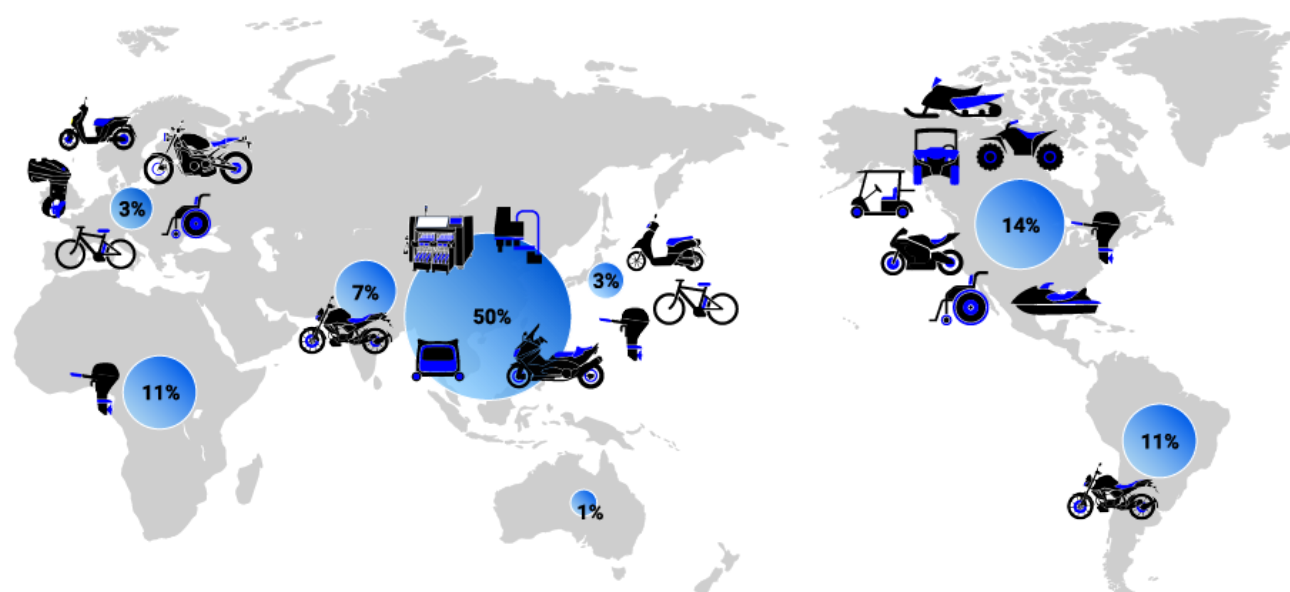
BEV: Battery Electric Vehicle; drive a motor using battery power.

FCV: Fuel Cell Vehicle; power is generated using fuel cells to drive a motor.

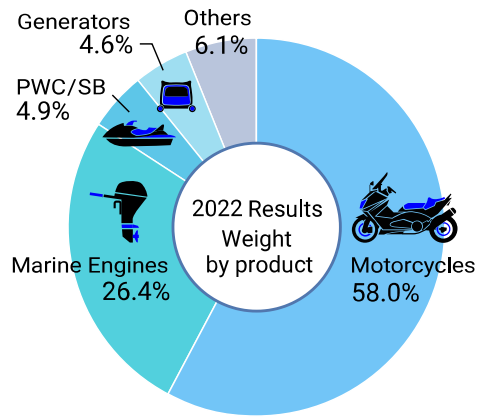
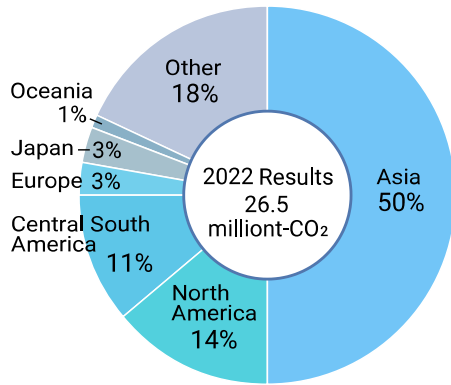
CN fuel: Carbon-neutral fuel; moving force is acquired by burning Hydrogen, Biomass, Synthetic Liquid Fuels, and other renewable fuels.

Synthetic Liquid Fuels: Fuel obtained by synthesizing hydrogen and CO₂, which are obtained by electrolyzing water with renewable energy.

By region CO₂ emissions from the use of sold products



Scope 3. cat11. CO₂ Emissions by Region

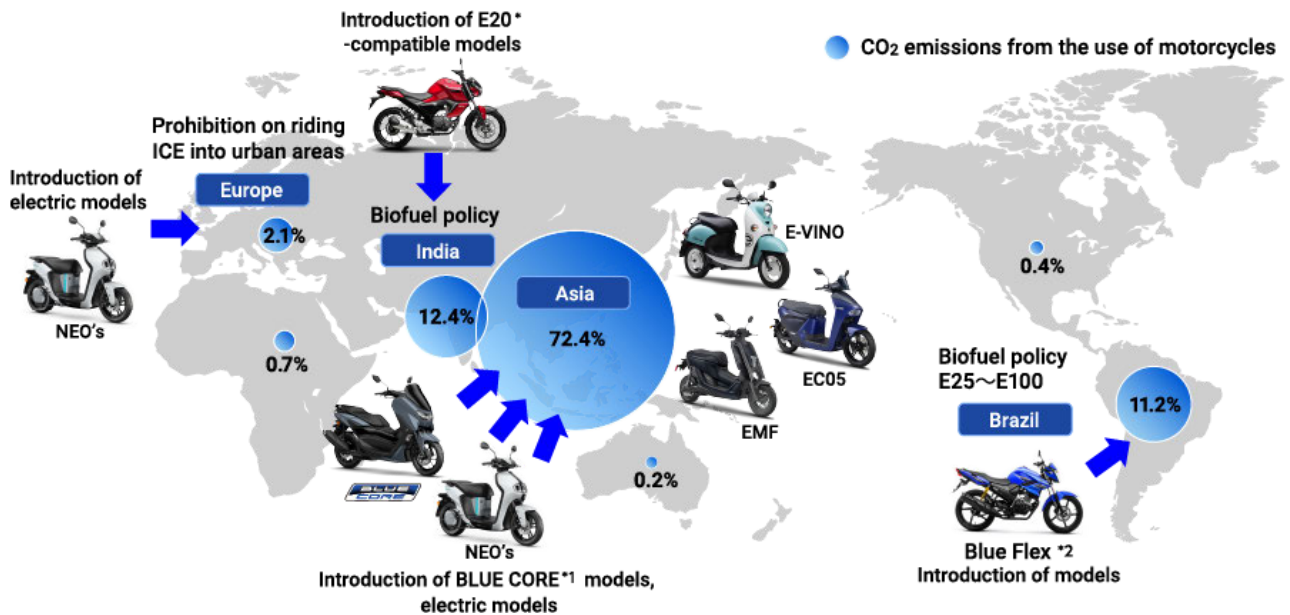


26.5 million tons of CO₂ were emitted as Scope 3 cat11 emissions in FY2022.

Broken down by region, emissions from Asia made up 50% of the whole.

By product, motorcycles made up about 60% while marine products such as outboard motors, PWC and SB accounted for 30%.

Motorcycle Product Carbon Neutrality Strategy (2022 - 2024)



*1: A motorcycle engine design concept that balances riding performance, fuel economy and environmental performance at a high level

*2: BlueFlex is a registered trademark of Yamaha Motor. The company applies the name to models that can run on a fuel mixture of gasoline and ethanol.

*E20/E25/E100: Bioethanol blended with gasoline in a ratio of 20%, 25% and 100% respectively.

Field tests of social infrastructure initiatives



Create new mobility areas



Compatibility with diverse energy sources

e-fuel
biofuel-compatible
hydrogen fuel



3. Risk Management

Process of Identifying and Evaluating Climate-related Risks

We identify and evaluate climate change risks from two perspectives: business strategy and business continuity.

Identification of Risks

Each operating division and functional division categorize short-term, medium-term, and long-term climate-related risks into "risks related to transitioning to a low-carbon economy" and "risks related to physical changes caused by climate change." Then, they consider the financial impacts of these risks on business, as well as the financial impacts on business with climate change mitigation measures and adaptation measures as opportunities for management reform, and identify risks and opportunities in the medium-term business plan.

Companywide business continuity risks including climate-related risks, violations of laws related to product quality, critical product accidents, and cybersecurity are incorporated into the activity policies of each headquarters division and overseas Group company, and those that we particularly need to focus on to prevent and address are identified as significant risks at the Group level. In this manner, climate-related risks are incorporated into the Groupwide system for risk management.

Evaluation of Risks

The Environment Committee, chaired by the executive officer in charge of environment activities, evaluates specific initiatives undertaken as a business strategy on risks and opportunities identified by each operating division and functional division.

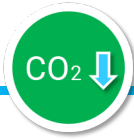
The Sustainability Committee, chaired by the President and Chief Executive Officer, evaluates specific initiatives on significant risks at the Group level, particularly Companywide business continuity risks, including climate-related risks, that the Company needs to focus on to prevent and address. In this manner, climate change-related risks are incorporated into the Groupwide system for risk management.

Process of Managing Climate-related Risks

The Environment Committee manages the annual progress toward the goals and targets of specific initiatives undertaken as a business strategy on risks and opportunities identified by each operating division and functional division. It reports results to the Sustainability Committee, which consists of the same members as the Management Committee, and the Board of Directors.

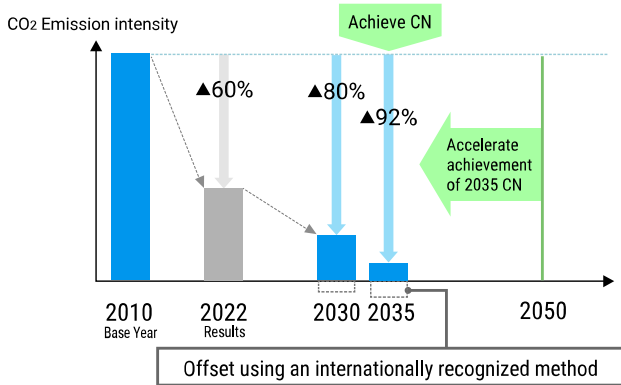
Specifically, each operating division and functional division considered NDC scenarios and two scenarios out of SSP1-1.9 or SSP1-2.6 and SSP3, using the information in the IPCC Sixth Assessment Report as a reference. They then evaluated the short-term, medium-term and long-term risks and opportunities and their impacts on business, strategies and finances and formulated specific numerical targets for 2030 (and 2035) as a step towards achieving carbon neutrality by 2050.

4. Indicators and Targets



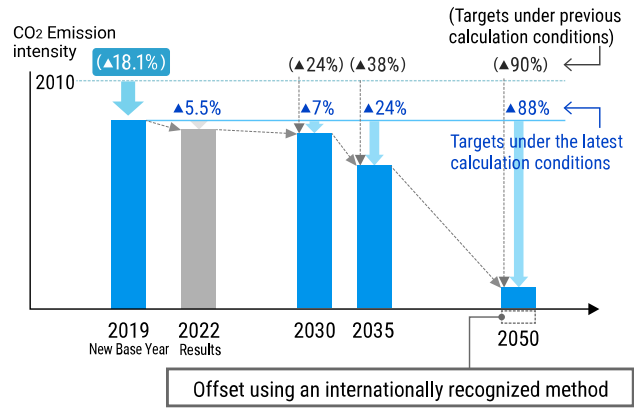
Initiatives for "Climate Change"

Scope 1, 2 Targets



Scope 3 Targets

This reduction target is for total emissions, mainly from our product portfolio (motorcycles, outboard motors, industrial robots, etc.)



External environment

- Strengthen undertakings with the NDCs of countries and regions
- Further expansion of ESG investment
- Making sources of electrical power clean
- Tightening of environmental regulations, such as a carbon tax

External environment

- Strengthening of ICE fuel regulations
- Expansion of BEV regulations
- Making sources of electrical power clean
- Popularization of carbon neutral fuel (biofuel, hydrogen, Synthetic Liquid Fuels, etc.)

Concrete measures

- Roll out theoretical value energy (energy conservation activities)
 - Adopt renewable energy (solar power, etc.)
 - Update facilities, reform processes
 - Thermal demand facilities Electrification and non-dependence on fossil fuels
- Carbon offset

Concrete measures

- Improve the fuel efficiency of ICE systems
 - Upgrade and expand BEV products
 - Expand sales of BEV models
 - Develop power trains with carbon neutral fuel capabilities
- Carbon offset

※**NDCs**: Nationally determined contributions are the GHG reduction targets, measures, and efforts toward target achievement determined by each country on the basis of the Paris Agreement.

※**ICE**: Internal Combustion Engine; burns fuel to acquire moving force.

※**BEV** : Battery Electric Vehicle; motors are driven by battery power.

※**CN fuel**: Carbon-neutral fuel; moving force is acquired by burning Hydrogen, Biomass, Synthetic Liquid Fuels, and other renewable fuels.

※**Synthetic Liquid Fuels**: Fuel obtained by synthesizing hydrogen and CO₂, which are obtained by electrolyzing water with renewable energy.

2050 (2030, 2035) targets

On its way to achieving carbon neutrality by 2050, the Yamaha Motor Group has set 2030 and 2035 as milestones for Scope 1.2. and Scope 3. emissions and is promoting efforts to reduce CO₂ emissions.

Targets for 2050

- The whole supply chain must be carbon neutral

Targets for 2035

- Scope 1.2. : Achieve carbon neutrality
- Scope 3. : 24% reduction (compared to 2019) * mainly at the product use phase

Targets for 2030

- Scope 1.2. : 80% reduction (compared to 2010)
- Scope 3. : 7% reduction (compared to 2019) * mainly at the product use phase

2022 emission results and reduction results

Scope 1.2. (t)	465,326	Scope 1. 154,950 External Assurance	Scope 2. 310,376 External Assurance
Scope 3. (t)	cat1 ~ 15 32,459,349	cat11 26,506,968 External Assurance	

Scope 1.2.

	2010 (Base)	2018	2019	2020	2021	2022
Emissions (t)	662,261	529,513	540,105	442,533	500,903	465,326
Emission per unit (t/net sales: billion yen)	51.2	31.6	32.4	30.1	27.6	20.7
Rate of reduction (compared to 2010)	—	▲38.3%	▲36.7%	▲41.2%	▲46.1%	▲59.6%

Scope 3.* Use phase of cat11 products

Updated Calculation Conditions

1. Changed to categorizing the use conditions (yearly distance and time used, years of use across lifetime) of products by region (Asia, Europe, North America, Japan, Oceania, Central and South America, Other) in order to gain a more precise understanding.
2. Changed the calculation of fuel consumption for outboard motors and PWC/SB from the previous simple calculation method using output (PS) to CO₂ emission values when measuring mode fuel consumption.
3. Changed to each region's CO₂ emission factor (kg-CO₂/kWh) at the generation point according to the IEA World Energy Outlook 2021 Stated Policies Scenario, in anticipation of future reduction effects from electrification.

We changed the calculation conditions to 1, 2 and 3 above and recalculated figures dating back to 2019.

	2010 (Base)	2018	2019	2020	2021	2022
Emissions (t)	34,046,049	25,963,326	23,859,974	19,624,372	23,327,944	23,478,155
Emission per unit (t/unit sales)	4.36	3.76	3.57	3.67	3.71	3.68
Rate of reduction (compared to 2010)	—	▲13.8%	▲18.1%	▲15.8%	▲14.9%	▲15.6%

Updated calculation conditions and recalculated*	2019 (New Base)	2020	2021	2022
Emissions (t)	29,344,372	21,961,065	26,016,843	26,506,968 External Assurance
Emission per unit (t/unit sales)	4.39	4.11	4.16	4.15
Rate of reduction (compared to 2019)	—	▲6.4%	▲5.2%	▲5.5%

* Category 11: In general, we calculate emissions for products sold domestically and overseas in the relevant period by multiplying the number of products sold in Asia, Europe, North America, Japan, Oceania, Central and South America and other regions by the model average fuel consumption (or model electricity usage), yearly running distance (or yearly usage) and lifetime years of use to obtain the lifetime fuel consumption (or lifetime electricity usage) of the products sold in that period and then multiplying the lifetime fuel consumption (or lifetime electricity usage) by an emissions factor to obtain the amount of emissions.



Initiatives for "Resource Recycling"

Reduce waste generated by production activities

- Raise awareness of a globally shared definition of waste materials
- Obtain a grasp of waste amounts utilizing a global tabulation system
- Carry out on-site surveys, extract and grasp issues

Reduction of water usage in production activities

- Continue obtaining an understanding of the water consumption amounts of each Group company
- Aim to minimize water risks* through measures corresponding to the water risks of each country and region

* Water risks are indexes related to water supply and demand that were uniquely established by Yamaha Motor using Aqeduct, published by the World Resources Institute, and other materials as reference



2050: Eliminate all harmful substances contained in products

2030: Strengthen compliance with environmental laws and regulations, and control of chemicals in products

- Reduce environmentally hazardous substances in products
- Risk management of the control of environmentally hazardous substances

Environmental technology briefing

- > July 19, 2021 Environmental Technology Briefing Session [Video](#)
- > July 19,2021 Presentation of Environmental technology briefing [PDF](#)

Initiatives for "Climate Change"

Yamaha Motor works on solution to issue of climate change through its business activities.

↓ Contents

1. Reduction of CO₂ Emissions from Products

- Improve the fuel efficiency of ICE systems
- Expand the mobility service business in India
- Upgrade and expand BEV products
- Field Tests for Expanding Sales of BEV Models Working to Create a Carbon-Neutral Age
- Providing a Sharing Service for Common Specification Batteries for Electric Motorcycles
- Develop power trains with carbon neutral fuel capabilities

2. Reduce CO₂ Emissions from Business Locations

- Theoretical Value Energy Activities: Global Implementation
- Theoretical Value Energy Activities: Smart Factories Based on Theoretical-Value-Based Production
- Expand Use of Renewable Energy: Setting Targets for the Ratio of Renewable Energy
- Expand Use of Renewable Energy at Production Sites: Introducing CO₂ - Free Electricity
- Update Facilities, Reform Processes: Installing Energy-Saving Equipment
- Switch from Fossil Fuels to Electricity: Moving Away from Fossil Energy

3. Reduction of CO₂ Emissions in Distribution

Reduction of CO₂ Emissions from Products

For over 60 years since its founding, Yamaha Motor has used the lightweight, compact, durable and reliable concepts of its Monozukuri (engineering, manufacturing and marketing) as a strength to constantly offer new value and carve out new markets. At sea, on land, in the air. For leisure, for industry, for lifestyles. We provide a diverse range of distinctive products in over 180 countries and territories.



80% of the CO₂ emissions from Yamaha Motor Group come from CO₂ emissions associated with the use of our products (Scope 3, Category 11.) . To tackle the issue, we have set up the following four strategic policies to help achieve carbon neutrality when our products are used.

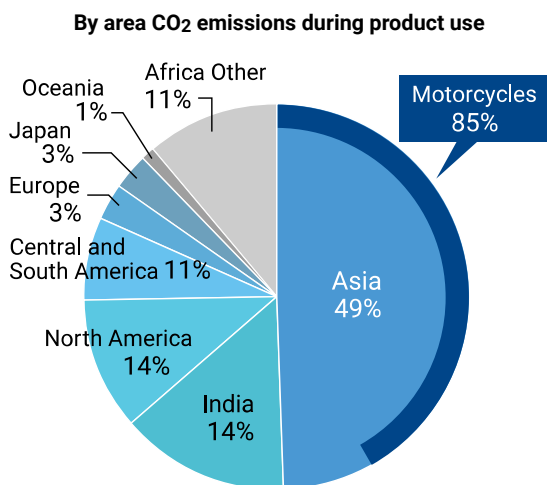
- Improve the fuel efficiency of ICE systems
- Upgrade and expand BEV products
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Improve the fuel efficiency of ICE systems

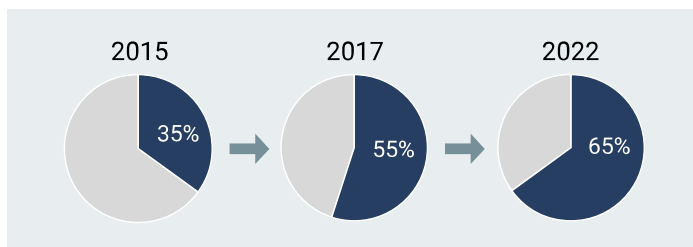
49% of the CO₂ emitted when our company's product lines are used (Scope 3, Category 11) originates from the whole Asian region, with 85% of emissions coming from two-wheeled vehicles. In emerging nations, two-wheelers are a cheap and convenient means of transportation for delivery, two-wheeled taxis and commuting to work or school. They also serve an important role as part of the social infrastructure that supports the movement of persons, goods and services.

While closely following Nationally Determined Contribution (NDC) targets for greenhouse gas reduction as well as energy policies and regulatory movements in various countries and territories, Yamaha Motor will further improve the fuel consumption of ICE systems as a cheap, convenient and highly mobile option and also popularize models equipped with the low-carbon BLUE CORE engine. In this way, we will encourage the economic growth of emerging nations from the standpoint of the SDGs while creating jobs and providing solutions to environmental issues.



BLUE CORE: A motorcycle engine design concept that balances riding performance, fuel economy and environmental performance at a high level

Sales weighting trends for BLUE CORE-equipped Yamaha Motor two-wheeled vehicle models



Expand the mobility service business in India

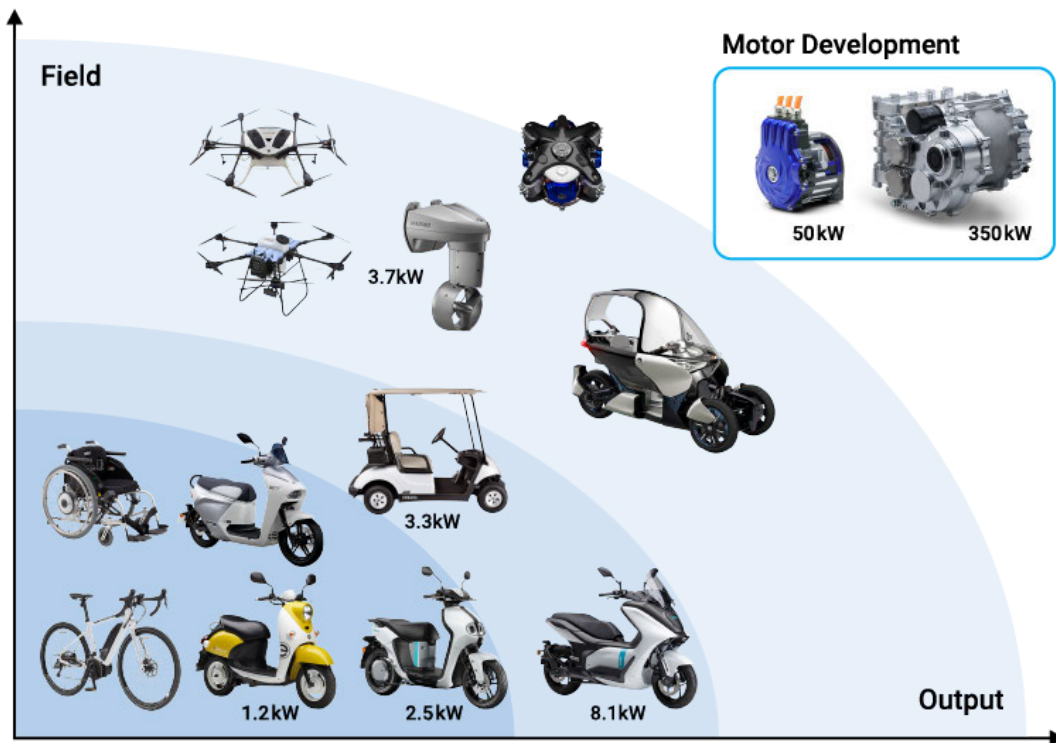
Yamaha Motor Co., Ltd. has established a new company "Moto Business Service India Pvt. Ltd. (MBSI)" in India for the purpose of expanding the mobility service business. The Company has also begun leasing motorcycles to Royal Brothers, a local mobility service provider that offers motorcycle rentals and other services.

MBSI will run an asset management business by leasing motorcycles to Mobility as a Service (MaaS) operators providing services for vehicle sharing, taxis, logistics, and more. By creating job opportunities through our business, the company will contribute to improving the quality of life for people in India. In addition to Royal Brothers, MBSI will aim to expand Yamaha Motor's mobility service business in India through collaborations with other MaaS operators going forward.



Upgrade and expand BEV products

Since the 1980s, we have marked electric power as a potential solution to environmental and energy resource problems, and we have pursued technological research to that end. In 2002, we launched the Passol, the first mass-produced electric scooter. Since then, while keeping the ideal EVs for each region in mind, we have sought to expand the possibilities of mobility and create better lifestyles and societies through the electrification of a diverse range of products including not only two-wheeled vehicles but also electric golf cars, compact low-speed cars (land cars), electrically power assisted bicycles, electric wheelchairs and drones.



Electrically Power Assisted Bicycles



YDX-MORO 07



BOOSTER



PAS Kiss mini un SP

Electric Wheelchairs



JWX-1 PLUS+

Electric Scooter



NEO's



E-VINO



EX05



EMF

Electric golf car



AR04

Electric Propulsion Unit



HARMO

Industrial Multi-rotor



YMR-II

Field Tests for Expanding Sales of BEV Models Working to Create a Carbon-Neutral Age

Expanding the sales of BEV products will require social infrastructure such as charging stations. We will introduce the E01* to business offices, local governments and public agencies as a field test to help us understand customer needs, pursue possibilities in peripheral businesses and develop new markets in order to build EV infrastructure and the sharing business.

The E01 is equipped with a CCU (Communication Control Unit). The information communicated is integrated with information from the VCU (Vehicle Control Unit) and periodically uploaded to our web servers as vehicle information (location information, riding status). Information such as riding logs, battery level and last location parked can be accessed via a web app. From this data, we can estimate the future needs of motorcycle EV-using organizations and riders, which we will use as reference when developing products or advocating for infrastructure that meets social needs.



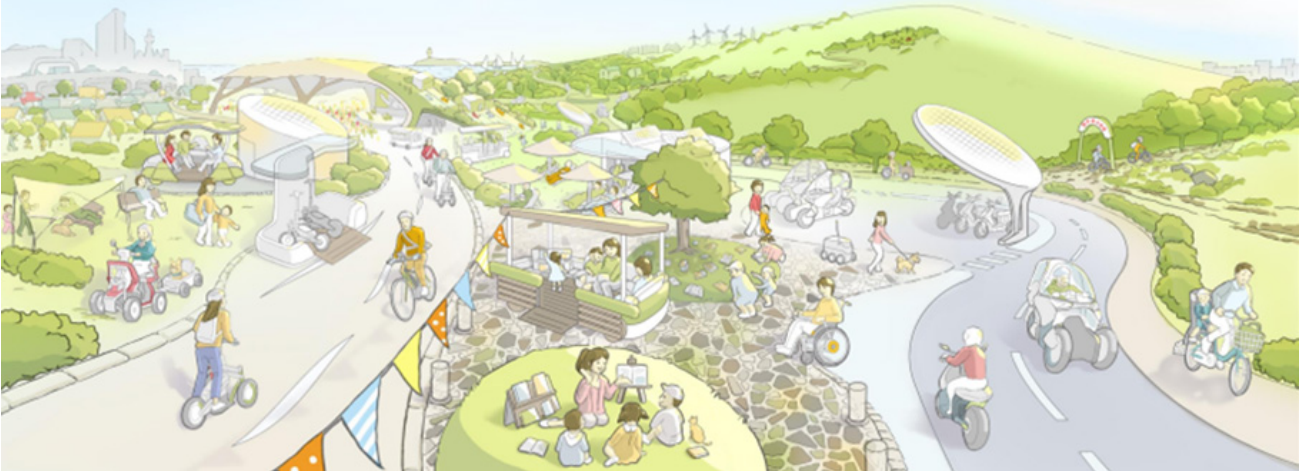
* E01: A PoC (Proof of Concept) model of an electric scooter less than or equal to 125cc that offers practicality along with the riding performance needed of a means of inter-city transportation.



Performing Various Field Tests to Find the Transportation of the Future



Solving social issues by promoting exciting compact mobility vehicles with low environmental impacts



Providing a Sharing Service for Common Specification Batteries for Electric Motorcycles

On April 1, 2022, five companies, namely ENEOS Holdings, Inc., Honda Motor Co., Ltd., Kawasaki Motors, Ltd., Suzuki Motor Corporation and Yamaha Motor Co., Ltd., established Gachaco (Gachaco, Inc) to provide sharing services for common specification batteries for electric motorcycles and develop infrastructure for sharing services. Gachaco aims to build a battery charging network as infrastructure so that all who use electric mobility vehicles can ride safely and securely without worrying about running out of battery charges. The network will also help create a carbon-free, recycling-oriented society.

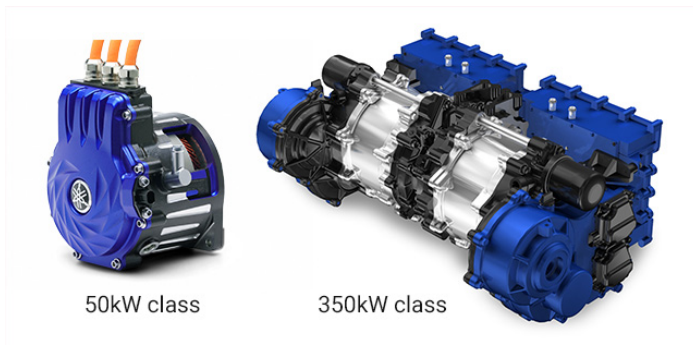


Research and development into powertrain technologies that help to realize carbon neutrality.

As part of our efforts to achieve carbon neutrality, Yamaha Motor is researching and developing powertrain technologies that are compatible with electric motors and with a variety of energy sources such as biofuels, efuels, and other carbon neutral fuels.

Development of electric motors

The electric motor (maximum output 50kW class) developed for compact mobility products featured a segment conductor in its coil, and increasing the space factor allowed the creation of a high-output, highly efficient and lightweight (the unit weight of the 50kW class is 13kg) unit. It also has excellent cooling performance thanks to the adoption of the casting technology and heat management technology cultivated through the development of internal combustion engines.



The 350kW class units developed to be installed in high-output mobility products have a compact "mechatronic system integration" structure where the gears and inverter are one, and it can be used at a maximum voltage of 800V. If four of this unit are mounted on a single vehicle, a maximum output of 1.47MW (2,000 horsepower) is possible.

alive RX high-performance range extender unit

Designed with the anticipation that it would be used in compact, lightweight and powerful applications such as in drones, alive RX is a compact unit that delivers high performance with an estimated 88kW in maximum output. Replacing some of the batteries in an electric mobility vehicle with this unit can substantially extend the vehicle's cruising range and operating time. It is also compatible with next-generation fuels.

Hydrogen engine development

In pursuit of carbon neutrality, Kawasaki Heavy Industries, Ltd., Subaru Corporation, Toyota Motor Corporation, Mazda Motor Corporation and Yamaha Motor Co., Ltd. have begun to discuss the possibility of joint research into expanding the options for fuels used in internal combustion systems. Yamaha Motor is developing hydrogen engine technology that could potentially be installed in the company's products such as motorcycles and ROVs (four-wheeled buggies).



5.0 liter V8 hydrogen engine



alive H2E (hydrogen engine)

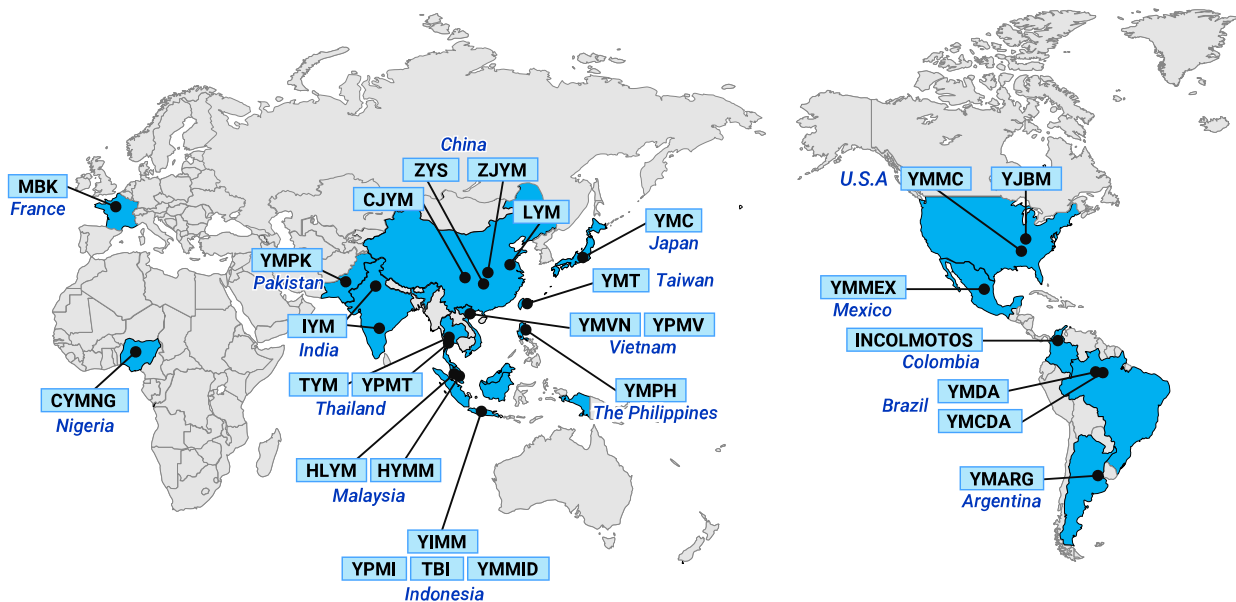
The alive H2E is an internal combustion engine that employs existing engine technologies to burn hydrogen and use the energy produced, without emitting CO₂.^{*1} Outside of use in mobility powertrains, hydrogen engines hold great potential for use with machines like generators, making such technology a potential pathway to more means of achieving carbon neutrality.

^{*1} Does not include the ultratrace amounts of engine oil burned during combustion.



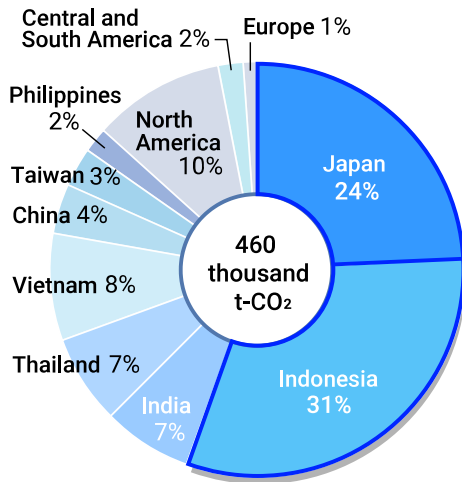
Reduce CO₂ Emissions from Business Locations

The Yamaha Motor Group has 140 business locations in 30 countries around the world. Among them are 27 manufacturing factories in 16 countries under the jurisdiction of the Manufacturing and Production Engineering Center. Many of them handle everything from casting and processing steel and aluminum to stamping, welding, forging, heat treating, resin molding, painting and assembly in-house.



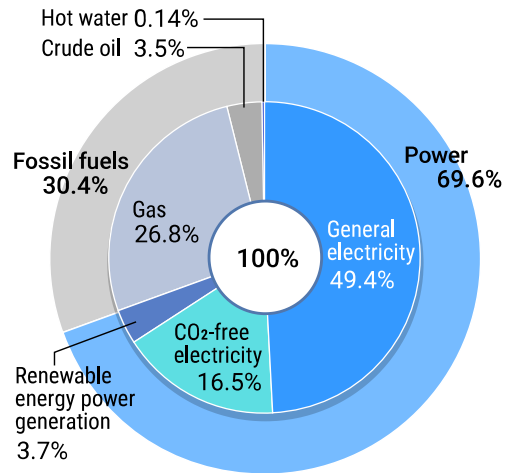
To reduce CO₂ emissions from our business locations, we analyzed the whole Group by process type, region and energy type used and drew up the following four strategic policies.

Ratio of energy use by entire Group



Over 50% in Japan and Indonesia

Ratio of energy use by entire Group



Out of the 69.6% that electricity constitutes, 16.5% is CO₂-free electricity while 3.7% is generated from renewable energy

Four Strategic Policies

- Theoretical value energy activities
- Expand use of renewable energy at production sites
- Update facilities, reform processes
- Switch from fossil fuels to electricity



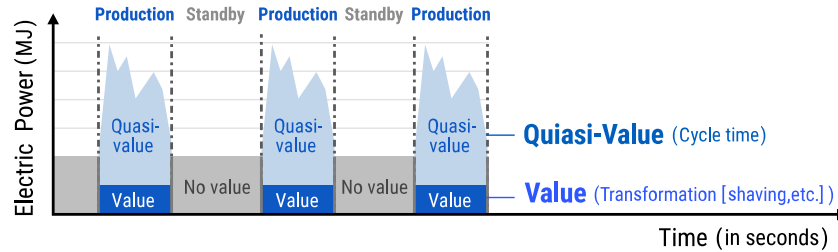
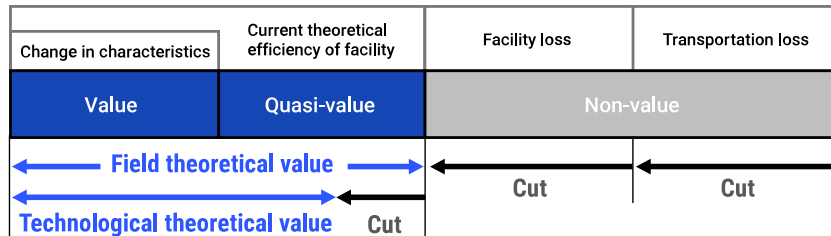
Theoretical Value Energy Activities: Global Implementation

At Yamaha Motor, we are working to reduce CO₂ emissions of the entire Group by cooperating with overseas Group companies and sharing energy-saving know-how accumulated within Japan. Specifically, we are implementing a "theoretical value energy" approach, in which we define the value and quasi-value of each facility and process at our production bases in Japan and abroad, identify the essential functions, and aim to minimize loss. To date, we have visited 30 locations in 13 countries, covering 98% of Groupwide CO₂ emissions, in our effort to reduce energy loss.

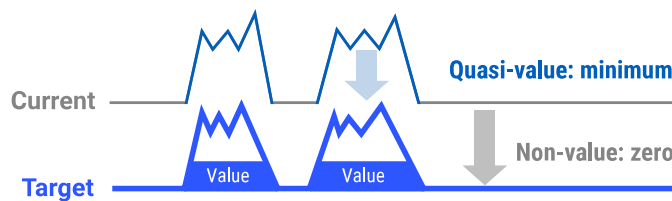


Theoretical Value Energy

In this approach, we pursue energy minimization by defining the energy theoretically required in facilities and processes as "value energy," and thoroughly eliminating quasi-value and non-value areas through improvements in both facilities and operations. We are implementing this approach at suppliers as well as Group companies in Japan and overseas.

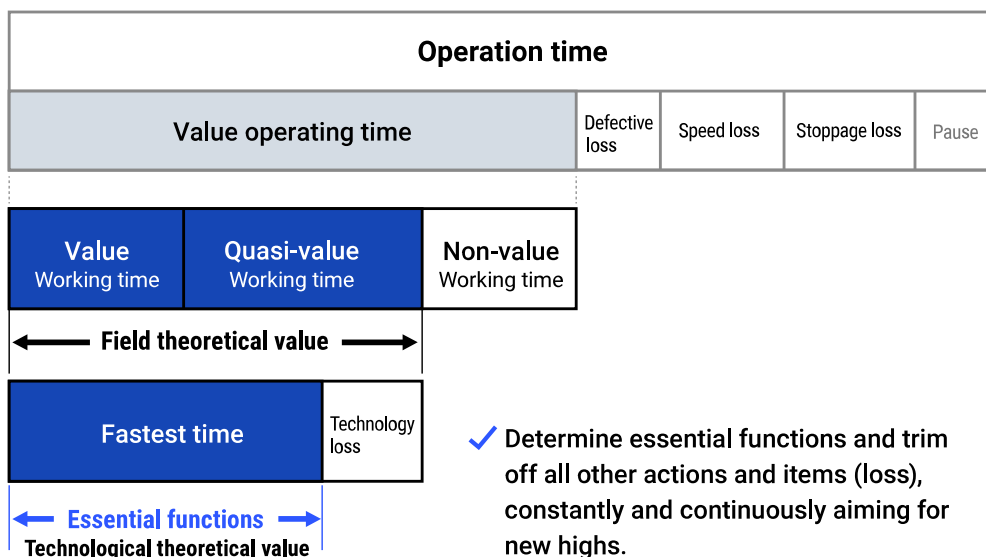
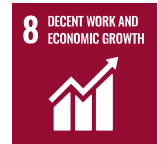


Non-value: zero, Quasi-value: minimum



Theoretical Value Energy Activities: Smart Factories Based on Theoretical-Value-Based Production

Yamaha Motor is rolling out a smart factory initiative that focuses on time taken by the conveyance tasks and simple tasks that are given a non-value because they do not contribute directly to production in theoretical-value-based production. We are developing a new system of next-generation conveyance connected to linear conveyor modules, compact automatic guided vehicles (AGV) and indoor and outdoor automatic conveyance solutions. These are concepts and technologies that only Yamaha, with its rich experience in robotics and mobility, can conceive of.





Won the Prize of the Chairman of ECCJ from the Energy Conservation Center, Japan

In December 2022, Yamaha Motor won the Prize of the Chairman of ECCJ in the Energy Conservation Best Practices at workplaces category at the 2022 Energy Conservation Grand Prize Award. The Energy Conservation Grand Prize Award, organized by the Energy Conservation Center, Japan, is a system designed to award excellent energy conservation initiatives and advanced and effective energy conservation products in industries, businesses and transportation in Japan.

The initiative that won this prize was one at the company's Hamakita factory's motorcycle crankshaft machining line that carries out analyses based on the company's Theoretical Value Energy concept and stops every piece of equipment automatically when it is on standby. Thanks to this initiative, energy savings of 32% (equivalent to 82kL of crude oil) were realized compared to previously. In the future, the processes established through this initiative will be implemented on the machining lines in the company's other factories, leading to a further expansion in energy savings.



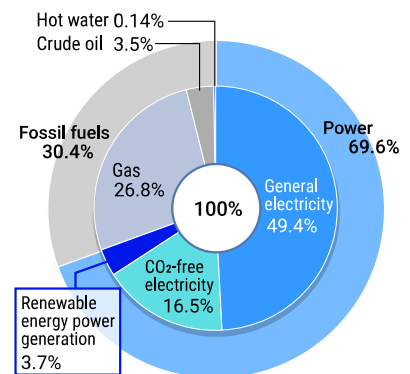
Expand Use of Renewable Energy: Setting Targets for the Ratio of Renewable Energy

We are installing power generation systems that use solar and wind power. Following the installation of a solar power generation system at the Main Factory in 2004, these systems have been successively installed elsewhere and the use of renewable energy is expanding. We have extended them to India, the U.S.A, Thailand, Taiwan and elsewhere globally.



With the goal of reducing CO₂ emissions by 58% by 2024, along with promoting energy conservation globally and installing energy-saving equipment, we will introduce solar power generation in over 10 countries. To achieve our target, we allocated 2.65 billion yen in the 2023 budget, and intend to increase it to 3.54 billion yen in 2024 to expand the share for renewable energy from the current 3.7% to 9% of the budget in 2024 with the aim of raising that ratio to over 30% by 2035.

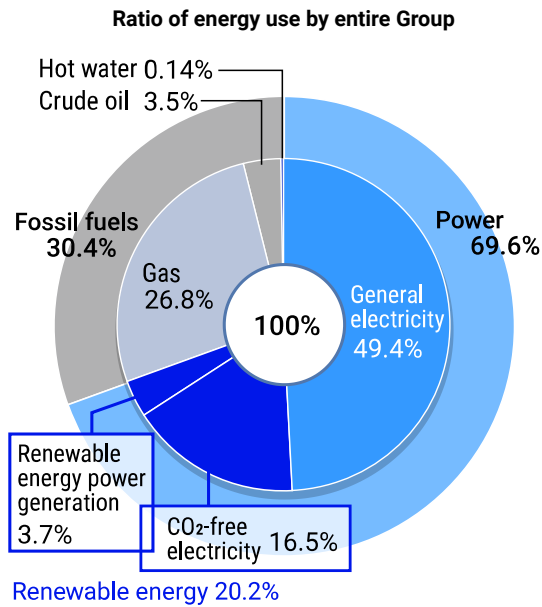
Ratio of energy use by entire Group



Factory in India Photo of solar panels

Expand Use of Renewable Energy at Production Sites: Introducing CO₂-Free Electricity

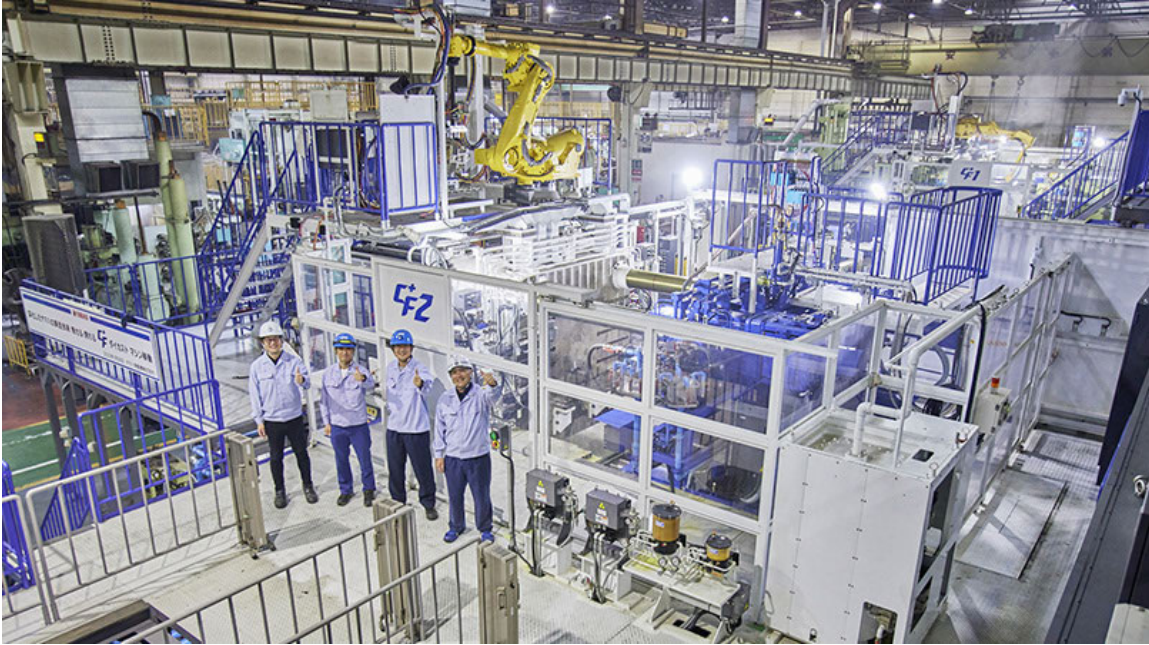
In July 2022, we introduced CO₂-free electricity generated from hydroelectric power at our major factories in Japan. Thanks to this, the ratio of renewable energy in our energy use is now 20.2%.



Going carbon-free with CO₂-free power from Shizuoka prefecture

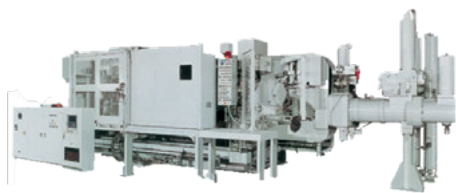
Update Facilities, Reform Processes: Installing Energy-Saving Equipment

In January 2022, the Main Factory installed new die-cast machines featuring new technologies like ultra high-speed injection and new vacuum technology. We are strengthening our casting technology production systems, one of Yamaha Motor's strengths, to handle increasing requirements for size, complexity and reduced weight in new or electrified products.

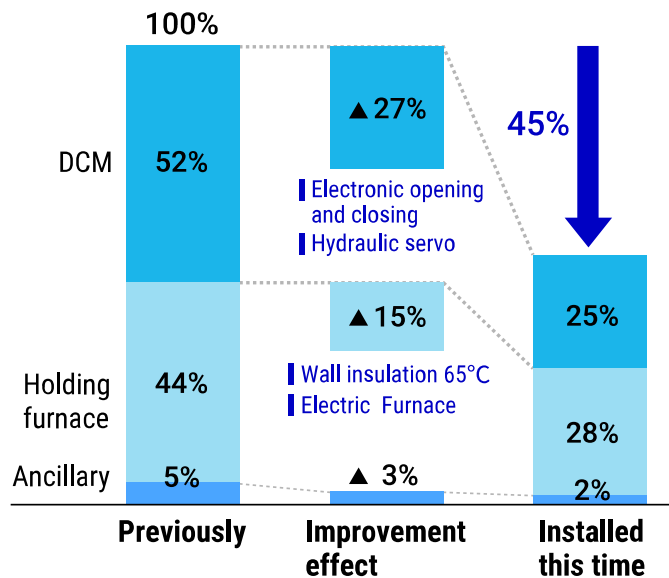


Process reform

Equipment update time ▲30% over previous

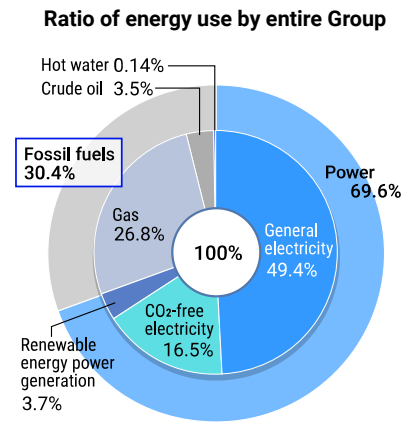


[Example] Ultra high-speed die-cast



Switch from Fossil Fuels to Electricity: Moving Away from Fossil Energy

30.4% of the energy consumed in our production processes comes from fossil fuels, which are mainly used in casting, painting and air conditioning. As part of our drive to be carbon neutral by 2050, we will be changing energy sources from burners to electric heating, from steam to heat pumps and from GHP (gas type) to EHP (electric type).

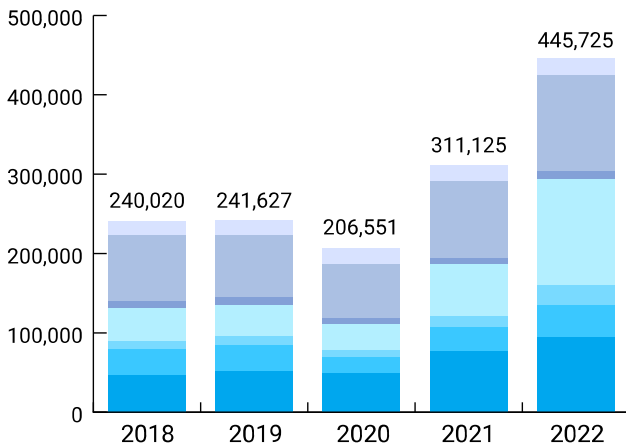


Reduction of CO₂ Emissions in Distribution

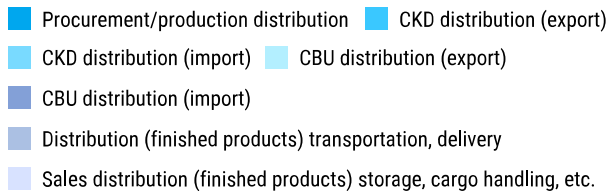
We are working to improve transportation efficiency with the aim of reducing CO₂ emissions from distribution operations. We are also taking active steps to monitor CO₂ emissions from distribution operations at overseas locations in a Groupwide effort to promote reduction activities.

Monitoring CO₂ Emissions from Distribution Operations at Overseas Locations

Global CO₂ emissions from distribution (t-CO₂)



In 2022, 445,725 tons of CO₂ were emitted globally from distribution operations. While outdoor-related demand remained strong, distribution costs and CO₂ emissions increased because of issues such as chronic part shortages and shipping delays caused by insufficient containers. However by taking measures to minimize risks throughout the supply chain, we resumed supplying products to customers, leading to a major increase in the number of units sold. Going forward we will continue to raise the level of the BCP for procurement, production and supply while promoting initiatives for reducing CO₂ in distribution.



Initiatives for "Resource Recycling"

Yamaha Motor works on solution to issue of resource recycling through its business activities.

The 3R concept (Reduce, Reuse, Recycle) is becoming ever more important in all phases of product life cycles, from development and production to use and final disposal, in order to create a recycling-oriented society. The Yamaha Motor Group set "promoting recycling and the effective use of limited resources" as a goal and has undertaken various initiatives to create a circular economy.

Going forward, we will continue to adopt various approaches to conserve natural resources and enhance recycling efficiency. In addition to actively utilizing recyclable materials, we are reducing the number of parts and making them smaller by pursuing optimal size. We also use LED technologies to lengthen product life while adopting designs that facilitate dismantling and improving the recyclability of parts. Our aim is to improve the applicability of the 3R concept to our products.



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[Yamaha Motor First to Use Green Aluminum in Japanese Motorcycles](#)

[Yamaha Motor to Adopt Plant-Derived Next-Generation Materials for Personal Watercraft Parts- World's first practical use for vehicle parts -](#)

[Motorcycle Recycling System](#)

[Recycling System for Small FRP Boats](#)

[FRP Pool—Renewal](#)

[FRP Pool—Reduce](#)

[FRP Pool—Reuse](#)

[FRP Pool—Recycle](#)

2. Measures to Reduce Waste and Conserve Resources at the Manufacturing Stage

3. Measuring and Reducing Water Consumption

Reduction of New Resource Use through the Use of Renewable Resources

3R Designs and Product Recycling

The Yamaha Motor Group is proactively incorporating the "3R (Reduce, Reuse, Recycle) design" in its various products. In Japan, we continue to work with other companies in our industry in the "motorcycle recycling system" for appropriate disposal by stores handling motorcycle scrapping. We also participate in a similar "recycling system for small FRP boats" in the marine segment, and are also implementing "renewal, reduce, reuse, recycle" initiatives for FRP pools.

With the use of this eco-friendly recycled PP material in motorcycles

Yamaha Motor Co., Ltd. has succeeded in developing a high-quality and environmentally friendly recycled polypropylene (PP) material which can be used for the main exterior bodywork for motorcycles. The Company will begin using the new raw material with the main 2023 commuter models for ASEAN markets.

With the use of this eco-friendly recycled PP going forward, the Company plans to raise the usage ratio of such recycled materials in motorcycles and gradually adopting the material in other product categories as well.

Example application of the eco-friendly recycled polypropylene material with the GEAR125 for the Indonesian market



> News:

Yamaha Motor Adopts Newly Developed Eco-Friendly Recycled Polypropylene as a Raw Material - Efforts to employ more carbon-neutral raw materials beginning with ASEAN market commuter models -

Yamaha Motor First to Use Green Aluminum in Japanese Motorcycles

Yamaha Motor Co., Ltd. announced today that it has reached an agreement with an aluminum ingot supplier for the procurement of green aluminum, and began using it as a raw material for parts in Yamaha motorcycles in February 2023. This is the first time^{*1} for green aluminum to be used in Japanese motorcycles and the Company plans to gradually expand its usage in models going forward.

"Green aluminum" is aluminum that is refined using renewable energy sources to emit less CO₂ in its manufacture. Aluminum parts account for 12% to 31%^{*2} of the total vehicle weight of a motorcycle, so adopting green aluminum is one effective approach for reducing CO₂ emissions from the raw material manufacturing part of a product's life cycle (falls under Scope 3 Category 1 emissions for supply chains).

Through the development of its engineering and production technologies and expertise, Yamaha Motor has actively pushed the use of recycled aluminum, which now comprises some 80%^{*3} of the Company's aluminum usage. This introduction of green aluminum is meant to complement this and will be employed for parts that still cannot be manufactured with recycled materials. As a first step, Yamaha Motor will utilize green aluminum for certain parts in its large-displacement and off-road competition motorcycles, and the Company plans to expand the number of models using the material in the future as available supply volumes allow.

※1 According to Yamaha Motor research

※2 According to Yamaha Motor research in 2022

※3 Calculated based on the amount of raw material used in 2022 at principal Yamaha Motor factories in Japan and overseas

Models and parts to employ green aluminum in the future



> News:

Yamaha Motor Adopts Newly Developed Eco-Friendly Recycled Polypropylene as a Raw Material - Efforts to employ more carbon-neutral raw materials beginning with ASEAN market commuter models -

Yamaha Motor to Adopt Plant-Derived Next-Generation Materials for Personal Watercraft Parts- World's first practical use for vehicle parts -

Yamaha Motor Co., Ltd. announced today that it will adopt plant-derived cellulose nanofiber (CNF) reinforced resin for marine products as an initiative toward reducing CO₂ emissions and the Company's environmental footprint. In developing the material, Yamaha Motor has reached a collaborative agreement with Nippon Paper Industries Co., Ltd. (Headquarters: Chiyoda-ku, Tokyo). This is the world's first* practical use for vehicle parts.

The parts developed using this material will be used in engines for personal watercraft and sport boats, and are planned to be installed in certain 2024 models. Yamaha Motor is examining the utilization of this material not only in marine products but also in motorcycles and a wide range of other products in the future.

*Based on Yamaha Motor research and Nippon Paper Industries Co., Ltd.



Wood chips used as raw materials (sample)



Cellulose nanofiber reinforced resin
Cellenpia Plas®

> News :

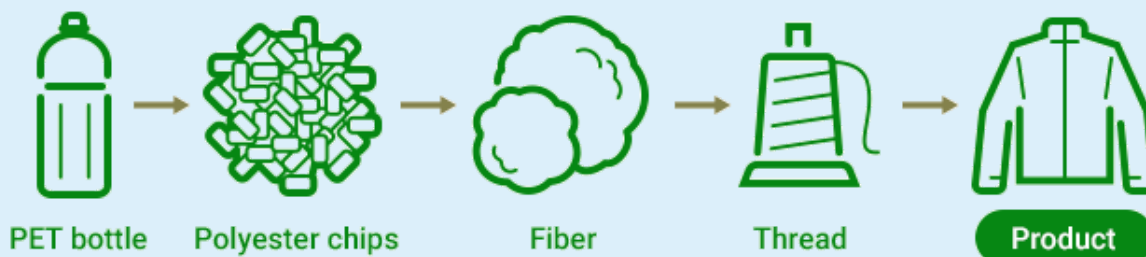
Yamaha Motor to Adopt Plant-Derived Next-Generation Materials for Personal Watercraft Parts- World's first practical use for vehicle parts -

Project for producing apparel using sustainable materials

We have received the blessings of the earth, live on this planet, and enjoy our lives. Preserving this environment for the next generation is our obligation as those enjoying the present age. What we can do now is to reduce the amount of waste that cannot be returned to nature to the barest minimum. We will tackle environmental issues by starting with whatever we can do, no matter how small.

1 Recycled fiber made from PET bottles

We turn used PET bottles into polyester fibers, which are reused as new products.



Product with a lower environmental impact, made from recycled and reused material.



Mesh jacket



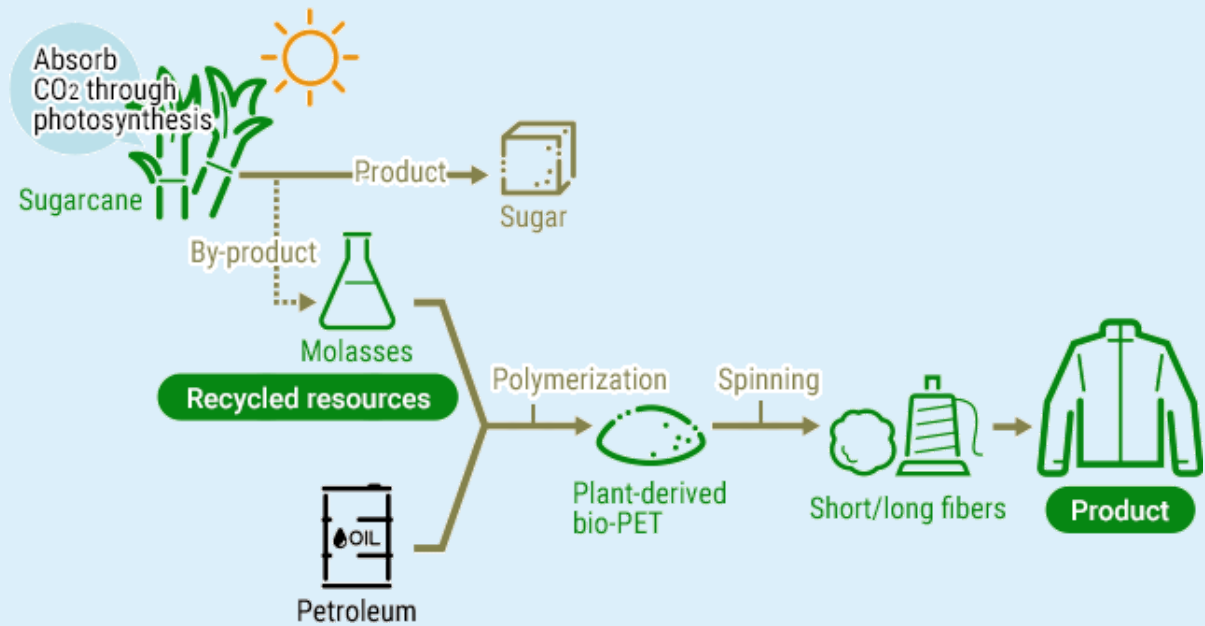
Polo shirt



Racing t-shirt

2 Biomass-derived synthetic fiber

Since plants absorb CO₂ from the atmosphere through photosynthesis as they grow, the overall emission of CO₂ can be reduced compared to using only regular chemical fibers made from petroleum.



Environmentally-conscious products that replace chemical fibers with biomass-derived fibers.



Street cap
*uses 18% biomass fiber



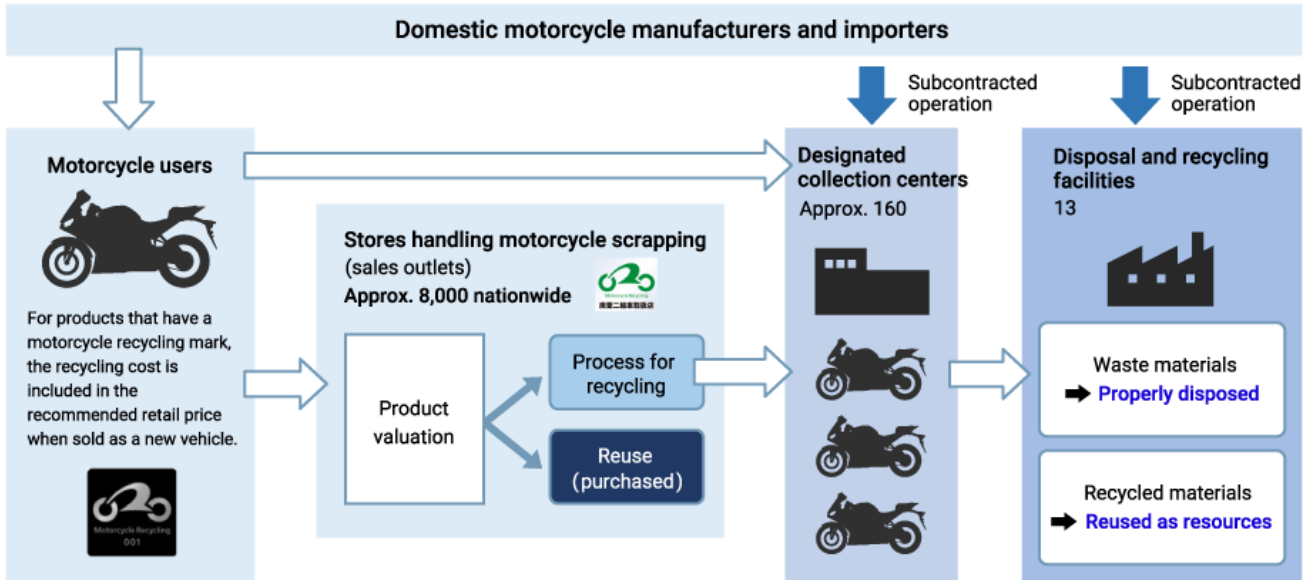
Racing pit shirt
*uses 18% biomass fiber

* Figure and photo taken from [Y'SGEAR website](#). (Only Japanese version)

Motorcycle Recycling System

The motorcycle recycling system in Japan is a voluntary initiative to promote the appropriate disposal of scrapped motorcycles and the recycling and reuse of resources and to achieve a recycling-oriented society. In 2021, Our recycling rate was 97.9%. Along with promoting the use of the motorcycle recycling system, the Yamaha Motor Group takes responsibility for the appropriate disposal and recycling of Yamaha end-of-life motorcycles that customers wish to scrap.

Process of the Motorcycle Recycling System

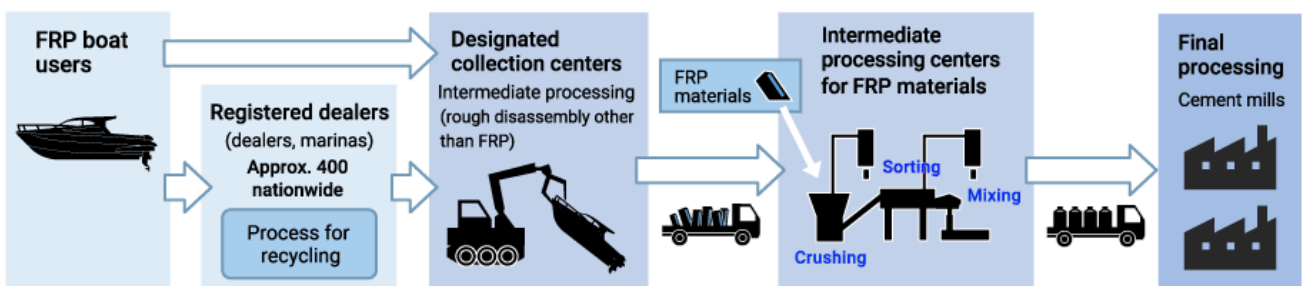


Recycling System for Small FRP Boats

The recycling system for small boats (boats, yachts, personal watercraft, fishing boats, etc.) made from glass fiber-reinforced plastic (FRP) is mainly carried out by the Japan Marine Industry Association's FRP Boat Recycling Center. After scrapped FRP boats are taken to subcontracted, designated collection centers and roughly disassembled, FRP materials are taken to an intermediate processing center where they are crushed and sorted, and finally calcined to cement for recycling (material thermal recycling).

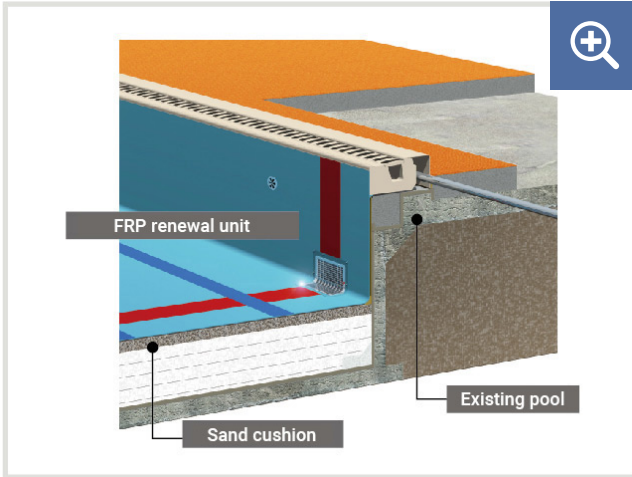
Yamaha Motor participates in this recycling system, and takes responsibility for appropriately disposing of and recycling FRP boats that customers wish to scrap and have recycled.

Process of Recycling System for Small FRP Boats



FRP Pool—Renewal

Yamaha Motor contributes to the realization of a recycling-oriented society by developing technology for creating environmentally friendly pools that leverage the merits of FRP materials. Yamaha Motor's renewal construction method makes the most of the structures of existing concrete pools, and therefore it minimizes the crushing noise generated by vibration drills and operating noise of large heavy machinery during disassembly. Moreover, while disassembling concrete pools normally produces about 350 tons of waste materials, this method requires only partial removal of the existing structure, reducing the amount of waste materials by approximately 85%. Compared with typical reconstruction and renewal work, it significantly reduces environmental burden.

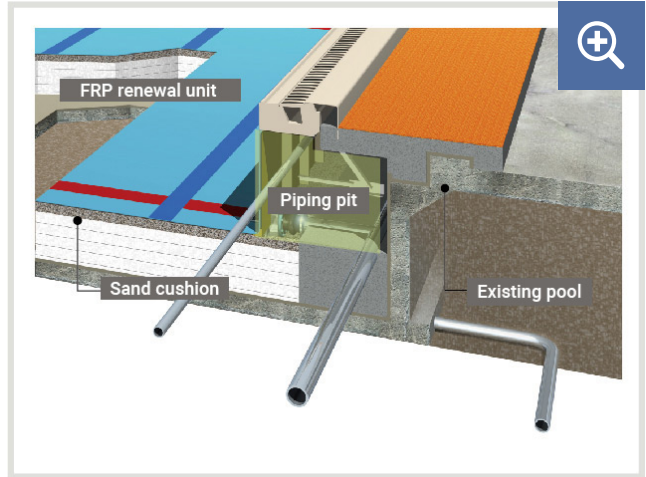


Full renewal construction method

This is a basic construction method that makes the most of an existing concrete pool in renewing it as an FRP pool.

The original concrete pool is covered with an FRP renewal unit that is secured with special stays. A layer of sand filled underneath the FRP floor panel serves as a cushion to reduce impact.

Full renewal using this method is completed in approximately 45 days, much shorter than the average construction period required to build a new pool.



Pit renewal construction method

Old concrete pools often have buried pipes, which require a considerable amount of time and effort to deal with any pipe problems. With the pit renewal construction method, new piping pits are installed between the existing concrete pool and the FRP unit. This ensures the new pool can be maintained more easily with minimal costs.

FRP Pool—Reduce

In a recycling-oriented society, reducing waste is the top priority. FRP pools boast excellent corrosion and earthquake resistance and a long service life, enabling them to be used over an extended period of time by providing regular maintenance. The first school pool delivered more than 40 years ago in 1978 is still safely used today.



Installed in 1978 (Iwata City Tobu Elementary School, Shizuoka Prefecture)



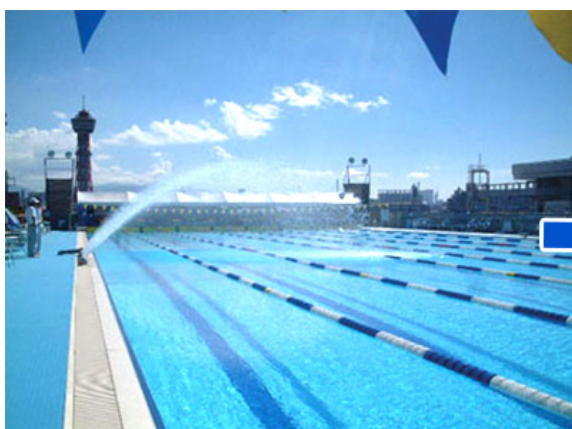
Installed in 1988 (Tsumagoi Water Park)



FRP Pool—Reuse

Yamaha Motor's FRP reuse construction method employs a unique modular construction that enables the pools to be disassembled and relocated for reuse.

The temporary pool used at the FINA World Championships was disassembled and relocated to be reused as a permanent pool



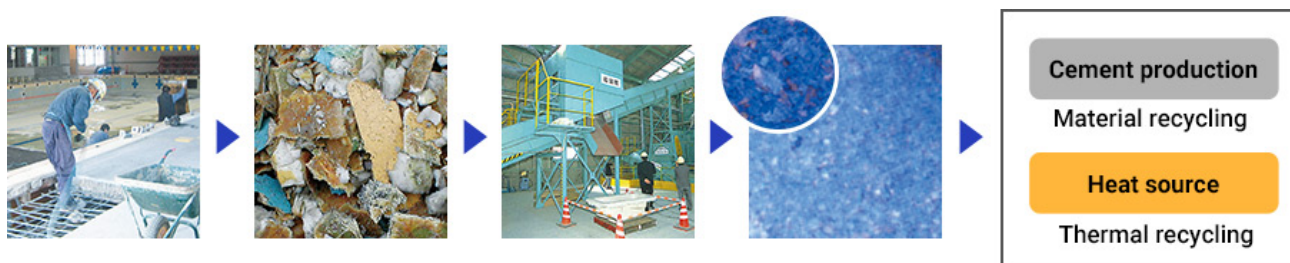
Warming-up pool for the FINA World Championships 2001 in Fukuoka



Swimming pool for the national athletic meet in Okayama

FRP Pool—Recycle

FRP materials can be recycled in various ways, such as melting them so that they can be reused as resources and heat recovery (power generation). Now, they can also be recycled to be used as materials and a thermal energy source for making Portland cement. With these methods, FRP can be recycled at a rate of almost 100%.



Measures to Reduce Waste and Conserve Resources at the Manufacturing Stage

Yamaha Motor separates metal, plastic, foundry sand, and other waste for 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 2022, Yamaha Motor generated 14,173 tons of waste. It also generated 1,380 tons of industrial waste from plastic-using products.

Yamaha Motor's Waste Generation (Unit: t)

	2018	2019	2020	2021	2022
Waste Generated	14,809	14,926	11,319	13,516	14,173
Emissions ^{※1}	21,895	19,798	15,275	21,520	24,282
Specially controlled industrial waste ^{※2}	229	288	122	178	198

*1 Aggregate volume of materials discharged (including industrial waste, specially controlled industrial waste and materials with value)

*2 Industrial waste materials that are explosive, poisonous, infectious, or otherwise harmful or potentially harmful to human health or the environment

The Yamaha Motor Group has been working to reduce its volumes of waste by thoroughly separating waste, introducing returnable packing materials, and using longer-lasting cutting fluids and oils. The Yamaha Motor Group generated 64,224 tons [External Assurance](#) of waste in 2022 (138 companies within the scope of global environmental consolidation).

The Yamaha Motor Group's Waste Generation (Unit: t)

	2018	2019	2020	2021	2022
a) Recycled/reused waste	35,263	35,862	26,539	32,693	46,328
b) Waste disposed of (total of the following breakdown)	16,659	15,466	14,146	16,864	17,897
- Waste disposed of by landfill	6,953	6,919	6,827	8,666	10,496
- Waste disposed of through incineration with energy recovery	0	0	0	0	0
- Waste disposed of through incineration without energy recovery	0	0	0	0	0
- Waste disposed of by other methods	0	0	0	0	0

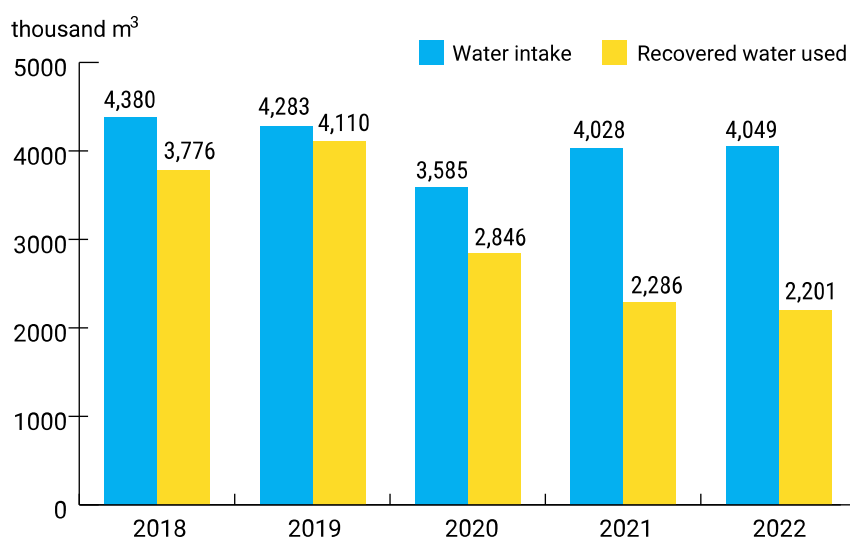
	2018	2019	2020	2021	2022
- Waste disposed of through unclear methods	9,706	8,547	7,319	8,199	7,401
Data coverage rate of environmental consolidation companies (%)	83	96	100	100 (134 companies)	100 (138 companies)
Total waste generated (a+b)	51,922	51,328	40,685	49,557	64,224 External Assurance

Measuring and Reducing Water Consumption

The Yamaha Motor Group is working to reduce consumption of water. In accordance with our 2050 goal of "reducing water usage in production activities," we continue to strive to measure our global use of water and reduce consumption Groupwide through programs including the reuse of coolant water and water collection (rainwater and other sources) at factories, the reuse of water using reverse osmosis (RO) membranes, posters to remind employees to conserve water, and the installation of water-saving packing in faucets.

In 2022, Yamaha Motor's water intake volume was 1,177 thousand m³ and wastewater volume was 1,211 thousand m³ External Assurance

Water Intake and Recovered Water Used at the Yamaha Motor Group



Boundary: 138 companies within the scope of global environmental consolidation

Breakdown of Water Intake at the Yamaha Motor Group (thousand m³)

	2018	2019	2020	2021	2022
Underground water	1,501	1,723	1,472	1,615	1,576
Industrial water	1,448	934	731	859	946

	2018	2019	2020	2021	2022
Tap water	946	1,251	1,002	1,226	1,228
Other fresh water	258	375	380	328	300
Total water intake (fresh water)	4,153	4,283	3,585	4,028	4,049
					External Assurance

Note: Breakdown includes estimated figures.

Initiatives for "Biodiversity"

Yamaha Motor works on solution to issue of biodiversity through its business activities.



Contents

1. Impact on Biodiversity
2. Outline of Yamaha Motor's Main Biodiversity Initiatives
3. Initiatives for Creating a Society in Harmony with Nature
4. Global Activity Reports
 - Activity reports from Japan
 - Activity reports from the Americas
 - Activity reports from Asia & Oceania
 - Activity reports from Europe

Impact on Biodiversity

At Yamaha Motor, we understand that our business activities are heavily dependent on the blessings of nature that biodiversity produces, and that those activities may impact the ecosystem. With this understanding, we will aim to create a sustainable society in harmony with nature, where humans and every other creature that lives on Earth can coexist harmoniously and continue to enjoy the blessings of nature.

Outline of Yamaha Motor's Main Biodiversity Initiatives

Background

.....

We recognize the importance of preserving biodiversity and other issues related to sustainability, and also that addressing these issues can lead to opportunities for growth.

Yamaha Motor has always attempted to harmonize all of its corporate activities with the global environment, through initiatives including technological innovation in smaller, more environmentally friendly engines, the creation of products such as electrically power assisted bicycles and electric motorcycles that use smart power technologies, and research and development of next-generation power sources.

We have therefore formulated the "Outline of Yamaha Motor's Main Biodiversity Initiatives" to build on these programs as we address biodiversity.

Concept

We will address biodiversity independently, systematically and continuously, based on our corporate philosophy, the Yamaha Motor Group Sustainability Basic Policy, and the Environmental Plan, from the perspectives of “diversity of ecosystems, biological species, and genes,” “activities that supplement the benefits of nature,” and “minimizing the impact created.”

Contribute with intellectual technologies that respect the earth



【Declaration】

Make strides in environmental communication and information disclosure



Pursue activities that are in harmony with the earth's environment



Contribute with intellectual technologies that respect the earth



We are deeply aware of the significant benefits of nature on our product fields, and aim to use technology to preserve biodiversity.

Pursue activities that are in harmony with the earth's environment



We will continue to systematically address biodiversity by cultivating an ecological mindset and taking greater initiative.

Where biodiversity is threatened, we will promote activities at a global level that protect and foster nature in harmony with the earth's environment.

Make strides in environmental communication and information disclosure



We will cooperate and work together with broad segments of society in our activities to address biodiversity, and strive to disclose information as appropriate.

Initiatives for Creating a Society in Harmony with Nature

We view environmental conservation activities that embody the unique style of Yamaha from the following four perspectives.



Activities to protect the natural environment where our products are used

We continuously engage in activities to protect mountains, oceans, and other natural environments where our products including motorcycles, ATVs, snowmobiles, personal watercraft, and boats are used, as we view such activities are vital to continuing our business.



Activities that use our products

Our products are used to help protect nature, such as in conservation activities and unmanned survey operations in areas that cannot be easily accessed by humans.



Activities in collaboration with Yamaha users

There are many customers around the world who use our products. We will work with these customers to promote activities that protect the global environment.



Activities that contribute to solving regional environmental issues

We operate our business in various regions across the world. With the understanding that our business activities are founded on the environment of these regions, we will also tackle regional environmental issues.

Global Activity Reports



Activity reports from Japan



Activities to protect the natural environment where our products are used



Activities that use our products



Activities in collaboration with Yamaha users



Activities that contribute to solving regional environmental issues



Company

Yamaha Motor Co., Ltd.

Activities

[Every month]
Protecting and monitoring threatened plant species transplanted within the premises of the Yamaha Motor Kikugawa Test Course when the course was developed (organized by Yamaha Motor)

Achievements

Bletilla striata and *Penthorum chinense*, both near-threatened species, increased in number



Company

Yamaha Motor Co., Ltd.

Activities

[May 8, 2022]
Participated in the 33th Loggerhead Turtle Cleanup Campaign to protect the environment for the endangered loggerhead sea turtles to come ashore to nest (organized by Hamamatsu City)

Achievements

Participants: 2,600, 32 from Yamaha Motor





Company Yamaha Motor Co., Ltd.

Activities [November 12, 2022]
Thinned moso bamboo that grows on company-owned land adjacent to Lake Hamana to prevent unwanted effects on the surrounding land and Lake Hamana (organized by Yamaha Motor)

Achievements Participants: 25



Company Yamaha Motor Co., Ltd.

Activities [March 16, 2023]
Participated in reforestation activities aimed at nurturing the abundant groundwater of the area around Iwata City as part of the city's 20th Groundwater Recharge Project (organized by Iwata City)

Achievements Planted approx. 300 trees



Company Yamaha Motor Co., Ltd.

Activities [March 23, 2019]
Participated in the Iwata City Coastal Disaster Prevention Forest Tree-planting Event to create a green coastal levee (organized by Iwata City, Shizuoka Prefecture)

Achievements Planted approx. 500 trees





Company Yamaha Motor Co., Ltd.

Activities [May 24, 2019]
Organized the 11th Marine Cleanup Activities at Lake Hamana to carry out cleanup activities using our products such as personal watercraft and boats to access shores that cannot be reached by land (organized by Yamaha Motor)

Achievements Collected 450 kg of garbage, with 114 participants



Company Yamaha Motor Co., Ltd.

Activities [June 5, 2022]
Participated in the 41st Lake Hamana Cleanup Campaign to help protect the region's natural resources of Lake Hamana (organized by Hamamatsu City and Kosai City)

Achievements Participants: 81



Company Yamaha Motor Co., Ltd.

Activities [November 12, 2022]
Cooperated with coral planting in Okinawa Prefecture as a supporting company for Team Tyura Sango, a project to restore the coral reefs (organized by Team Tyura Sango)

Achievements Participants: 22





Company Yamaha Motor Co., Ltd.

Activities [June, 2022]
Conducted environmental beautification activities in the neighborhoods of our offices during the Environment Months (organized by Yamaha Motor)

Achievements Participants: approx. 3,000



Company Yamaha Motor Co., Ltd.

Activities [September 3, 2022]
Organized a Baby Turtle Observation Tour and "Sustainable Beach" Project to carry out beach cleanup and coastal restoration activities to protect the endangered loggerhead sea turtles, and remove alien plant species to protect the endangered riverside tiger beetle (organized by Yamaha Motor)

Achievements Collected 167 kg of garbage, installed 60 sandbags for restoring the beach, removed 64 kg of grass, with 174 participants



Company Yamaha Motor Co., Ltd.

Activities [September 27, 2019]
Called on participants at the Yamaha Motorcycle Day fan event to join activities for harmonious coexistence with nature (organized by Yamaha Motorcycle Sales Japan)

Achievements Participants: approx. 3,300 (of which 300 signed an environmental declaration at the booth)





Company Yamaha Motor Co., Ltd.

Activities [October 29, 2022]
Planted trees to help restore the Enshunada coastal forest (organized by Yamaha)

Achievements Planted approx. 100 trees, with 66 participants (32 from Yamaha Motor)



Company Yamaha Motor BizPartner Co., Ltd.

Activities [November 25, 2021]
Sidewalk cleanup activities around the company

Achievements One 40 liter trash bag full of litter collected by seven participants.



Company Yamaha Kumamoto Products Co., Ltd.

Activities [June 17, 2022]
Cleanup activities within Company grounds and nearby streets

Achievements Participants: 224





Company Yamaha Kumamoto Products Co., Ltd.

Activities [June 21, September 27, 2019]
Carried out beautification activities around the company as part of an effort to create a people-friendly and environmentally friendly factory (organized by Yamaha Kumamoto Products)

Achievements Participants: 304



Company Yamaha Kumamoto Products Co., Ltd.

Activities [June 22, 2019]
Participated in river and beach cleanup activities around the Yatsushiro Sea (organized by Yatsushiro City)

Achievements Participants: 48



Company Yamaha Kumamoto Products Co., Ltd.

Activities [October 16, 2022]
Participated in cleanup activities at a green space along the Kuma River the day after an All Japan Fireworks Competition (organized by competition secretariat)

Achievements Participants: 39





Company Yamaha Motor Solutions Co., Ltd.

Activities [June 21, 2019]
Carried out sidewalk cleanup activities around the company

Achievements Participants: 300





Company Yamaha Amakusa Manufacturing Co., Ltd.

Activities [July 14, 2021]
Cleanup activities around the company

Achievements Participants: 80






Company Sugo Co., Ltd.

Activities [October 17, 2022]
Cleanup activities on the road around Sugo Co., Ltd.

Achievements Participants: 18





Company Sugo Co., Ltd.

Activities [August 19, 2019]
Carried out cleanup activities around Sportsland SUGO


Achievements Participants: 25




Company Yamaha Motor Engineering Co., Ltd.

Activities [April 13, 2023]
Cleanup activity in the vicinity of the company by new employees


Achievements Participants: 15; 4 trash bags full of litter collected




Company Yamaha Motor Engineering Co., Ltd.

Activities [September 5, 2019]
Carried out sidewalk cleanup activities around the company

Achievements Participants: 22



Activity reports from the Americas



Activities to protect the natural environment where our products are used



Activities that use our products



Activities in collaboration with Yamaha users



Activities that contribute to solving regional environmental issues



Country
Company

U.S.A.
Yamaha Motor Corporation, U.S.A

Activities

[Annual]
Financial support related to access to and conservation of property for outdoor recreation purposes

Achievements

Donated 250,000 dollars



Country
Company

U.S.A.
Yamaha Motor Corporation, U.S.A

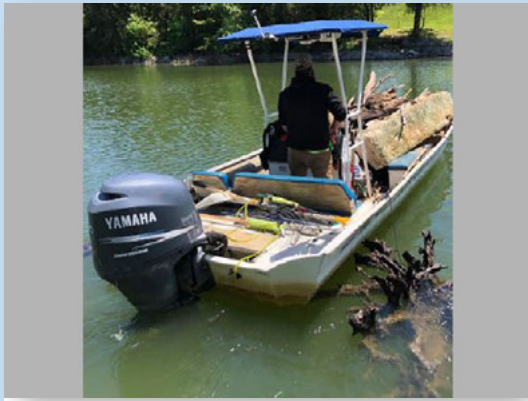
Activities

[September 24, 2022]
Provided financial assistance for various outdoor environmental conservation, development and awareness activities through Yamaha Outdoor Access Initiative

Achievements

Supports outdoor enthusiast organizations across the USA which are active in environmental conservation with funds of \$500,000 USD a year.
Accepts applications for assistance all year round.





Country U.S.A.
Company Yamaha U.S. (Marine Business Unit)

Activities [March 1, 2023]
Donated outboard motors to environmental conservation organizations as part of Yamaha Rightwaters

Achievements Donated an outboard motor to the Boone Lake Association, one of the most established environmental organizations in Tennessee, to be used on boats cleaning the lake surface. The organization maintains the environment in the Boone lake area so that people can enjoy fishing and boating in safety



Country U.S.A.
Company Yamaha U.S. (Marine Business Unit)

Activities [March 21, 2023]
Yamaha Rightwaters supported Bassmaster Classic, a tournament for lovers of bass fishing, with an outboard motor for use in their field cleaning activities.

Achievements They provided an outboard motor for use on a boat to transport 6,742 lbs (3,058 kg) of trash, old tires, plastic and metal waste, gathered by volunteers that included famous anglers, to collection areas





Country
Company

U.S.A.
Yamaha Motor Corp, USA

Activities

[June / October, 2022]
Yamaha employees participated on a volunteer basis in the maintenance of the traveling area and surrounding facilities of state-owned land where Off Highway Vehicles (OHV) are deployed.

Achievements

In June, Yamaha staff working in Marietta and Newnan in Georgia maintained the camping area in Chattahoochee National Forest, and in October, employees in Cypress, California, cleaned and planted trees in and around the OHV area in San Bernardino National Forest



Activity reports from Asia & Oceania



Activities to protect the natural environment where our products are used



Activities that use our products



Activities in collaboration with Yamaha users



Activities that contribute to solving regional environmental issues



Country
Company

Thailand
Thai Yamaha Motor

Activities

[December 21, 2022]
Distributed trees to employees to plant at home, an activity that could be performed safely even during the coronavirus crisis, to raise all employees' awareness of CO₂ reduction

Achievements

Participants: 477



Country
Company

Thailand
Thai Yamaha Motor

Activities

[July 9, 2020]
Cleanup and planting activity at a mangrove forest

Achievements

Participants: 112





Country Thailand
Company Yamaha Motor Electronics Thailand

[December 11, 2020]
Protecting the environment by shaping moss balls, which are used in the treatment of wastewater, and supporting the expansion of green areas by moving saplings and preparing planting ground at a botanical garden

Achievements Participants: 27



Country Thailand
Company Yamaha Motor Electronics Thailand

[May 11, 2022]
Cleanup activities around the company

Achievements Participants: 36



Country The Philippines
Company Yamaha Motor Philippines, Inc.

[July 19, 2019]
Participated in a tree-planting project organized by a local environmental group to help preserve an environment full of greenery

Achievements Planted 100 trees, with 5 participants from Yamaha Motor





Country Vietnam
Company Yamaha Motor Vietnam

Activities [January 26, 2022]
YMVN garden tree-planting activity

Achievements Participants: 30



Country Vietnam
Company Yamaha Motor Vietnam

Activities [March 19, 2021]
Tree-planting and cleanup activities at a Buddhist temple

Achievements Participants: 80



Country Vietnam
Company Yamaha Motor Vietnam

Activities [June 6, 2022]
Beach cleanup activities

Achievements Participants: 100



Country Taiwan
Company Yamaha Motor Electronics Taiwan

Activities [May 31, 2020]
Execution of the "Let's Do Beach Cleanup" activity

Achievements Participants: 120





Country Taiwan
Company Yamaha Motor Electronics Taiwan

Activities [September 13, 2020]
Tree planting activity as part of environmental conservation

Achievements Participants: 72



Country China
Company Yamaha Motor Powered Products Jiangsu

Activities [November 16, 2021]
Cleanup activities around the company

Achievements Participants: 22



Country China
Company YMCN

Activities [March 9, 2023]
Planted trees ahead of China's annual Arbor Day (March 12)

Achievements Participants: 40





Country
Company

India YMI

Activities

[August 21, 2022]
Launched an initiative called the "Save the Blue Ocean Ride" and cleaned up a beach as its first activity

Achievements

Participants: 650, 350 from YMI



Activity reports from Europe



Activities to protect the natural environment where our products are used



Activities that use our products



Activities in collaboration with Yamaha users



Activities that contribute to solving regional environmental issues



Country
Company

Norway
Yamaha Motor Europe N.V

Activities

[January 2, 2021]
Cleanup of the ocean using Yamaha products

Achievements

Participants: 177



Country
Company

Portugal
Yamaha Motor Europe Portuguese Branch

Activities

[January 1, 2020]
Execution of a beach cleanup activity that has been continuing for seven years

Achievements

Participants: 159



Country
Company

Portugal
Yamaha Motor Europe Portuguese Branch

Activities

[May 23, 2019]
Carried out Tagus River cleanup activities using two boat outboards in cooperation with local university, NGOs, and governments

Achievements

Participants: 30





Country Netherlands
Company Yamaha Motor Europe N.V.

[January 2, 2021]
Activities Cleanup activities at a beach using ATVs.
1,609 volunteers participated and collected
approximately 40 kilograms of litter

Achievements Participants: 1609



Environmental Management

Introducing information concerning environmental management activities



Contents

1. Environmental Management Basic Policy
2. Promotion Structure
3. Environmental Consolidated Boundary
4. Strengthening Environmental Governance through Global Environmental ISO 14001 Unified Certification
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6. Integrated Management System Operation
7. Life Cycle Assessment
8. Strengthening Compliance with Environmental Laws and Regulations and Control of Chemicals Contained in Products
9. Green Procurement Guidelines
10. Contributing to Reduction of Air Pollution in Each Country and Region
11. Reduction of VOC Emission through Production Activities
12. Promotion of Environmental Activities in Collaboration with Suppliers
13. Raising Environmental Awareness of Employees

Environmental Management Basic Policy

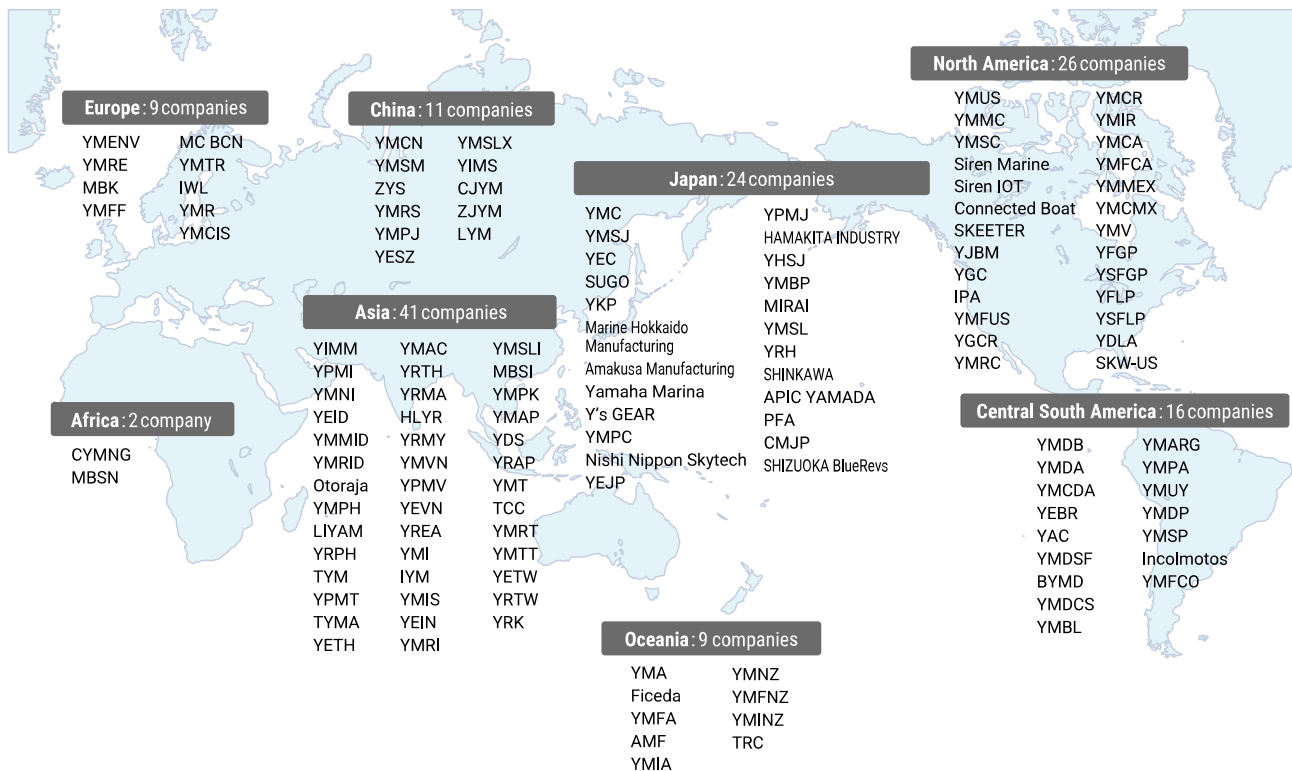
We endeavor to minimize environment issues, including those concerning climate change and biodiversity, in all areas of our business activities. To achieve that, we have set targets for reducing our environmental impact, which we continuously work on, manage and improve. At the same time, we also focus on training and education about lowering our environmental impact.

Promotion Structure

The Yamaha Motor Group has established an Environment Committee, chaired by 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.

Environmental Consolidated Boundary

The scope covers consolidated subsidiaries and affiliate companies which are considered important for environmental management. There were 138 companies in the global environmental consolidation scope as of the end of December 2022.



Enhancement and Promotion of Integrated Management

Strengthening Environmental Governance through Global Environmental ISO 14001 Unified Certification

Under its "Global Environment" basic policies of sustainability the Yamaha Motor Group has built a globally unified environmental management system (hereafter "Group Environmental MS"). We are promoting the acquisition of ISO14001 certification, centering on our manufacturing companies in Japan, Asia, Europe, and North and South America. In this and other ways, we are undertaking the ongoing improvement of our environmental activity levels for the whole of the Group.

Under our Group Environmental MS, it is the responsibility of the top management personnel of each Group company to determine the roles and authorities related to the Environmental MS. Likewise, to prepare promotion frameworks, implement monitoring and management reviews to confirm that their company's activities are being appropriately operated, and give necessary instruction. We are promoting viable environmental management activities in such ways. Furthermore, by compiling the results of the management reviews of each Group company and implementing reviews of the President and Chief Executive Officer of Yamaha Motor in relation to the management of the whole Group, we are working to ensure the strengthening of the Group's global environmental governance.

Each Group company gives the highest priority to compliance, obtaining an understanding of stakeholder needs, determining significant risks based on the evaluation of the risks and opportunities related to the environmental activities of the business, and engaging in the reduction of environmental risks and the prevention of pollution. What is more, we work to continuously improve the environmental management system through environmental internal audits to verify the adequateness and effectiveness of the system.

In the four-year period between FY2019 and FY2022, none of our companies were fined or violated environmental laws and regulations.

To reinforce the Group's environmental governance, we utilize the originally developed G-YECOS* information network to roll out environmental policies, share environmental activities, and collect environmental data, thereby strengthening and streamlining the Group's environmental management system.

* G-YECOS : Global Yamaha Motor Environment & CSR Operation System

> [Yamaha Motor Group ISO14001 certification list](#) 






Global Yamaha Motor Environment & CSR Operation System


The Yamaha Motor Group makes use of its proprietary global environmental & CSR operation system (G-YECOS) to promote sharing and visualizing of Group companies' environmental information and CSR activities, and to improve communication among Group companies including headquarters. G-YECOS also serves as a tool for appropriate and timely collection and analysis of various types of environmental data for the purpose of disclosure to stakeholders. We will continue to enhance the utility of the system as a portal site of the Yamaha Motor Group for ESG information including environmental information.

Integrated Management System Operation

Yamaha Motor has introduced an integrated management system that integrates environmental and safety management, which has led to improvement and greater efficiency in on-site business processes. We are working to improve the effectiveness of the management system through continual improvement using the PDCA (Plan, Do, Check, and Act) cycle.

Meanwhile, integrated management system audits use a proprietary system led by internally certified auditors to increase the skills of employees in a systematic manner, taking a process-orientated approach to improve on-site business processes. We have also reinforced governance by setting priority audit items each year and applying them Group-wide.

Business Activities	Initiatives for Reducing Environmental Burden	Impact on Global Warming (CO ₂ Emissions)
R&D 	<p>Development phase</p> <p>To promote recycling and the effective use of limited resources, we implement "3R design" in the development phase, which involves giving consideration to resource saving, reusability, recyclability, and ease of treatment and disposal.</p>	<p>Included in Scopes 1, 2</p>
Procurement 	<p>Procurement phase</p> <p>To procure necessary raw materials and parts sustainably, we provide suppliers with Green Procurement Guidelines, in which we ask them to engage in efforts to minimize the use of limited resources (mineral resources, energy resources mainly composed of fossil fuels, water resources, land use, etc.). We also monitor and report the amounts of chemicals harmful to humans and the ecosystem contained in our products, effluent, and waste, according to the regulations in each country.</p>	<p>Scope 3. Category 1</p>
Production 	<p>Production phase</p> <p>Chemicals used during the production phase may also deplete the ozone layer and harm human health and the ecosystem if they are not managed properly. In Japan, environmentally hazardous substances emitted from factories are managed and reported in accordance with the PRTR Act and relevant ordinances. We are striving to reduce the emission of environmentally hazardous substances through various activities, including curbing NO_x generation by optimizing the operating conditions of equipment, reducing fuel usage by improving thermal efficiency, and switching to low-nitrogen, low-sulfur fuels. Moreover, we are voluntarily taking steps to reduce the emission of volatile organic compounds (VOCs) from our factories. VOCs emitted during painting operations are believed to be a cause of air pollution from suspended particulate matter and photochemical oxidants.</p>	<p>Scope 1. Scope 2.</p>
Distribution/sales 	<p>Distribution phase</p> <p>We are actively moving forward to reduce CO₂ emissions from distribution, including our supply chain, as well as reducing the use of packing and packaging materials.</p>	<p>Scope 3. Category 4</p>
Use 	<p>Use phase</p> <p>Reducing CO₂ emissions by improving fuel economy Increasing lineup of electrified products and promoting development of next-generation mobility devices</p>	<p>Scope 3. Category 11</p>

Business Activities	Initiatives for Reducing Environmental Burden	Impact on Global Warming (CO ₂ Emissions)
Collection/recycling 	Disposal phase "3R design" during the development phase, giving consideration to reusability and recyclability Recycling systems for motorcycles and small FRP boats, FRP pools; renewal, reduce, reuse, recycle	Scope 3. Category 12

Strengthening Compliance with Environmental Laws and Regulations and Control of Chemicals Contained in Products

In recent years, there has been a strengthening of regulations related to the use of chemical substances contained in products in various countries. The number of substances that fall under the SOC category is increasing dramatically, making the management of chemical substances in our products an extremely important issue more than ever for the management of the Company. The Yamaha Motor Group monitors legal trends in various countries such as the Stockholm Convention, the Law Concerning the Examination and Regulation of Manufacture; etc. of Chemical Substances in Japan, the REACH regulation and RoHS directive in Europe, and America's TSCA and various state laws and Canada's CEPA in North America. At the same time, we have established a Substance of Concern Management Committee to build a framework for the management of chemical substances in our products as well as to formulate Group policies in response to national laws, promote related activities, and confirm the state of activities. The Group is implementing the PDCA cycle to steadily roll out activities not only in Japan but also at overseas plants. We are also focused on the execution of employee education, centered around e-learning for all employees on asbestos management. Yamaha Motor is not only responding to the regulation of SOC but also implementing activities that are ahead of the times, including efforts to go lead-free as lead is expected to be regulated in the future.

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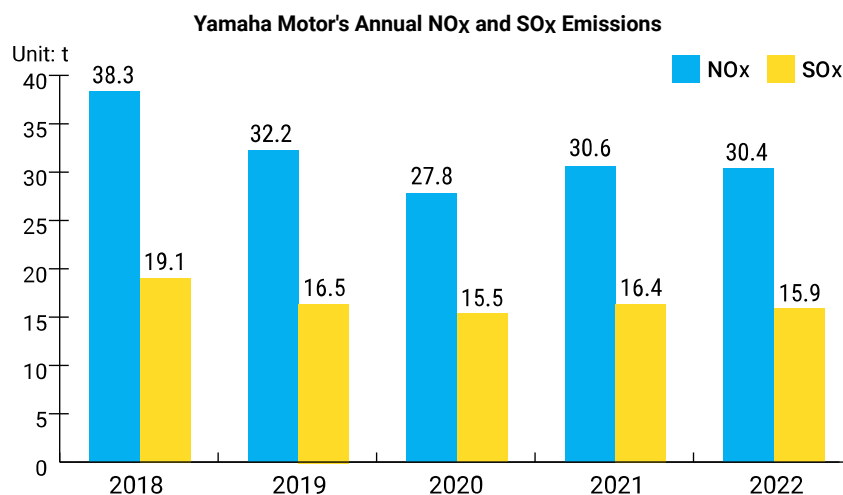
Green Procurement Guidelines

The Yamaha Motor Group is working with suppliers to control and reduce environmentally hazardous substances and make more efficient use of natural resources and energy in accordance with its Green Procurement Guidelines.

[> Green Procurement Guidelines !\[\]\(0aff635c4179ba9e710b00f4b01d3b20_img.jpg\)](#)

Contributing to Reduction of Air Pollution in Each Country and Region

Yamaha Motor controls the emission of environmentally hazardous substances from its factories according to laws and ordinances. We strive to reduce the emission of such substances through various efforts, including optimization of equipment operation conditions to reduce NO_x generation, improvement of thermal efficiency to reduce fuel usage, and replacing existing fuels with low-nitrogen, low-sulfur alternatives.

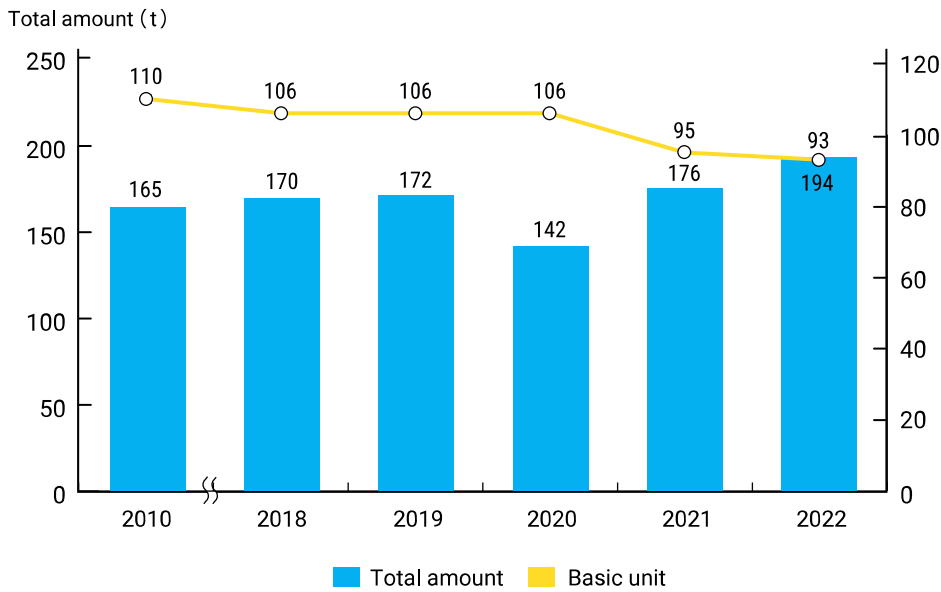


Reduction of VOC Emission through Production Activities

The Yamaha Motor Group monitors and reports emissions of chemical substances harmful to humans and the environment and amounts of such substances contained in waste according to the regulations of each country. Over 99% of substances subject to reporting under the Pollutant Release and Transfer Register (PRTR) scheme that Yamaha Motor releases into the environment are volatile organic compounds (VOCs), and most of them are used in painting operations.

The Yamaha Motor Group will continue to promote efforts to increase the use of paints with minimal VOC content, improve coating efficiency, and reduce paint wastes. In FY2022, the per unit emissions volume per area painted was 93g/m², and we achieved our target.

VOC emissions and per unit emissions volume per area painted
FY2022 target: 110g/m² or less per unit



Promotion of Environmental Activities in Collaboration with Suppliers

Since 2019, our environmental facility division and procurement division have been working together to help suppliers promote environmental activities. Specifically, they select companies deemed to have high environmental impact from a list of suppliers in Japan and abroad. Then the environmental facility division measures their power usage, identifies the amounts of power loss, and provides advice and know-how based on its findings. The suppliers initiate activities based on the input and introduce the same improvements at the rest of their factories. Going forward, we will further pursue these activities as a Groupwide effort including suppliers, with different suppliers targeted each year.

In 2023, at a meeting convening 230 companies who are our major suppliers in countries we are active in, we explained the status of our carbon neutrality initiatives such as those concerning raw materials and energy conservation, and shared our approach and direction.

Raising Environmental Awareness of Employees

Introduced Yamaha Eco Point System

In January 2008, Yamaha Motor introduced its Yamaha Eco Point System targeting employees. This system assigns points to environmental activities including participation in eco-commuting and cleanup programs, and allows members to select eco prizes according to the number of activities conducted and the number of points earned during the year.

Using the Intranet to Foster an "Eco Mind"

Yamaha Motor uses its corporate intranet to report in a timely manner on the status of eco-commuting and employee volunteerism and to disseminate information on cleanup programs for beaches and areas in the vicinity of Company facilities as well as environmental communication with local communities and the public. These efforts serve to raise employee awareness concerning the environment and to encourage participation.

Distribution of ESG-related Information by Email

Since January 2019, we have been sending a monthly email to employees at Yamaha Motor and Group companies in Japan, containing

ESG-related information including environmental information. The articles contained in these emails are also posted to our intranet so they can be accessed at overseas Group companies.

Articles to date have included explanations of the external environment affecting environmental issues and the Yamaha Motor Group Environmental Plan 2050.

Environmental Education

In response to a request for partnership (provision of funding and support) from a teacher at Eastside Elementary School in the United States, Yamaha Motor Manufacturing Corporation (YMMC) launched an environmental education project to help students learn about their natural surroundings. Students had the valuable experience of studying environmental issues such as ecosystems, the food chain, and pollution in the midst of nature near West Point Lake. They came up with ways to improve air quality in the elementary school and carried out tree planting.



Data Collection

The Yamaha Motor Group's environmental data for the past five years.

Green Procurement Guidelines



↓ Contents

1. Sales of low carbon products
2. Global energy consumption
3. Greenhouse gas (GHG) emissions volume: Scope 1. (direct emissions)
4. Greenhouse gas (GHG) emissions volume: Scope 2. (indirect emissions)
5. Global CO₂ emissions
6. Conversion factors used for energy consumption and CO₂ emissions
7. SASB requirements

1. Sales of low carbon products

Item	Unit	2018	2019	2020	2021	2022
Number of fuel-injected motorcycles sold	K vehicles	3,564	3,554	3,363	3,993	4,146
Number of motorcycles featuring a BLUE CORE engine sold		2,800	2,901	2,245	3,184	3,064
Number of electrically power assisted bicycles sold (including number of drive units)		569	648	670	821	779

2. Global energy consumption

Energy consumption by region

Area	Unit	2018	2019	2020	2021	2022
Asia	GJ	2,943,382	2,712,913	2,048,027	2,354,586	2,506,222
Europe		144,294	195,968	163,369	168,458	161,288
North America		476,275	512,764	484,517	596,713	614,710
Japan		1,838,368	1,769,163	1,636,419	1,874,909	1,941,624
Oceania		19,155	19,377	15,398	14,389	12,058
Central and South America		130,733	138,975	128,759	169,706	194,385
China		219,383	183,517	193,977	215,155	210,445
Africa		0	0	0	90	263
Total		5,771,590	5,532,677	4,670,466	5,394,006	5,640,995

External Assurance

Energy consumption by type

Item	Unit	2018	2019	2020	2021	2022
Electricity purchased	GJ	2,569,177	2,494,982	2,133,086	2,448,759	2,533,483
Renewable energy generation		0	0	0	0	93,314
City gas		612,749	579,210	544,384	631,144	634,019
Natural gas		1,680,154	1,567,543	1,234,396	1,393,431	1,414,532
LPG		478,633	447,627	418,077	569,120	591,119
Butane		13,059	16	11	11	11
Gasoline		204,661	194,597	137,268	154,078	165,413
Bio-blend gasoline		0	3,665	4,119	3,032	7,492
Light oil		122,592	137,127	87,988	71,447	72,881
Bio-blend light oil		0	1,279	8,764	11,508	17,162
Heavy oil A		88,065	91,430	82,912	89,371	90,349
Kerosene		1,228	791	7,662	7,025	7,170

Item	Unit	2018	2019	2020	2021	2022
Hot water		903	14,412	11,799	15,049	13,951
Incineration of waste oil and plastic		370	0	0	31	99
Total		5,771,591	5,532,679	4,670,466	5,394,006	5,640,995 External Assurance

The calorific value per unit factor for electricity was changed to 3.6GJ/MWh and reflected back to 2018
Renewable energy (electricity purchased and captive power) and the portion from the incineration of waste oil and plastic have been included in calculations since 2022. We also added new items for bio-blend gasoline and bio-blend light oil, which until 2021 were included in gasoline and light oil.

3. Greenhouse gas (GHG) emissions volume: Scope 1. (direct emissions)

(10,000 t-CO₂e)

By type	2022
CO ₂	15.4
CH ₄	0.0
N ₂ O	0.0
HFCs	0.0
PFCs	0.0
SF ₆	0.1
Total	15.5

Referenced Global Warming Potential: IPCC "Fifth Assessment Report" (AR5)

4. Greenhouse gas (GHG) emissions volume: Scope 2. (indirect emissions)

(t-CO₂e)

By area	2022	
	Location-based (L)	Market-based (M)
Asia	199,945	201,767
Europe	3,082	2,191
North America	40,054	28,317
Japan	64,892	59,034
Oceania	677	572
Central and South America	3,824	3,468
China	17,636	15,017
Africa	33	12
Total	330,143	310,376

Domestic: Adjusted emission factors by electric utility for the most recent year announced by the Ministry of the Environment.

Overseas: As a rule, emission factors by electric utility.

Otherwise, CO₂ emission factors by country announced by the International Energy Agency (IEA), etc.

Emission factors for 2020 as found in "Emission Factors 2022".

5. Global CO₂ emissions

Area	Unit	2019	2020	2021	2022
Scope 1.					
Asia	t CO ₂	78,992	58,750	67,511	69,476
Europe		5,437	4,234	4,689	4,721
North America		13,290	12,822	16,305	17,014
Japan		49,581	46,388	52,436	53,495
Oceania		1,000	735	695	577
Central and South America		2,081	1,834	3,474	3,906
China		5,096	5,412	5,894	5,760
Africa		-	-	0	0
Total			155,847	130,174	151,002
Scope 2.					
Asia	t CO ₂	219,285	165,076	191,436	201,767
Europe		4,728	4,180	3,270	2,191
North America		32,066	28,461	34,307	28,317
Japan		108,834	94,709	98,657	59,034
Oceania		928	917	824	572
Central and South America		2,989	2,785	3,221	3,468
China		15,428	16,231	18,174	15,017
Africa		-	-	12	12
Total			384,258	312,359	349,901
Scope 3.					
01.Purchased products and services	t CO ₂	3,522,932	3,115,239	4,602,716	5,087,022
02.Capital goods		249,256	218,028	201,270	261,542

Area	Unit	2019	2020	2021	2022
03.Energy-related activities		56,300	47,250	55,860	57,047
04.Transport and delivery (upstream)		241,627	206,551	311,125	445,725
05.Waste materials emitted by businesses		15,589	13,538	16,333	17,069
06.Business trips		24,266	3,902	3,306	21,940
07.Employees' commuting		8,180	8,160	10,500	9,929
08.Leased assets (upstream)					
09.Transport and delivery (downstream)		Not applicable	Not applicable	Not applicable	Not applicable
10.Processing of products sold		5,730	5,065	4,871	5,424
11.Use of products sold		29,344,372	21,961,065	26,016,843	26,506,968 External Assurance
12.Disposal of products sold		57,393	51,298	44,660	46,683
13.Leased assets (downstream)		Not applicable	Not applicable	Not applicable	Not applicable
14.Franchises		Not applicable	Not applicable	Not applicable	Not applicable
15.Investments		Not applicable	Not applicable	Not applicable	Not applicable
Total		33,525,645	25,630,096	31,267,484	32,459,349
Scope 1, 2, 3 Total		34,065,380	26,072,630	31,768,387	32,924,676

* Scope 3. : Other indirect emissions are calculated using the Emission Unit Value Database(ver. 2.4) as per the Ministry of the Environment's Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (ver. 3.2).

*Scope 3. : For 11. Use of products sold, we changed usage conditions such as yearly distance used (hours) and years of use across lifetime (hours), and also changed calculation conditions using power coefficient scenarios for each region based on future electrification of products. Figures were recalculated accordingly, dating back to 2019.

6. Conversion factors used for energy consumption and CO₂ emissions

Conversion factors (variable factors) used for 2021 results in the Environmental Plan 2050

* With regard to actions relating to the Environmental Plan 2050, results for 2019 onwards are calculated using variable factors and therefore cannot be compared with past data.

Item name	Common unit	Calorific value per unit factor	CO ₂ emission factor
		GJ/Common unit	t-CO ₂ /Common unit
Electricity	MWh	3.6	*Note 1
Electricity (captive power by renewable energy)	MWh	3.6	-
Kerosene	kL	36.7	2.49
Heavy oil A	kL	39.1	2.71
LPG	t	50.8	3
Butane	t	49.7	3.03
City gas (Japan)	1000Nm ³	45	2.24
City gas (other than Japan)	1000m ³	40	1.81
Gasoline	kL	34.6	2.32
Bioethanol-blended gasoline	kL	34.6	By mixture ratio
Light oil	kL	37.7	2.58
Bioethanol-blended light oil	kL	37.7	By mixture ratio
Industrial steam	GJ	1.02	0.06
Non-industrial steam	GJ	1.36	0.057
Hot water	GJ	1.36	0.057
Waste oil	t	38.3	2.92
Waste plastic	t	29.3	2.55

***Note 1**

Domestic: Adjusted emission factors by electric utility for the most recent year announced by the Ministry of the Environment.

Overseas: As a rule, emission factors by electric utility .

Otherwise, CO₂ emission factors by country announced by the International Energy Agency (IEA)

Emission factors for 2020 as found in "Emission Factors 2022".

Conversion factors (fixed factors) used for 2009 to 2018 in the Environmental Plan 2020

Energy Segment		Reporting Unit	Calculation coefficient		
			Calorie	CO ₂ (tCO ₂)	Data source
Electricity purchased (electric utilities in each country)		MWh	Individual setting (IEA values by country)		
	Japan: daytime electricity	MWh	9.97		Energy Saving Act
	Japan: nighttime electricity	MWh	9.28		
	Japan: Chubu Electric Power	MWh		0.451	Published values
Gasoline (including aviation gasoline)		kl	34.6	2.32	Act on Promotion of Global Warming Countermeasures
Kerosene (including jet fuel)		kl	36.7	2.49	Act on Promotion of Global Warming Countermeasures
Light oil (diesel fuel)		kl	38.2	2.62	Act on Promotion of Global Warming Countermeasures
Heavy oil A (for small and medium-sized boiler fuels)		kl	39.1	2.71	Act on Promotion of Global Warming Countermeasures
Petroleum gas	Liquefied petroleum gas (LPG)	t	50.2	3	Act on Promotion of Global Warming Countermeasures
	Butane	t	49.6	3.03	Supplier data
Natural gas	Natural gas (overseas)	thousand m ³	(35.2)	(1.81)	Individual setting (IEA global average)
	City gas 13A (Japan)	thousand m ³	41.1	2.08	Act on Promotion of Global Warming Countermeasures

7. SASB requirements

	Code	Accounting Metric	Unit of Measure	2022	
Activity Metrics	TR-AU-000.A	Number of vehicles manufactured	K vehicles	4,720	
	TR-AU-000.B	Number of vehicles sold	K vehicles	4,774	
Product Safety	TR-AU-250a.2	Number of safety-related defect complaints, percentage investigated	Percentage (%)	100 * Investigated all complaints that the Ministry of Land, Infrastructure, Transport and Tourism of Japan has requested to investigate.	
	TR-AU-250a.3	Number of vehicles recalled (in Japan)	Number	19,447 *Number implemented in Japan.	
Labor Practices	TR-AU-310a.1	Percentage of active workforce covered under collective bargaining agreements	Percentage (%)	84	
	TR-AU-310a.2	Number of work stoppages	Number	0	
		totaldays idle	Number, Days idle	0	
Fuel Economy & Use-phase Emissions	TR-AU-410a.1	Sales-weighted average passenger fleet fuel economy, by region	Asia	km/L	50
			Europe	gCO ₂ /km	92
			North America	mpg	72
			Japan	km/L	45
			Oceania	km/L	30
			Central and South America	km/L	44
			Other	km/L	52
	TR-AU-410a.2	Number of (1) zero emission vehicles (ZEV), (2) hybrid vehicles, and (3) plug-in hybrid vehicles sold	Number	Not applicable	
TR-AU-410a.3	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities		<ul style="list-style-type: none"> · Evaluate Risks and Opportunities and Their Financial Impact · Yamaha Motor's Net-zero CO₂ Emissions (Carbon Neutrality) Strategy 		
Materials Sourcing	TR-AU-440a.1	Description of the management of risks associated with the use of critical materials		<ul style="list-style-type: none"> · Addressing Human Rights Issues at Suppliers 	

	Code	Accounting Metric	Unit of Measure	2022
				· Addressing Procurement Risk
Material Efficiency & Recycling	TR-AU-440b.1	Total amount of waste from manufacturing	Metric tons (t)	64,224
		Percentage recycled	Percentage (%)	72
	TR-AU-440b.2	Weight of end-of-life material recovered	Metric tons (t)	—
		Percentage recycled	Percentage (%)	97.6 (on a weighted basis) *FY2021 results for motorcycle recycling system (Japan)
	TR-AU-440b.3	Recyclability of products	Percentage (%) by salesweighted metric tons (t)	Target: Set at 90%

* A disclosure index for the auto industry required by the Sustainability Accounting Standards Board (SASB) TR: Transportation; AU: Automobiles

Green Procurement Guidelines

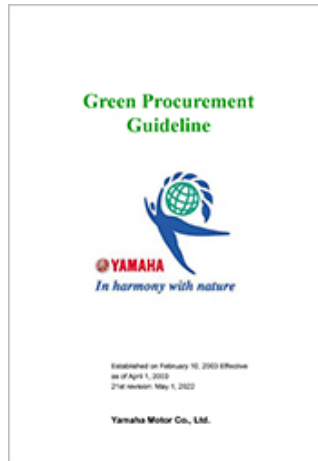
A guideline to ban or reduce environmentally hazardous parts, materials etc.

← Data Collection

Green Procurement Guidelines PDF (Last update: May 1, 2022)



Japanese Version
(PDF 525 KB)



English Version
(PDF 276 KB)



Chinese Version
(PDF 545.3 KB)

Cooperating with International Initiatives

Introducing Cooperating with International Initiatives

Sustainable Development Goals (SDGs) >

Participating in the UN Global Compact >

Supporting the TCFD >

Initiative based on the Declaration of Biodiversity by Keidanren >

GX League Basic Concept Ministry of Environment, Trade and Industry >

Sustainable Development Goals (SDGs)

Introducing the Yamaha Motor Group's key initiatives on Sustainable Development Goals (SDGs)

Approach to SDGs

The United Nations Sustainable Development Summit was held in September 2015, and passed Sustainable Development Goals (SDGs) comprising 17 goals and 169 targets as a “plan of action for people, planet and prosperity.”

The Yamaha Motor Group is engaged in business activities around the world, with the corporate mission of being a “*Kando* Creating Company—Offering new excitement and a more fulfilling life for people all over the world.” We have laid out our approach to the sustainability in the preamble of Yamaha Motor Group Sustainability Basic Policy, “As a company trusted by society, we will, under appropriate corporate governance, contribute to the resolution of social issues and sustainable development through innovative and diverse products and services, in ways that take the unique style of Yamaha.”

We are pursuing the SDGs as part of our commitment to sustainability, with the aim of achieving corporate growth through the resolution of social issues in the countries and communities in which we operate, as a company that all stakeholders, including society, always look to for the next advances and innovations.

SUSTAINABLE DEVELOPMENT GOALS





Yamaha Motor SDGs Documentary Video: Field-Born

Initiatives related to SDGs

Activity	Related SDG
> Supporting employment and education with motorcycles	  
> Vitalizing local communities through increased overseas manufacturing	  
> Promoting traffic safety	 
> Improving the technical skills of motorcycle technicians	 
> Developing technical skills by leveraging Japanese-style manufacturing	 
> Modernizing fishing industries in developing countries with outboard motors	    
> Training engineers by transferring FRP boat manufacturing technology	   
> Verification testing of mobility support for persons with limited mobility	
> Increasing productivity by spreading pesticides with drones	
> Yamaha Clean Water Supply System	     

Activity

Related SDG

> [Forest measurement service](#)



> [Cleaning up beaches to protect endangered species](#)



> [Cleaning up lakeshores using marine products](#)



> [Protecting rare plant species](#)



> [Removing alien plant species](#)



> [Yamaha Motor Foundation for Sports](#)



Initiatives related to SDGs

Introducing the Yamaha Motor Group's SDGs



Contents

1. Creating possibilities and enriching the lives of young people
2. Improving local economies through globalization of business
3. Correct and safe use of products
4. Yamaha Technical Academy
5. Aiming to raise the level of local manufacturing skills
6. Promoting the fishing industry with marine engines
7. From wooden boats to FRP boats
8. Building community-friendly transport systems
9. Further contribution to labor saving and efficiency in the agricultural field
10. Bringing smiles to faces through clean water
11. For the future 100 years from now
12. Protecting the ocean, our business field
13. Effective lake cleanups with our products
14. Preserving biodiversity
15. Removing alien plant species from seashores
16. Creating healthy people and society through sports

Creating possibilities and enriching the lives of young people



Supporting employment and education with motorcycles

Approximately 81% (unit sales basis) of Yamaha's motorcycles—our main business—are sold in Asia outside Japan. Their primary use is for daily mobility. As a means of commuting to school or to work, these motorcycles are creating possibilities and enriching the lives of young people in these countries.



Improving local economies through globalization of business



Vitalizing local communities through increased overseas manufacturing

With more than 160 Group companies operating in over 30 countries and territories around the world, we develop, manufacture, and sell a wide range of products, making us a major contributor to the growth of local employment opportunities.

- > Group companies (overseas)



Correct and safe use of products



Promoting traffic safety

We conduct a wide range of safety awareness activities, including motorcycle safe riding classes for ordinary customers, classes for companies and organizations that use motorcycles commercially and instructor training for affiliates in various countries.

- > Yamaha Riding Academy
- > Yamaha Riding Academy [Video](#)
- > Parent-Child Motorcycle Class [Video](#)



Yamaha Technical Academy



Improving the technical skills of motorcycle technicians

Yamaha Technical Academy is an educational program for Yamaha motorcycle technicians. Enhancing the skills of these technicians increases customer satisfaction and benefits our sales network, enriching the lives of the people involved in these activities.

- > Yamaha World Technician Grand Prix



Aiming to raise the level of local manufacturing skills



Developing technical skills by leveraging Japanese-style manufacturing

Yamaha Motor's Indian subsidiaries and local NGOs have been setting up Yamaha Training Schools since 2013. In 2017, Yamaha Motor NTTF Training Center was opened to develop human resources in India, as part of the public-private sector Manufacturing Skill Transfer Promotion Program. The inaugural class graduated in July 2021. Both facilities are contributing to higher levels of technology and enriching daily lives in the communities in which they operate.



> Japan-India Institute for Manufacturing

> Yamaha Training Schools Video



Promoting the fishing industry with marine engines



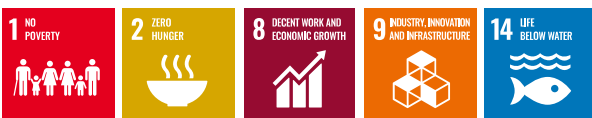
Modernizing the fishing industry with Enduro, an outboard motor tailored to the difficult environments of developing countries

We help modernize the fishing industry by introducing outboard motors as well as the Japanese way of fishing, and handling and processing fish in countries where people use wooden boats with oars and sails. This expands accessibility to larger fishing grounds, increases the types of fish caught, and brings them back to market more quickly. Given the potential threat of outboard motor breakdowns on the lives of fishermen, Enduro was invented for use in difficult environments while running on inferior fuel. Our efforts to train local mechanics and set up parts networks are also widely supported by fishing communities.



> Enduro

> Fisheries industry modernization



From wooden boats to FRP boats



Training engineers by transferring FRP boat manufacturing technology

We have launched “technical assistance factories” for FRP boats around the world. Today, 16 facilities spanning 13 countries produce 2,000 over boats annually, and also play a role in training technicians, creating employment, and promoting the fishing, tourism, and transport industries. The transition to FRP boats from wooden boats also reduces deforestation as well as operating costs for small-scale fishermen and fisherwomen, while reducing CO₂ emissions through low fuel consumption. FRP boats also reduce accidents associated with wooden boats and promote the safety of boat operations and fishing.

- > FRP Boats in Mauritania [Video](#)
- > Modernizing Fishery in Africa [Video](#)



Building community-friendly transport systems



Verification testing of mobility support for persons with limited mobility

We carried out verification testing in Japan for automated driving services using golf car-based vehicles, as part of a Ministry of Land, Infrastructure, Transport and Tourism-led project to create safe transport for people and goods in rural areas with aging populations.

- > Unnan City Demonstration by Green Slow Mobility – Supporting the creation of towns where people love walking –
- > Yamaha Motor Begins Evaluation Trial of Low-Speed Autonomous Driving Vehicles in Iwata City
- > Mobility Bringing People Together [Video](#)





Increasing productivity by spreading pesticides with drones

Yamaha Motor's industrial-use unmanned helicopters are dramatically increasing the efficiency of agricultural operations through remote operations for spreading pesticides and direct rice seeding. We launched a multi-rotor agricultural drone in 2019 to help boost productivity in Japan's agriculture, which is faced with the issue of an aging workforce. We are working to release it globally and further contribute to labor saving and greater efficiency.



- > Rev Story: Transforming Agriculture from the Air [Video](#)
- > Invested in an agricultural startup
- > FAZER R AP industrial unmanned helicopters for agricultural application
- > Invested in a Brazilian agricultural startup
- > Undertook the development of a safe, reliable agricultural drone and the technology to use it
- > Concluded a joint development agreement with an Australian company for smart agricultural solutions



Bringing smiles to faces through clean water



Yamaha Clean Water Supply System

We have developed the Yamaha Clean Water Supply System, which purifies surface water, and installed the system in areas where it is difficult to access clean drinking water. In addition to improving the lives of people in these areas by alleviating illnesses caused by contaminated water, this initiative has provided more time for women and children, who are primarily responsible for drawing and carrying water, to engage in studies and other productive activities. The system also contributes to promoting water sales and delivery businesses, and to less burning of wood by eliminating the need to boil water.



- > Clean Water Supply System
- > Yamaha Yamaha Motor Providing 10 Compact Water Purification Systems in Senegal
- > Yamaha Clean Water Supply System
- > Improving living conditions through Clean Water Supply System
- > Quenching Thirst, Hand in Hand Video
- > Working to Change Water and Lives in Africa Video
- > Bringing Beautiful Change to People's Lives Video

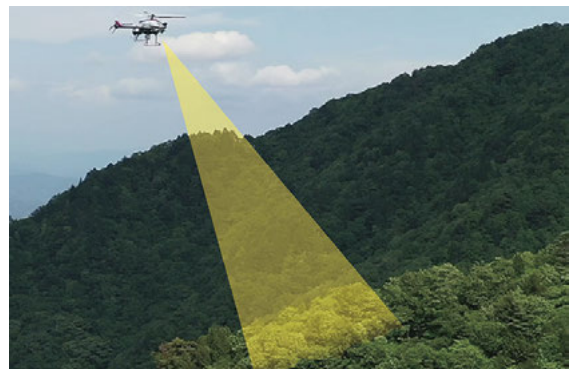


For the future 100 years from now



Forest measurement service

Through laser measurement from the sky using our industrial-use unmanned helicopters, we have made it possible to visualize forests over a wide range. Obtaining accurate data makes it possible to manage forest resources more efficiently, helping to conserve the environment and making forestry more smart.



- > Nurturing Forests Rich in Sound Video



Protecting the ocean, our business field



Cleaning up beaches to protect endangered species

Since 1991, we have been carrying out ongoing beach cleanups and baby loggerhead sea turtle observation tours at the Nakatajima Sand Dunes (in the southern part of Hamamatsu, Shizuoka Prefecture), where turtles come to lay their eggs, to protect endangered loggerhead sea turtles.



Effective lake cleanups with our products



Cleaning up lakeshores using marine products

To protect the natural environment of Lake Hamana in Shizuoka Prefecture, we have held the "Marine Cleanup Activities at Lake Hamana" continuously every year since 2013, using Yamaha Motor's boats and outboard motors. We conduct effective cleanups by utilizing the distinctive features of our products.



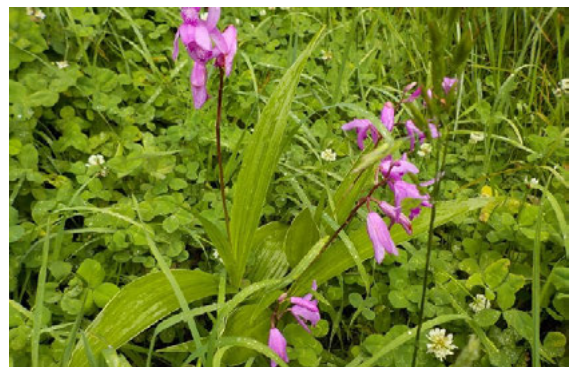
Preserving biodiversity



Protecting rare plant species

Prior to the construction of our motorcycle test course in Kikukawa, Shizuoka Prefecture, in 2008 we carried out a one-year environmental assessment of the site and surrounding area. Thereafter, we transplanted rare plant species, and we continue to carry out activities to protect and monitor rare plant species.

> Initiatives for "Biodiversity"

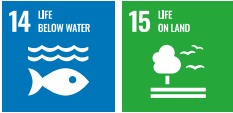


Removing alien plant species from seashores



Removing alien plant species

Together with our beach cleanup activities at the Nakatajima Sand Dunes (in the southern part of Hamamatsu, Shizuoka Prefecture), we remove alien plant species including *Oenothera laciniata* and *Diodia teres* in May and September of each year, to create an environment compatible for the endangered riverside tiger beetle.



Creating healthy people and society through sports



Yamaha Motor Foundation for Sports

The Yamaha Motor Foundation for Sports supports activities for sports enthusiasts and provides opportunities for children to experience sports, with the aim of creating people and a society that shares a passion for pursuing challenges.

> [Yamaha Motor Foundation for Sports](#)



Yamaha Motor signed the UN Global Compact

Introducing the Yamaha Motor Group's support of the UN Global Compact

The UN Global Compact is a set of 10 voluntary principles in four areas, proposed by then UN Secretary-General Kofi A. Annan at the World Economic Forum held in January 1999. Yamaha Motor Group's president signed the UN Global Compact, registering as a participating company on December 5, 2017.



Yamaha Motor Group aims to - in addition to promoting our own CSR practices - further promote initiative towards Sustainable Development Goals(SDGs), working towards corporate growth through solving societal issues in the countries and regions in which it operates. We report annually our concrete activities for the pursuit of the Global Compact Principles to the UN Global Compact and participate in the working groups including "Human Rights Due Diligence "subcommittee of the Global Compact Network Japan. We have also established the Global Compact Secondary Meeting, where related departments work together to share and resolve issues.

The Ten Principles of the UN Global Compact

Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights Principle 2: Businesses should make sure that they are not complicit in human rights abuses
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining Principle 4: Businesses should eliminate all forms of forced and compulsory labour Principle 5: Businesses should effectively abolish child labour Principle 6: Businesses should eliminate discrimination in respect of employment and occupation
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

Yamaha Motor Agrees with Task Force on Climate-Related Financial Disclosures

May 28, 2019

IWATA, May 28, 2019 –Yamaha Motor Co., Ltd. (Tokyo: 7272) announced today that the company has agreed with recommendations made in June 2017 by the Task Force on Climate-related Financial Disclosures (TCFD).

The TCFD was established in December 2015 by the Financial Stability Board (FSB), which consists of central banks and financial regulators in major countries, and recommends that analysis of business risks and opportunities resulting from medium-long-term climate change for companies be carried out, and that this is reflected in their financial information.

In December 2018, we announced the Yamaha Motor Group Environmental Plan 2050, and set out our stance, goals and action plans as a “company actively engaged in a sustainable society.” The recommendations from the TCFD are consistent with the Yamaha Motors stance of actively disclosing our initiatives and results for the global environment. We will therefore continue steadily to establish a global perspective in order to realize our plans for future activities.

Initiative based on the Declaration of Biodiversity by Keidanren

In June 2020, the Yamaha Motor Group endorsed Initiative on Declaration of Biodiversity by Keidanren.

In June 2020, the Yamaha Motor Group endorsed Initiative on Declaration of Biodiversity by Keidanren.

In support of the Keidanren Declaration on Biodiversity, the Yamaha Motor Group will promote initiatives to conserve biodiversity as stated in the “Outline of Yamaha Motor’s Main Biodiversity Initiatives”.

Declaration of Biodiversity by Keidanren

1. Responsibility of management

Commit to corporate management aiming at corporate activities in harmony with nature towards realizing a sustainable society

2. Global perspective

Act from a global perspective on the biodiversity crisis

3. Voluntary actions

Act voluntarily and steadily to contribute to biodiversity

4. Integrated Environmental Corporate Management

Promote Integrated Environmental Corporate Management

5. Revitalization of regions making full use of natural capital

Contribute to regional revitalization utilizing natural capital, holding nature in awe

6. Partnership

Collaborate with relevant international and national organizations

7. Environmental Education / Human Resource Development

Spearhead initiatives on environmental education and human resource development to create a society that will nurture biodiversity

> [Initiative on Declaration of Biodiversity by Keidanren](#) PDF

GX League Basic Concept Ministry of Environment, Trade and Industry

The Yamaha Motor Group endorses the [GX League Basic Concept] announced by the Ministry of Economy.

The Yamaha Motor Group endorses the "GX League Basic Concept" announced by the Ministry of Economy, Trade and Industry in April 2022, and will promote climate change initiatives as outlined in the "Yamaha Motor Group Environmental Plan 2050.

GX stands for Green Transformation. It is an initiative that considers the global trend of decarbonization toward carbon neutrality as an opportunity for economic growth. It aims for the simultaneous pursuit of the reduction of greenhouse gas (GHG) emissions and the enhancement of industrial competitiveness.

The GX League is a platform of like-minded companies, which are launching challenges toward GX with an eye to achieving carbon neutrality and social transformation by 2050, to collaborate with government and academia in aiming for sustainable growth today and as a future society.

Under the GX League Basic Concept, companies participating in the GX League are expected to engage in efforts to reduce its own GHG emissions as well as emissions by its supply chain, in addition to driving the greening of the market through products and services-related initiatives. We support this concept because it is in accord with the directionality of our efforts toward carbon neutrality.

> [GX League](#)

External Assurance

External assurance of information disclosed by the Company is described below.

To ensure a high degree of transparency and reliability in disclosure of environmental and social data, Yamaha Motor engaged KPMG AZSA Sustainability Co., Ltd. to perform external assurance of the items listed below for fiscal 2022.



Independent Assurance Report

To the President, Chief Executive Officer and Representative Director, Yamaha Motor Co., Ltd.

We were engaged by Yamaha Motor Co., Ltd. (the “Company”) to undertake a limited assurance engagement of the environmental and social performance indicators marked with **External Assurance** (the “Indicators”) for the period from January 1, 2022 to December 31, 2022 (with the exception of the ‘number of work-related fatalities’, which is for the period from January 1, 2019 to December 31, 2022) included in its Sustainability website (global.yamaha-motor.com/about/csr/) (the “Website”).

The Company’s Responsibility

The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the “Company’s reporting criteria”), as described in the Website.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the ‘International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information’ and the ‘ISAE 3410, Assurance Engagements on Greenhouse Gas Statements’ issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Website, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company’s responsible personnel to obtain an understanding of its policy for preparing the Website and reviewing the Company’s reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the Indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the generation, aggregation and reporting of the Indicators in conformity with the Company’s reporting criteria, and recalculating the Indicators.
- Visiting the Company’s Nakase Plant selected on the basis of a risk analysis.
- Evaluating the overall presentation of the Indicators.

Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Website are not prepared, in all material respects, in accordance with the Company’s reporting criteria as described in the Website.

Our Independence and Quality Management

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Management 1, we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

A handwritten signature in black ink, appearing to read 'Kazuhiko Saito'.

Kazuhiko Saito, Partner, Representative Director
KPMG AZSA Sustainability Co., Ltd.
Tokyo, Japan
June 29, 2023

Scope of Assurance

- The Yamaha Motor Group's energy consumption, Scope 1 CO₂ emissions (total), Scope 2 CO₂ emissions (total), CO₂ emissions from the use of sold products, water intake (total) and waste generation
- Yamaha Motor Co., Ltd.'s waste water
- The Yamaha Motor Group's lost time injury frequency rate
- The frequency rate of occurrence of industrial accidents among Yamaha Motor Co., Ltd.'s contractors
- The Yamaha Motor Group's number of work related fatalities (2019 to 2022)

※ Items that have been checked by the provider of external assurance are marked. External Assurance

Third-Party ESG (Environmental, Social, and Governance) Evaluations

Introducing third-party ESG (environmental, social, and governance) evaluations

With an increasing emphasis on socially responsible investment (SRI) that identifies companies for investment using evaluations from environmental and social perspectives in addition to financial analysis, Yamaha Motor proactively releases ESG-related information. The following are some of third-party evaluations we have received.

FTSE4Good / FTSE Blossom Japan / FTSE Blossom Japan Sector Relative Index



FTSE4Good



**FTSE Blossom
Japan**



**FTSE Blossom
Japan Sector
Relative Index**

We were selected as constituents of the FTSE4Good Index Series, a global index on ESG (Environmental, Social and Governance), and of the FTSE Blossom Japan Index and FTSE Blossom Japan Sector Relative Index, both indices that the Government Pension Investment Fund (GPIF) uses for ESG investment.

MSCI ESG RATINGS

MSCI
ESG RATINGS



THE USE BY YAMAHA MOTOR OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES ("MSCI") DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF YAMAHA MOTOR BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED 'AS-IS' AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.

Yamaha Motor has been awarded an AAA rating in the 2021 assessment of the Morgan Stanley Capital Investment (MSCI) Environmental, Social and Governance (ESG) Ratings.

MSCI ESG Leaders indexes / MSCI JAPAN ESG SELECT LEADERS INDEX

2023 MSCI ESG Leaders
Indexes Constituent

2023 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

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Yamaha Motor has been selected as a constituent of the MSCI ESG Leaders Indexes and the MSCI Japan ESG Select Leaders Index, which are composed of companies with excellent ESG (environment, society, governance) ratings.

CDP



Yamaha Motor is included in the A- grade in climate change report category managed by CDP which is the international non-profit organization in 2022.

S&P Japan 500 ESG

Yamaha Motor is included in "S&P Japan 500 ESG," created by S&P Dow Jones Indices LLC of the U.S., the world's largest financial index production company.

2023



Sompo Sustainability Index

Yamaha Motor is included in the 2023 SOMPO Sustainability Index, managed by Sompo Japan Nipponkoa Asset Management Co., Ltd., to facilitate SRI for pension funds and institutional investors investing in a broad range of companies that are highly rated for their environmental, social, and governance activities.

Health and Productivity



Yamaha Motor was recognized as the Certified 2023 Health & Productivity Management Outstanding Organizations (Large Enterprise Category [White 500]) under the "Certified Health and Productivity Management Outstanding Organization Recognition Program", hosted by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, which certifies corporations that are strategically engaged in health management.

Human Rights

Thoughts on Human Rights

As described in Basic Policies of Sustainability, 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 recognize that respect for human rights is an issue of vital importance.

In 2017, the Yamaha Motor Group signed on to the UN Global Compact advocated by the United Nations. As a corporate group, we have and will continue to support the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Guiding Principles on Business and Human Rights, and the Children's Rights and Business Principles, which support the principles related to human rights and labor in the UN Global Compact.

The Yamaha Motor Group strives to ensure legal compliance in every country and community where the Group companies pursue business activities. But no matter what laws and regulations might prevail, business is conducted with priority given to international agreements and the spirit of the UN Global Compact. In addition, the scope of respect for human rights goes beyond employees of the Yamaha Motor Group to include suppliers and other business partners.

[Supporting the UN Global Compact](#)



Policies and Guidelines

Yamaha Motor Group Sustainability Basic Policy

We have made the declaration that "We will respect human rights, will not discriminate, and will not use child labor or carry out forced labor under any form" toward all stakeholders, including employees and business partners.

[Yamaha Motor Group Sustainability Basic Policy](#)



Yamaha Motor Group Human Rights Policy

Based on the Yamaha Motor Group Sustainability Basic Policy, we have established the Human Rights Policy that serves as the foundation for all Yamaha Motor Group business activities.

[Yamaha Motor Group Human Rights Policy](#)



Code of Ethics

We will forbid derogatory comments against employees on the basis of race, nationality, ideals, principles in life, physical characteristics, personality, relatives, etc., that abuse or deny a person's character, and harassment of any kind, including sexual harassment.

[Code of Ethics V. Respect for Human Rights
1. Human Rights and 2. Prevention of Harassment](#)



Sustainability Guideline for Suppliers

We ask that our suppliers strive in all aspects of employment to eliminate discrimination on the basis of race, ethnicity, nationality, religion, sex and other issues, to refrain from the use of child labor or forced labor, to ensure fair working hours and wages, and to engage employees in dialogue and communication in good faith.

[Sustainability Guideline for Suppliers](#)



Statement on Modern Slavery Act

In accordance with the Modern Slavery Act, we publish a statement on our website in the United Kingdom and Australia and update it yearly.

[UK Modern Slavery Act Transparency Statement](#)



[AUS Modern Slavery Statement 2023](#)



Human Rights Due Diligence

The Risk Management System that covers all business divisions and subsidiaries of the group incorporates human rights related risks, including those in the supply chain, and such risks are considered as targets for monitoring, evaluation and the preparation of countermeasures. These risks are assumed to be the following: “discrimination, acts or speech violating human rights, or harassment between employees and executives (full-time and non full-time) or between employees or executives and business partners or potential hires. The Group may suffer the loss of reputation, lawsuits, boycotts or financial loss as a result of these.”

In 2022, this risk assessment identified three Group companies (two in Japan, one overseas) with human rights-related risks, and they carried out investigations, training and monitoring at each location.

[Risk Management](#)



Furthermore, in regard to subsidiary companies, the Human Resources Division of corporate headquarters also confirms each year that no discriminatory actions, forced labor, child labor, harassment and other violations are occurring.

What is more, we conduct a Groupwide compliance awareness survey each year to gauge how aware employees are about human rights.

To enable employees to promptly report human rights violations, such as harassment, which they have experienced or witnessed, we also have a reporting line established, and we maintain and operate a whistle-blowing system. Operation of the contact point for the whistle-blowing system is subcontracted to a third party to ensure the anonymity of the whistle-blower and the confidentiality of the reported content.

[Compliance](#)



We ask our business partners to sign a commitment to the Sustainability Guideline for Suppliers. We also work with a third-party organization specializing in human rights to implement human rights due diligence. Human rights-related risks are identified, including those related to regionality, and questionnaire surveys of our business partners are also carried out. In 2021 and 2022, we collaborated

with a third-party organization specializing in human rights and discussed ways to identify human rights risks. A decision was made to focus on foreign technical interns who are working (and are the subject of much attention) in Japan where the corporate headquarters of Yamaha Motor Co., Ltd. is located. After the third-party organization listened to management and interviewed workers, the results revealed no issues such as forced labor, human trafficking, child labor, overwork, discrimination, or problems with health and safety. We were also able to confirm that positive working and personal relationships had been established.

Furthermore, when starting a new business, we implement due diligence concerning the risks in the environment, society, human rights, and labor related business and regionality.

Employee Education

In regard to human resources development, in our stratified training, we take up sustainability as a topic and include explanations related to human rights. Additionally, human rights-related training is provided by establishing it as a theme for inclusion in compliance training and in e-learning. We also participate in and implement the activities of a subcommittee of the Global Compact Network Japan (the Japan office for the UN Global Compact), and we are also working to raise the level of support for human rights at Yamaha Motor.

Compliance and Legal and Regulatory Training



Note that the Yamaha Motor Group had 4 reports of human rights violations in 2022.



Supporting the Challenges of People to Realize Their Dreams Through Sports

The Yamaha Motor Foundation for Sports (YMFS) was established in November 2006 as part of Yamaha Motor's 50th anniversary celebrations. Since then, the Foundation has worked through a variety of activities and initiatives to support the challenges of people seeking to achieve their dreams through sports. This is also the guiding vision for YMFS and support is not limited to top athletes alone. Regardless of the level or field of competition, or whether the person is an athlete, instructor, or researcher, YMFS supports the dedication and spirit of people who have dreams, have set high goals, and are passionately working to overcome whatever obstacles they may face to achieve them. Yamaha Motor supports YMFS and its activities as a corporate backer.

Workforce

ESG-related information can be viewed from here.

We have concluded a labor agreement with the labor union.

Relationship with Labor Union



We participate in the UN Global Compact, which promotes good labor practices.

Supporting the UN Global Compact



Risk Management

An introduction to the Yamaha Motor Group's initiatives in the areas of risk management, crisis management, and business continuity



Contents

1. Risk Management Structure
2. Risk Management Activity Cycle
3. Significant Risks at the Group Level
4. Crisis Management Structure and Activities
5. Business Continuity Planning
6. Cybersecurity
7. Management of Information

Risk Management Structure

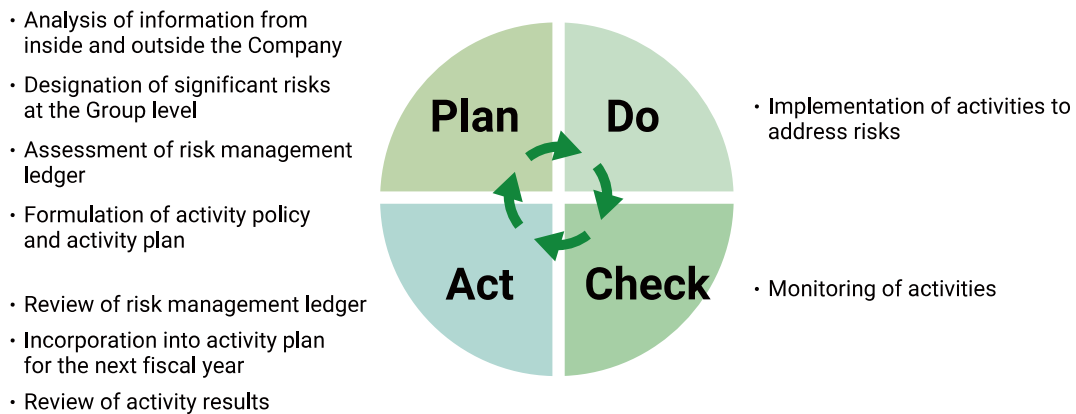
Based on the Rules of Risk Management, the risk management structure works toward the thorough reduction of risks on a Groupwide basis. It is led by the Sustainability Committee and the Risk Compliance Secondary Meeting of its subordinate council, the Sustainability Promotion Meeting, which comprises the risk management supervising section and divisions in charge of risk management. The Committee, chaired by the President and Chief Executive Officer, monitors risks on a Groupwide basis while also designating significant risks at the Group level to be tackled as priorities and checking on activities to address risks. The Risk Compliance Secondary Meeting is independent of the business line and the Chief General Manager of Human Resources & General Affairs Center is the person in charge.

Furthermore, the divisions in charge of risk management formulate response policies and rules for the risks under their charge, promote activities to address risk based on these response policies, etc., and monitor activities at headquarters divisions and Group companies. To ensure effectiveness, the integrated auditing division carries out audits of the divisions in charge of risk management.



Risk Management Activity Cycle

Risk management activities are promoted through the repetition of the following PDCA (plan, do, check, and act) cycle. The Yamaha Motor Group has prepared a risk management ledger of all risks that need to be covered, and works to reduce risk by appropriately managing and operating the risk management ledger.



Significant Risks at the Group Level

Each year, risks that need to be prevented and addressed as special priorities are determined to be significant risks at the Group level. In addition to the results of risk assessment at the Group level, significant risks at the Group level can be comprehensively determined and designated based on the Group's business strategy, legal and regulatory changes inside or outside the Group, or other developments including information concerning the likelihood of a risk event occurring or the operating environment.

2023 Group Major Risks

2023 Significant Risks at the Group Level	Background	Measures
Cybersecurity	Cyber security is selected because it is necessary to consider the prevention of leakage of personal and confidential information due to cyberattacks and computer virus infections, the prevention of information system failures, and the complete recovery system for continuation of business operations in a situation where the dependence on and importance of information systems in the business scene is increasing,	We will increase our defense against external attacks and will detect it early and minimize the damage in the unlikely event of an attack by implementing both hardware and software measures based on the established cyber security policy,
Bribery	Anti-corruption initiatives are strengthening in every country and region, and there is a need to have an effective system organized in order to prevent regulatory violations and to strengthen anti-bribery as the Group that conducts business on a global scale. Bribery has been, therefore, designated a significant risk.	Based on Yamaha Motor Group Anti-Bribery Policy, the Group is promoting anti-bribery commitment and management system on global basis, and to conduct trainings, monitoring activities and measures that address risks assessed, and to address anti-bribery effectively and organizationally. Since 2021, we have strengthened the anti-bribery program for high bribery risk regions, and will continue to promote implementation of such program.
Violation of Human Rights And Harassment	Human Rights: We have selected this theme in response to growing social demands regarding business and human rights, such as the Guidelines on Respecting Human Rights in Responsible Supply Chains developed by the Japanese Government in September 2022, and the need to strengthen the Group's response to human rights, particularly in its supply chain.	Human Rights: Develop a Yamaha Motor Group Human Rights Policy to clarify the Group's approach to respect for human rights, implement human rights due diligence to identify, avoid and mitigate adverse human rights impacts in the Group's supply chain, and develop a complaint handling mechanisms to address adverse human rights impacts.
	Harassment: We have also selected this theme because of the needs to strengthen activities to reduce harassment risks. The background is the growing social concern about harassment and the expansion of application of the power harassment prevention law to small and medium-sized enterprises.	Harassment: We will raise awareness to prevent harassment, promptly and appropriately respond when an incident occurs, review measures to prevent recurrence, and work on effective risk reduction activities.
Violation of Laws And Regulations Concerning Product Quality	Compliance with laws and regulations regarding product quality is directly linked to the trust of customers and communities, and strict control is increasingly required. In addition, the spread and diversification of CASE-related products and services in the world and the enactment of new laws and regulations in line with the realization of a	To ensure compliance with laws and regulations concerning product quality, we will engage in activities such as collecting and developing legal information and checking the incorporation of legal requirements. We will also conduct strategic legal activities for new businesses. At the same time, we will develop the Yamaha

2023 Significant Risks at the Group Level	Background	Measures
	recycling-oriented society are expected to be expanded to other countries. The selection is based on the need for the entire company to keep up with these changes without fail.	Motor Group Quality Assurance Regulations in accordance with ISO 9001, and strengthen the foundation of legal and regulatory management processes for each business, with the corporate legal and regulatory management division established in 2022 as the hub for company-wide activities.

Crisis Management Structure and Activities

The Yamaha Motor Group works to minimize the damage from and quickly resolve crisis situations as per the “Rules for Initial Response to an Emergency.”

In the event of a disaster, accident, or compliance-related incident at the Group, the division involved will report to the risk management supervising section or the divisions in charge of risk management as per standards for determining the level of reporting, which are set in advance. If the reported event is of a scale significant enough to warrant the involvement of Group management or multiple divisions and/or companies, the risk management supervising section will refer the matter to a response team designated in advance, and an Emergency Countermeasure Headquarters, chaired by the President, will be established. The headquarters will work to understand the situation and formulate a provisional response, and, if necessary, will promptly report on the matter to customers and related parties.

Business Continuity Planning

To prepare against envisioned risks that could impact the continuity of our business, Yamaha Motor has formulated “Rules of Business Continuity” and responds as per those Rules.

Yamaha Motor’s primary operations are concentrated in Shizuoka Prefecture, and could be affected if a major earthquake were to occur in the Nankai Trough.

To prepare for disasters, we have taken steps such as earthquake-proofing our buildings and facilities based on damage predictions from government bodies in order to prevent and mitigate disasters. We are prepared to respond to tsunamis and have stockpiled food, water and other necessities and prepared emergency means of communication. We regularly conduct company-wide disaster drills including nearby Group companies (including night drills for some departments), conduct periodic drills in safety confirmation and also hold initial response drills for individual locations. In addition to all this, we have formulated a BCP that seeks to ensure business continuity while prioritizing the lives and safety of our employees.

We have selected our priority businesses, and we implement continuous and comprehensive measures for both tangible and intangible aspects, including identifying and formulating countermeasures to bottlenecks to recovery, clarifying recovery procedures, selecting response personnel in advance and establishing a system for gathering information from the supply chain.

Furthermore, Group companies have developed infection prevention measures, identified issues that could affect the continuity of their operations, and are formulating response plans in case a pandemic should occur.

We responded to COVID-19 in accordance with our Procedure for Business Continuity (Pandemic Influenza Version), setting up a COVID-19 Task Force headed by the President which collected information, determined response policies, and communicated information. Furthermore, to prepare for the possibility of another pandemic occurring in the future, we are engaged in ongoing initiatives that use the experiences and knowledge we gained from dealing with COVID-19.

Cybersecurity

Cyberattacks have become increasingly advanced and sophisticated in recent years, and businesses are faced with a heightened risk for infection by computer viruses, leakage of personal and confidential information, and information system failures. The Yamaha Motor Group has established a Cybersecurity Policy with the aim of protecting the products and services used by our customers, as well as our information assets, and is taking action to address this issue.

In addition to the basic defensive measures already in place, such as monthly vulnerability analysis that includes anti-malware measures, the Group has a Security Operation Center (SOC) that monitors for irregularities to enable early detection and response and a Computer Security Incident Response Team (CSIRT) that responds to incidents to prepare for contingencies. The Group also provides training to increase employees' cybersecurity literacy, conducts assessments to ascertain the situation at each Group company and develop improvement plans, and makes other ongoing efforts to reduce cyber risks.

There were no information security- or cyber security-related violations in FY2022.

➤ [Cybersecurity Policy \[PDF\]](#)

Management of Information

In 2013, the Yamaha Motor Group established the Group Operations Guidelines, determining the Groupwide policy related to information management in general, including confidentiality management, document control, protection of personal information, and management of disclosed information.

With the development of information communication technology and expansion in the use of big data, and triggered by the 2018 enforcement of data protection laws in Europe, strict laws and ordinances related to the protection of personal information are being established in various countries. In response, Yamaha Motor revised its Information Management Group Operations Guidelines in 2020, in particular establishing a system for protecting personal information and setting rules on the handling of personal information (notifying and obtaining consent when acquiring personal information, safety management steps, handling requests involving an individual's rights, dealing with leaks, etc.). Yamaha Motor and its Group companies around the world are cooperating in the promotion of a global response.

In relation to information management, each year, we also monitor the status of the handling of information among Group companies. Recommendations are made based on the results. At the same time, we execute group training, e-learning, and other educational and awareness-building activities to thoroughly ensure the appropriate handling of information.

In FY2022, there were no allegations that were recognized by regulating authorities, etc., as being violations of our customers' privacy.

Cybersecurity

Aim

The following policy is established with the aim of protecting the products and services used by our customers and information assets handled by the Yamaha Motor Group, including personal information, from cyber risks.

Yamaha Motor Group Cybersecurity Policy

1. We will comply with laws and regulations related to cybersecurity, guidelines and regulations provided by each country, union, etc., and other social norms.
2. We will establish control structures for cybersecurity.
3. We will identify cyber risks and their severity, and strive to maintain appropriate defenses and detection measures.
4. In the event of cybersecurity incidents, we will strive to respond rapidly.
5. We will conduct training and awareness-raising activities related to cybersecurity regularly and as needed.
6. We will review and continually improve activities related to cybersecurity.

Compliance

An introduction to the Yamaha Motor Group's initiatives in the area of compliance.



Contents

1. Compliance Structure
2. Code of Ethics
3. Compliance Risk Assessment
4. Compliance and Legal and Regulatory Training
5. Whistle-Blowing Systems (Compliance Hotlines)
6. Anti-Corruption
7. Compliance with Anti-Monopoly Law and Competition Law
8. Thorough Import and Export Management

Compliance Structure

The Yamaha Motor Group has established a Sustainability Committee, chaired by the President and Chief Executive Officer, to create a structure to ensure legal and regulatory compliance throughout the entire Group. The Committee deliberates plans to ensure compliance, and monitors the implementation of those plans and the corporate culture with regard to compliance. The outcomes of these deliberations and monitoring are reported, as appropriate, to the Board of Directors as items deliberated by the Sustainability Committee, together with ESG risks, and a structure has been established to ensure their effectiveness.

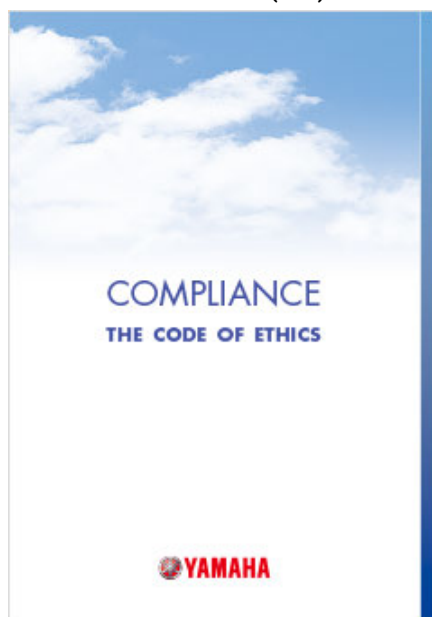
Specific activities are carried out as per the "Compliance Management Rules," and the compliance supervising section manages the Group's overall activities.

As a way to ensure that compliance is incorporated into the corporate culture, Groupwide compliance awareness surveys are carried out each year to confirm the effectiveness of compliance measures, including the degree of understanding and scope of implementation of the Code of Ethics, the extent to which reporting lines and hotlines are used, and the effectiveness of training programs. Based on the results of these surveys and social trends, the Code of Ethics Guidebook is updated annually, and the Code of Ethics is reviewed regularly.

Code of Ethics

The Yamaha Motor Group has formulated and disseminated throughout the Group its Code of Ethics, which stipulates standards of behavior to be observed based on the Company Pledge, passed down since the Company's foundation, and the Management Principles. The Code has been translated into local languages at overseas Group companies, and an educational video has been prepared in 11 languages for use in training at Group companies to further familiarize all employees with the Code of Ethics. Group companies also hold training sessions on the Code of Ethics for new employees.

Code of Ethics (PDF)



In the 2022 compliance awareness survey, in response to the question, “Do you have a full understanding of the contents of the Code of Ethics?,” 81% of respondents answered “Yes” while 2% answered “No.”

Compliance Risk Assessment

A Groupwide risk assessment is carried out each year to identify the common compliance risks that need to be recognized, including bribery and corruption, cartels, security-related export controls, the protection of personal information and the protection of human rights. These risks are then assessed at individual operating divisions and Group companies, appropriate countermeasures are implemented, and their implementation status is monitored.

As a result of this evaluation, based on an estimated amount at the end of the year, a provision is made for fines and out-of-court settlements that are likely to occur in future, such as for lawsuits and violations of laws and regulations, including lost lawsuits caused by events (including ESG-related matters) that occurred before the period in question.

Whether that amount is disclosed or not (including as an annotation) is determined on a case-by-case basis depending on its importance to the consolidated balance sheet.

In the past three years, there have been no instances of disclosed out-of-court settlements.

Compliance and Legal and Regulatory Training

A compliance activity plan is formulated each year, and various opportunities are used to conduct compliance training based on this plan.

a. Compliance training as part of level-specific training

All new employees – both new graduates as well as mid-career hires – and temporary staff take compliance training that focuses on the Code of Ethics when they join the Company. In addition, when an employee is newly promoted to a managerial or supervisory position, division manager, or head of a business site, they take compliance training focused on that position or function each year or as required. This training includes examples of harassment, and how to respond when cases are brought to their attention for consultation.

Thanks to activities like these, in the 2022 compliance awareness survey, in response to the question, “When you are unsure of something in the course of your work, do you place top priority on compliance?,” 90% of respondents answered “Yes” and 1% answered “No.”

b. Compliance training for all employees

All persons who work for Yamaha Motor take compliance training, with the aim of each employee creating a model that will earn the trust of society for the Company as a whole by practicing compliance. In addition, management and management-level employees who are primarily engaged in operating activities undergo compliance training in an effort for top management themselves to demonstrate compliance. This training includes Group Compliance Case Studies carried out by the Global Executive Committee (GEC) made up of the leaders of key Group locations, the Global Compliance Meeting organized yearly for the management of Group companies, and the executive officer compliance training held every year on selected topics.

c. Specialized training on laws and regulations

Group training programs covering laws and regulations deemed to entail significant risk in the execution of the Company’s business activities are carried out annually on select topics. Our legal and regulatory training in 2022 included such topics as “human rights protection,” “the Antimonopoly Act,” “bribery of foreign public officials,” “protection of personal information,” “import/export controls,” “Subcontracting Act-related topics,” “prevention of insider trading,” “control of substances of concern,” “harassment” and “cybersecurity.” In addition to online training programs, we use e-learning to provide training in a wide range of fields in other than those above, such as “sustainability,” “security-related export controls,” and “information management.”

In the 2022 compliance awareness survey, in response to the question, “Do you consider the Company’s compliance training to be meaningful?,” 77% of respondents answered “Yes” and 5% answered “No.”

Training in the Code of Ethics, training about the Group’s major risks, and other legal and regulatory training is also carried out at overseas Group companies, and the results are monitored by the company.

Compliance Training in Japan - No. of Attendees (Aggregate Attendees)	
Executive officer training	123
Division manager training	241
Workplace training	18,384
Laws and regulations training	27,723
E-learning	123,429
Level-specific stratified training (division manager, manager, floor manager, new hires, mid-career hires and temporary staff, etc.)	2,089

Compliance Training at Overseas Group Companies - No. of Attendees (Aggregate Attendees)				
North America, Europe, Australia	Central and South America	Asia	China	Total
12,254	7,035	102,633	2,736	124,658

Whistle-Blowing Systems (Compliance Hotlines)

The Yamaha Motor Group has a whistle-blowing system for reporting any acts that may be in violation of the Code of Ethics.

In 2020, hotlines for harassment and compliance were added to the Yamaha Motor Group Compliance Hotline provided for Yamaha Motor and domestic Group companies, with integrated management.

We introduced Global Compliance Hotline for Group companies outside Japan in 2018 and strengthened the system in 2021 by expanding the types of reporters allowed and the number of supported languages.

To make it easy to report issues, both hotlines are established at outside professional institutions and accept anonymous reports.

Reports that we receive through the hotline are managed strictly as confidential information based on our internal rules. In carrying out investigations, we give consideration to protection of the personal information of the person making the report as well as that of the person who is the target of the report, while ensuring the confidentiality of matters related to the case in question. In the case that misconduct is revealed through investigations, strict punishments are carried out. At the same time, we promptly execute corrective action as well as take measures to prevent recurrence. Through such response, we work to prevent the occurrence of illegal acts and misconduct and enable their early discovery.

To protect whistle-blowers, internal rules clearly state that no directors/officers/employees of the company and the company's group companies shall treat the person making a report disadvantageously in any manner because the person made the report. We are striving to create a system and culture of compliance by ensuring employees have a deep understanding of the whistle-blowing system, and enabling rapid and proper functioning of the system.

Yamaha Motor established a Fair Business Hotline in 2017 as a contact point for suppliers, and since 2019, its use has been expanded to include all business partners with which we have ongoing transactions.

The number of hotlines (including consultations) received in 2022 was 177, and below is the breakdown of the hotlines.

	2018	2019	2020	2021	2022 (Results)
Reports made	120	159	186	182	177

Subject of Reports in 2022	Percent of Total
Human resources and labor relations	63%
Financial/accounting	4%
Information management	2%
Other regulatory violations	23%
Human rights violation	0%
Corruption prevention	0%
Other	8%

* Percentage of each subject is based on reports received.

Whistle-blowing systems have also been established and operated individually at major Group companies, based on the local laws and regulations and other circumstances specific to each respective company.

Anti-Corruption

The Yamaha Motor Group has declared its commitment to anti-corruption in its Sustainability Basic Policy. Furthermore, in the Code of Ethics that stipulate the standards of behavior expected of employees and executives, we have declared our intention to limit the entertainment and exchange of presents with public officials and always maintain healthy and transparent relationships with them. Yamaha Motor Group also signed the “United Nations Global Compact” that aims to eliminate corruption, and further explicitly prevents corruption in the “the Sustainability Guideline for Suppliers”, working together with the entire supply chain of Yamaha Motor Group to combat bribery.

To promote these initiatives more thoroughly at the global level, we have formulated the Yamaha Motor Group Anti-Bribery Policy and are pursuing activities in line with it. Detailed information is available [here](#):

Compliance with Anti-Monopoly Law and Competition Law

The Yamaha Motor Group has declared its commitment to executing its business with fairness and integrity in its Sustainability Basic Policy. Additionally, in the Code of Ethics that stipulate the standards of behavior expected of employees and executives, we have declared our intention to comply with antitrust and competition laws, refuse to pursue profits through dishonest or illegal means and engage in fair business practices.

Furthermore, “the Sustainability Guideline for Suppliers” explicitly states to comply with competition laws, working together with the entire supply chain of Yamaha Motor Group to pursue fair trade. Yamaha Motor Group established the “Yamaha Motor Group Competition Law Compliance Policy” to further promote these efforts on a global scale and pursues various activities.

➤ [Yamaha Motor Group Competition Law Compliance Policy \[PDF\]](#)

The Yamaha Motor Group makes further efforts to prevent cartels or bid rigging by developing and managing rules for contacting competitors. At the same time, we organize group training on laws and regulations, and individual training for persons concerned (in particular, persons at potentially high risk such as those scheduled for overseas assignments). We also conduct regular monitoring to ensure thorough compliance with the Antimonopoly Act and other competition laws.

Thorough Import and Export Management

Compliance with the rules of international trade and import/export regulations in individual countries is indispensable to Yamaha Motor Group’s global business activities. Since we are especially involved in activities that require security export controls, appropriate import and export declarations, freight security controls and controls on chemical substances contained in products, we have established the Trade Control Group Guidelines, based on which we establish regulations and by-laws, transfer information through liaison meetings and other means, provide regular and comprehensive training and perform monitoring.

As one aspect of training for those engaged in trade, we encourage employees to take the STC Associate*1 examinations and we have had successful candidates each year. We continue our initiatives to prevent the order, import, transfer and supply of goods which are

confirmed to contain substances prohibited for use in manufacturing*2 or where the inclusion of such substances cannot be confirmed.

※1 A practical accreditation exam for security trade control conducted by the Center for Information on Security Trade Control (CISTEC), a non-profit and non-governmental organization

※2 Substances indicated in Item 1, Article 16 of the Enforcement Order of Industrial Safety and Health Law

YAMAHA MOTOR GROUP COMPETITION LAW COMPLIANCE POLICY

Based on our corporate mission of “*Kando Creating Company*”, Yamaha Motor Group pursues “Fulfilling social responsibilities globally” as one of the management principles. The Code of Ethics, which stipulates the standards of conduct to be observed by our officers and employees, pledges to observe anti-monopoly laws, competition laws, and other relevant laws around the world to ensure a fair competition, remove the profit pursuit with unfair or illegitimate means, and carry out a fair business activity. Furthermore, CSR Guidelines for Suppliers explicitly states to comply with the competition laws of each country or region, working together with the entire supply chain of Yamaha Motor Group to pursue fair trade. Yamaha Motor Group hereby establishes the Competition Law Compliance Policy to further promote these efforts on a global scale.

1. Fair Trade

Yamaha Motor Group will comply with anti-monopoly laws, competition laws, and other relevant laws around the world (the “Competition Law”) to ensure a fair competition, remove the profit pursuit with unfair or illegitimate means, and carry out a fair business activity. Upon noticing cartel, bid rigging, or any other unlawful activity that undermines the fair competition, we will flatly refuse in accordance with the “Compliance Comes First” policy, and take appropriate measures including reporting to the relevant authorities.

2. Prohibition of Unfair Conducts with Competitors

Yamaha Motor Group will comply with the applicable Competition Law on price, quantity, market, technical development, business partner, customer, bidding and other important matters for conducting fair competition with competitors, and will not engage in price fixing, output restriction, market allocation, bid rigging, or other unfair conducts (the “Cartel etc.”) with competitors in violation of the Competition Laws. To avoid conducts that may raise doubts of Cartel etc., we restrict contact with competitors without legitimate business purpose (regardless of methods, including exchange of information) , and even when there is a legitimate business purpose, to properly manage such contact. To prevent Cartel etc., we also manage participation to any industry association and other associations established with competitors.

3. Prohibition of Unfair Trade with Business Partners

Yamaha Motor Group will comply with the applicable Competition Law on price, market, sale method, and other important matters for conducting fair trade with business partners, and will not engage in resale price maintenance or other unlawful restrictions or discriminatory treatments with business partners in violation of the Competition Law. To avoid conducts that may raise doubts of unfair trade, we will promote fair trade guidelines.

4. Compliance System

At Yamaha Motor Group, the Sustainability Committee deliberates the compliance measures and monitors the implementation. The result of these deliberation and

monitoring are then reported to the Board of Directors. As a part of these efforts, the Risk Compliance Officer appointed by the Chairman of the Sustainability Committee directs the Legal Division together with other divisions and the division-in-charge at the group companies to promote global and systematic Competition Law compliance activities.

5. Ensuring Effectiveness

Yamaha Motor Group conducts risk assessments and compliance awareness surveys for group companies each year to confirm the effectiveness of the compliance measures including the Competition Law compliance activities. Based on the results of these assessments and surveys and the social trend considerations, we periodically improve each compliance measure including the Competition Law compliance activities. We further ensure the Competition Law compliance at our group companies through distribution of the Code of Ethics Guidebook, and the e-learning programs, legal trainings, and HR trainings.

6. Whistle-Blowing System and Consultations

Yamaha Motor Group maintains and operates hotlines addressing conducts of the officers and employees of Yamaha Motor Group companies. The Legal Division is responsible for Competition Law consultations and establishes the division-in-charge in each group company to promote the Competition Law compliance. Through these efforts, Yamaha Motor Group aims to detect the Competition Law concerns at an early stage and to take appropriate measures.

7. Measures Against the Competition Law Violation

Upon detecting Competition Law concerns involving the officers and employees, Yamaha Motor Group will promptly conduct necessary investigations, enforce disciplinary actions and other strict measures against the persons involved in accordance with the corporate rules, and take appropriate measures including reporting to the relevant authorities.

8. Business Partners

Yamaha Motor Group asks our business partners to join efforts in promoting fair trade, through initiatives such as the Competition Law compliance under the CSR Guidelines for Suppliers. Through these efforts, Yamaha Motor Group and its entire supply chain join hands to promote fair trade.

Established on July 1, 2021

Yoshihiro Hidaka

President, Chief Executive Officer, and
Chairman of the Sustainability Committee

Anti-Corruption

The related information can be viewed from here.

We have implemented anti-corruption measures throughout the Group.

Anti-Corruption Measures



We participate in the UN Global Compact, which strives to prevent corruption.

Supporting the UN Global Compact



Includes amounts used for political contributions, lobbying, etc.

Amounts Used for Political Contributions, Lobbying,
etc.



Anti-Corruption Measures

An introduction to the Yamaha Motor Group's initiatives in the area of anti-corruption measures

The Yamaha Motor Group has declared its commitment to anti-corruption in its Basic Policies of Sustainability. Furthermore, in the Code of Ethics that stipulate the standards of behavior expected of employees and executives, we have declared our intention to restrict the entertainment and exchange of presents with public officials and always maintain healthy and transparent relationships with them. Yamaha Motor Group also signed the "United Nations Global Compact" that aims to eliminate corruption, and further explicitly prevents corruption in the "Sustainability Guideline for Suppliers", working together with the entire supply chain of Yamaha Motor Group to combat bribery. To promote these initiatives more thoroughly at the global level, we have formulated the Yamaha Motor Group Anti-Bribery Policy and are pursuing activities in line with it.

> Yamaha Motor Group Anti-Bribery Policy [PDF](#)

*1: "CSR Guideline for Suppliers " in the file refers to the current "Sustainability Guideline for Suppliers".

As referenced in the "Anti-Bribery Policy", with regard to preventing bribery, risks evaluated on a common basis Groupwide are included under "corruption" in the comprehensive risk management ledger, and bribery is included in the corrupt practices whose risks are evaluated and due diligences conducted by the operating divisions and Group companies. The Board of Directors monitors management status as an ESG issue, while also receiving regular reports from the Sustainability Committee. In addition, measures, such as the establishment of regulations for the prevention of the bribery of public officials, and the preparation of a guidebook, have been taken and disseminated throughout the Yamaha Motor Group. Other programs have been established to ensure the thorough prevention of corruption, including group training on laws and regulations, and individual training intended for persons involved (in particular, persons scheduled for overseas assignments or other positions where they may be exposed to potential high risks). A prior consultation system has also been introduced to prevent bribery, and prior consultation with the relevant legal affairs division is mandatory in cases where benefits are provided to public officials in Japan or any other country, or for subcontracting to business partners where there are existing possibilities of contact with public officials in Japan or any other country. Mandatory procedures are also in place for political contributions, based on the laws of each country involved.

There were no significant legal violations, penalties, surcharges, etc. related to anti-corruption in 2022.

YAMAHA MOTOR GROUP ANTI-BRIBERY POLICY

Based on our corporate mission of “*Kando Creating Company*”, Yamaha Motor Group pursues “Fulfilling social responsibilities globally” as one of the management principles. The Code of Ethics, which stipulates the standards of conduct to be observed by our officers and employees, restricts providing gifts and entertainment to public officials and pledges to always maintain the relations with public officials to be transparent and sound. Yamaha Motor Group signed the United Nations Global Compact that aims to eliminate corruption, and further explicitly prevents corruption in the CSR Guidelines for Suppliers, working together with the entire supply chain of Yamaha Motor Group to combat bribery. Yamaha Motor Group hereby establishes the Anti-Bribery Policy to further promote these anti-bribery efforts on a global scale, and to contribute to the sustainable development of the countries, regions, and societies in which Yamaha Motor Group is involved.

1. Prohibition of Bribery

Yamaha Motor Group will not, whether directly or indirectly through third parties, engage in any bribery nor any act that may be seen as bribery with any public official (including any person equivalent to or related to a public official). Yamaha Motor Group rejects to obtain profit from improper conducts, and when requested by any public official to provide bribery, will flatly refuse the request in accordance with the “Compliance Comes First” policy, and take appropriate measures including reporting to the relevant authorities.

2. Compliance with Anti-Bribery Laws

Yamaha Motor Group will strive at all times to comply with any and all national and local anti-bribery laws and regulations applicable to Yamaha Motor Group and its business activities including the Unfair Competition Prevention Act of Japan, the Foreign Corrupt Practices Act of the United States of America, and the Bribery Act of the United Kingdom.

3. Anti-Bribery Management System

Yamaha Motor Group, in order to strengthen its anti-bribery activities, establishes and operates the “Anti-Bribery Management System” that includes (i) the prior consultation rule that requires officers and employees to consult with a division-in-charge before providing benefits to public officials or subcontracting services to third parties that may come into contact with public officials, (ii) the use of anti-bribery clause in designated contracts, and (iii) the appointment of anti-bribery officer at each group company. Yamaha Motor Group strives to continuously improve the Anti-Bribery Management System by evaluation of corrupt behaviors through the risk assessment activities, the compliance awareness surveys, and other monitoring activities conducted by the group companies.

4. Compliance System

At Yamaha Motor Group, the Sustainability Committee deliberates the compliance measures and monitors the implementation. The results of these deliberation and monitoring are then reported to the Board of Directors. As part of these efforts, the Risk

Compliance Officer appointed by the Chairman of the Sustainability Committee directs the Legal Division together with other divisions and the anti-bribery officers of group companies to promote global and systematic anti-bribery activities.

5. Ensuring Effectiveness

Yamaha Motor Group conducts risk assessments and compliance awareness surveys for group companies each year to confirm the effectiveness of the compliance measures including the anti-bribery activities. Based on the results of these assessments and surveys and the social trend considerations, we periodically improve each compliance measure including the anti-bribery activities. We further ensure anti-bribery at our group companies through distribution of the Code of Ethics Guidebook and the Anti-Bribery Guidebook, and the anti-bribery e-learning programs, legal trainings, and HR trainings.

6. Whistle-Blowing System and Consultations

Yamaha Motor Group maintains and operates hotlines addressing conducts of the officers and employees of domestic Yamaha Motor Group companies as well as the directors and executive managements of the overseas Yamaha Motor Group companies. The Legal Division is responsible for anti-bribery consultations and establishes the anti-bribery officer in each division and each group company. Through these efforts, Yamaha Motor Group aims to detect bribery concerns at an early stage and to take appropriate measures.

7. Measures Against Bribery

Upon detecting bribery concerns involving the officers and employees, Yamaha Motor Group will promptly conduct necessary investigations, enforce disciplinary actions and other strict measures against the persons involved in accordance with the corporate rules, and take appropriate measures including reporting to the relevant authorities.

8. Business Partners

Yamaha Motor Group asks our business partners to join efforts in preventing bribery through initiatives such as the anti-corruption measures under the CSR Guidelines for Suppliers and adoption of anti-bribery clause in designated contracts. Through these efforts, the Yamaha Motor Group and its entire supply chain join hands to combat bribery.

Established on October 1, 2020

Yoshihiro Hidaka

President, Chief Executive Officer, and
Chairman of the Sustainability Committee

Amounts Used for Political Contributions, Lobbying, etc.

Amounts used for political contributions, lobbying, etc. can be viewed from here.

Amounts used for political contributions, lobbying, etc.

(not including donations to business organizations, NGOs, etc.)

Yamaha Motor: Unit – million yen

	2018	2019	2020	2021	2022
Amount	14	13	7	9	10

Note: The amount shown above for contributions to political organizations in 2022 includes ¥5.0 million to the People's Political Association.

Amounts used for business organizations, etc.

(Japan Automobile Manufacturers Association, Inc., Japan Marine Industry Association, etc.)

Yamaha Motor: Unit - million yen

	2018	2019	2020	2021	2022
Amount	227	218	197	194	202

Tax Policy

This section introduces initiatives we have in place at the Yamaha Motor Group for tax governance.



Contents

1. [Basic Tax Policy](#)
2. [Aims](#)
3. [Three Basic Elements](#)
4. [Structural framework to secure the above three elements](#)

Basic Tax Policy

The Yamaha Motor Group has established the following basic tax policy. The tax function of the head office is to carry out required tax duties in accordance with the company's tax policy and report the status of its progress to the director in charge of the corporate planning and financial domains in a timely manner.

Based on the company's basic tax policy, the tax function of the head office provides employees throughout the company and within the Yamaha Motor Group companies with appropriate guidance on taxation. The head office also works to maintain a governance system related to taxation across the group itself.

Aims

Contributing to the nation and society through tax payment is one of Yamaha Motor's management principles and is part of the company's global implementation of social responsibility. In pursuit of this philosophy, Yamaha Motor Group companies always pay their taxes both correctly and in a timely manner.

Three Basic Elements

Legal Compliance	The Yamaha Motor Group complies with the tax laws of each country, and respects standards set out by international organizations.
Maintaining Transparency	Yamaha Motor will disclose tax payment information to stakeholders including tax authorities in a timely and appropriate manner.
Relationship with Tax Authorities	Yamaha Motor strives to establish and maintain appropriate relationships with the tax authorities based in each country. Yamaha Motor endeavors to be fully accountable to ensure against any discrepancies with the tax authorities on individual matters. In the event of a differing viewpoint with an authority, Yamaha Motor will always take appropriate measures to solve any dispute, and in this way, maintain our business value.

Structural framework to secure the above three elements

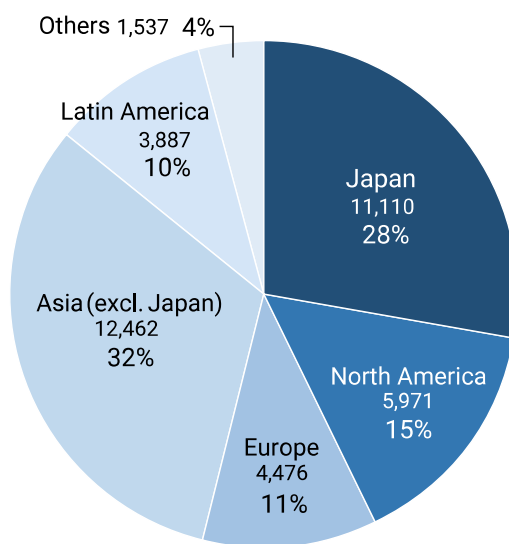
<p>Tax Governance System</p>	<p>Yamaha Motor positions tax governance as management responsibility for the director in charge of corporate planning and financial domains and gives corporate tax function its executive authority. The Yamaha Motor group companies and their employees receive appropriate guidance from the head office tax function as required and carry out business activities in accordance with Group Financial and Accounting Detailed Guidelines.</p>
<p>Tax Function Responsibilities</p>	<p>The head office tax function establishes and manages the tax governance system within the group based on this basic tax policy and monitors that business activities are properly conducted in accordance with this policy.</p>
<p>Business Activity Principles</p>	<p>Role and cost sharing among group companies are based on the beneficiary-to-pay principle. For regular transactions between group companies, we recommend the setting of transaction prices based on the arm's length principle. Yamaha Motor does not set up transaction structures that lack economic substance for the purpose of any tax avoidance.</p>
<p>Double Taxation Avoidance</p>	<p>Through various activities aimed at avoiding double taxation, Yamaha Motor has established and maintains appropriate relations with tax authorities and works to optimize mid- and long-term tax related expenses.</p>
<p>Application of Preferential Tax Benefits</p>	<p>Yamaha Motor considers the applications of any preferential tax benefits and strives to optimize all tax-related expenses in the planning and promotion of its business activities.</p>

Tax Information

The Income tax by country or region can be viewed from here.

Income Tax by Country or Region FY2021

(Unit: millions of yen)



※ The above figures are based on Country-by-Country Report, submitted to Japanese Tax Authorities.

ISO26000 Reference Table

Presenting a Table of ISO26000 concerning information in Sustainability website

ISO 26000 Core Subjects	Issues	Web Links
Organizational Governance		<ul style="list-style-type: none"> - Approach to Sustainability - Corporate Governance
Human Rights	<ol style="list-style-type: none"> 1. Due diligence 2. Human rights risk situations 3. Avoidance of complicity 4. Resolving grievances 5. Discrimination and vulnerable groups 6. Civil and political rights 7. Economic, social and cultural rights 8. Fundamental principles and rights at work 	<ul style="list-style-type: none"> - Addressing Human Rights Issues at Suppliers - Whistle-Blowing Systems (Compliance Hotlines) - Workplaces Thriving on Diversity - Relationship with Labor Union - Supporting the UN Global Compact
Labor Practices	<ol style="list-style-type: none"> 1. Employment and employment relationships 2. Conditions of work and social protection 3. Social dialogue 4. Health and safety at work 5. Human development and training in the workplace 	<ul style="list-style-type: none"> - Supporting Work-Life Balance - Relationship with Labor Union - Occupational Health and Safety - Employee Health - Multifaceted Human Resources Development - Workplaces Thriving on Diversity - Supporting the UN Global Compact
The Environment	<ol style="list-style-type: none"> 1. Prevention of pollution 2. Sustainable resource use 3. Climate change mitigation and adaptation 4. Protection of the environment, biodiversity and restoration of natural habitats 	<ul style="list-style-type: none"> - Approach to Global Environment - Initiatives for "Climate Change" - Initiatives for "Resource Recycling" - Initiatives for "Biodiversity"
Fair Operating Practices	<ol style="list-style-type: none"> 1. Anti-corruption 2. Responsible political involvement 3. Fair competition 4. Promoting social responsibility in the value chain 5. Respect for property rights 	<ul style="list-style-type: none"> - Anti-Corruption - Two Policies Underpinning Procurement - Promoting Sustainability Throughout the Entire Supply Chain - Activities at Dealerships - Supporting the UN Global Compact
Consumer Issues	<ol style="list-style-type: none"> 1. Fair marketing, factual and unbiased information and fair contractual practices 2. Protecting consumers' health and safety 	<ul style="list-style-type: none"> - Thorough Import and Export Management

ISO 26000 Core Subjects	Issues	Web Links
	<ul style="list-style-type: none"> 3. Sustainable consumption 4. Consumer service, support, and complaint and dispute resolution 5. Consumer data protection and privacy 6. Access to essential services 7. Education and awareness 	<ul style="list-style-type: none"> - <u>Approach to Quality</u> - <u>Riding Safety Promotion Activities</u> - <u>Management of information</u> - <u>Responding to Customers</u> - <u>Use of Customer Information</u>
Community Involvement and Development	<ul style="list-style-type: none"> 1. Community involvement 2. Education and culture 3. Employment creation and skills development 4. Technology development and access 5. Wealth and income creation 6. Health 7. Social investment 	<ul style="list-style-type: none"> - <u>Social Contribution Activities</u> - <u>Yamaha Motor Foundation for Sports</u> - <u>Sustainable Development Goals (SDGs)</u>

Sitemap

Sitemap of Sustainability(Initiatives for sustainability)

Sustainability

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- > Approach to Sustainability
- > Addressing Materiality (Material Social Issues)
- > Impact Assessment
- > External Assurance
- > Third-Party ESG (Environmental, Social, and Governance) Evaluations
- > Downloads

Activities for Stakeholders

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- > Customers
 - > Promoting Safety
 - > Examples of Activities in Various Countries
 - Japan India Indonesia
 - Thailand Taiwan Pakistan
 - Philippines Vietnam Colombia
 - Brazil Mexico Turkey
- > Employees
 - > Employee: Related Data
- > Business Partners
- > The Environment
- > The Community
 - > Developing Future Leaders Social Contribution Activities
 - > Environmental Conservation Social Contribution Activities
 - > Improving Traffic Safety Social Contribution Activities
 - > Resolving Local Community Issues Social Contribution Activities
- > Shareholders and Investors

ESG - Environment

- > Index page
- > Approach to Global Environment
- > Overview of "Yamaha Motor Group Environmental Plan 2050"
- > Initiatives for "Climate Change"
- > Initiatives for "Resource Recycling"
- > Initiatives for "Biodiversity"
- > Environmental Management
- > Data Collection
 - > Green Procurement Guidelines

ESG - Social

- > Social Contribution Activities
- > Human Rights
- > Nurturing Personnel
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- > Workforce
 - > Relationship with Labor Union
- > Supply Chain
- > Creating Healthy Society through Sports (Yamaha Motor Foundation for Sports)

ESG - Governance

- > Corporate Governance
- > Risk Management
 - > Cybersecurity
- > Compliance
 - > Yamaha Motor Group Competition Law Compliance Policy
- > Anti-Corruption
 - > Amounts Used for Political Contributions, Lobbying, etc.
- > Tax Policy
- > Tax Information

Cooperating with International Initiatives

- > Sustainable Development Goals (SDGs)
 - > Initiatives related to SDGs
- > Yamaha Motor signed the UN Global Compact
- > Yamaha Motor Agrees with Task Force on Climate-Related Financial Disclosures
- > Initiative based on the Declaration of Biodiversity by Keidanren
- > GX League Basic Concept Ministry of Environment, Trade and Industry

Yamaha Motor : **Sustainability (Initiatives for sustainability) 2023**

<https://global.yamaha-motor.com/about/csr/>

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