



Revs Your Heart



Integrated Report 2025

Fiscal year ended December 31, 2024



Revs Your Heart

**Introducing Yamaha Motor's brand slogan,
"Revs your Heart."**

Empowered by a passion for innovation, we create exceptional value and experiences that enrich the lives of our customers.

Corporate Philosophy

Corporate Mission

*Kando** Creating Company

Offering new excitement and a more fulfilling life for people all over the world

Yamaha Motor strives to realize peoples' dreams with ingenuity and passion, and to always be a company people look to for the next exciting product or concept that provides exceptional value and deep satisfaction.

* *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.

Management Principles

1. Creating value that surpasses customer expectations

To continue to produce value that moves people, we must remain keenly aware of the customer's evolving needs. We must strive to find success by always surpassing customer expectations with safe, high-quality products and services.

2. Establishing a corporate environment that fosters self-esteem

We must build a corporate culture that encourages enterprise and enhances corporate vitality. The focus will be on nurturing the creativity and ability of our employees, with an equitable system of evaluation and rewards.

3. Fulfilling social responsibilities globally

As a good corporate citizen, we act from a worldwide perspective and in accordance with global standards. We must conduct our corporate activities with concern for the environment and communities and fulfill our social responsibility with honesty and sincerity.

Action Guidelines

Acting with Speed

Meeting change with swift and informed action

Spirit of Challenge

Courage to set higher goals without fear of failure

Persistence

Working with tenacity to achieve desired results, and then evaluating them

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Editorial Policy

This report sets forth the corporate philosophy and vision of Yamaha Motor Co., Ltd. ("Yamaha Motor" or "the Company"), and explains how they interconnect with the strategies and strengths employed in their realization. The report aims to enhance the understanding of shareholders, investors, and other diverse stakeholders with regard to the Company's value creation in the medium to long term. In compiling this report, we have referred to the IFRS Foundation's *International Integrated Reporting Framework* and the Ministry of Economy, Trade and Industry's *Guidance for Collaborative Value Creation*. Additional financial, sustainability-related, product, and other information is available on Yamaha Motor's official website. Please note that the "2025" in the title refers to the year this report was published.

Scope

This report covers Yamaha Motor Co., Ltd., its 147 subsidiaries, and its 21 affiliates ("the Yamaha Motor Group"; as of December 31, 2024). Where the scope of data compilation differs, this is noted accordingly.

Reporting Period

This report covers the period from January 1 to December 31, 2024 ("fiscal 2024" or "FY2024"). It also includes some information from before and after that period.

Guide to Information Disclosure

Financial Information

Non-Financial Information

Integrated Report 2025

- Information for investors
<https://global.yamaha-motor.com/ir/>
- *Securities Report* (in Japanese only)
<https://global.yamaha-motor.com/jp/ir/library/security/>
- *Fact Book*
<https://global.yamaha-motor.com/ir/library/factbook/>
- Financial data
<https://global.yamaha-motor.com/ir/data/>
- Corporate website
<https://global.yamaha-motor.com/>
- *Technical Review*
https://global.yamaha-motor.com/design_technology/technical_review/
- Sustainability-related information
<https://global.yamaha-motor.com/sustainability/>
- *Corporate Governance Report*
<https://global.yamaha-motor.com/ir/governance/>

Cautionary Note Regarding Forward-Looking Statements

The statements in this report, except for historical facts, are forward-looking statements about the future performance of the Company and its Group companies. These statements are based on management's assumptions and beliefs in light of information at the time this report was prepared and involve risks and uncertainties. Please be advised that actual results may differ significantly from those discussed in the forward-looking statements. Potential risks and uncertainties include, but are not limited to, general economic conditions in Yamaha Motor's major markets, changing consumer preferences, and currency exchange rate fluctuations.

The Values of Yamaha Motor

Yamaha Motor has a number of unique philosophies that have been passed down continuously since its founding. These philosophies are part of our heritage and underpin the ideals we strive to achieve for ourselves. We offer our customers the special form of excitement and satisfaction we call *Kando*, in ways that only Yamaha Motor can.

A Heritage Passed Down since the Company's Founding

Kyo An Shi Ki

Use good times to prepare for challenges ahead.

Genichi Kawakami, founder and president of Yamaha Motor, believed that we must prepare for the future by finding new business opportunities when the Company's performance is good. In keeping with that philosophy, Yamaha Motor was created by spinning off the motorcycle department from a musical instrument company, Nippon Gakki, and grew by diversifying its business portfolio.

Creating *Kando*

Our Corporate Mission is to be a "*Kando* Creating Company."

While remaining in harmony with society and the environment, Yamaha Motor strives to offer customers around the world products and services that bring joy and unexpected exhilaration that enriches their lives with new fulfillment. We take pride in our product creation and manufacturing (*Monozukuri*), which offer a high level of not just functional but also emotional value.

Creating Demand

Demand is something we create ourselves.

Our deeply rooted approach to doing so is not only to conduct business in markets already developed by other companies but also to open up completely new markets by combining our proprietary technologies and products in order to create new value.

Jin-Ki Kanno

This is Yamaha Motor's unique development philosophy.

Technology born from *Jin-Ki Kanno* seeks to deliver users the seductive exhilaration felt when they truly become one with their machine. Quantifying and fine-tuning this kind of exciting performance, which we call *Kanno Seino*, and then building it into our products is an essential part of our Yamaha *Monozukuri* framework. We continually pursue *Kanno Seino*, which lies hidden between the lines of product specifications.

By enjoying the quest to resolve societal issues and thereby creating unique value, we at Yamaha Motor offer experiences that enrich the lives of our customers.

History of Yamaha Motor

For 70 years since the Company's founding, we have continually worked to create new value in motorcycles and various other fields, with development ideas originating from the consumer's perspective. We utilize the strengths we have cultivated in creating a wide range of products to continue taking on the challenge of delivering new forms of *Kando* and more fulfilling lives to people around the world.

Social Context

1950s

Postwar reconstruction

1960s

Japanese Economic Miracle
Expansion of leisure culture

1970s

Introduction of emissions standards; oil crises

1980s–1990s

Emergence of bubble economy and acceleration of internationalization

2000s

Rising environmental awareness
Acceleration of digitalization

1955

YA-1 motorcycle
(Land Mobility)

1960

P-7 outboard motor
(Marine Products)

1974

OT11 land car

1976

CAME1 industrial robot
(Robotics)

2013

Financial Services

1950s

Founding and Early Success

Genichi Kawakami, the fourth president of Nippon Gakki and later founding president of Yamaha Motor, led a full-scale entry into the motorcycle market with the start of production of the YA-1, aiming to secure a foothold for growth beyond the realm of musical instruments. In 1955, Yamaha Motor Co., Ltd. was established, while the YA-1 went on to win a number of races, demonstrating the Company's technological prowess. This success laid the foundation for business expansion throughout Japan and around the world.



1970s

Business Diversification and Acceleration of Motorization

Demand for motorcycles increased along with rapid economic growth, and motorization accelerated in Japan and worldwide. Our high-performance motorcycles became hit products, establishing our position in the domestic and international motorcycle markets. This in turn led us to enhance our production system and advance technological innovation. We also applied and developed our technologies to expand our business fields to include marine products and land cars.



1990s

Entering the New Mobility Market

In 1993, we pioneered the new eco-friendly mobility market with the launch of the PAS, an electrically power-assisted bicycle. Later, we launched the eco-friendly F100A outboard motor and began stepping up our efforts to protect the environment and other initiatives for sustainability. As environmental awareness increased, electrically power-assisted bicycles attracted particular attention as a new means of transportation.



2000s onward

Forward-Looking Transformation

In the new mobility category, we launched the world's first electric Passol commuter in 2001 and our first Tricity leaning multi-wheel scooter in 2014. We are also continuing to apply unmanned technologies to help save labor and raise efficiency in a variety of fields. We continue to aim to bring about a better society by expanding the possibilities of mobility across our wide-ranging product lineup.



A diverse lineup of products that create *Kando* by leveraging our technologies and keen sensibilities

Global business rollout and trust cultivated in over 180 countries and regions around the world

Our Strengths

A diverse global workforce that represents the Yamaha brand

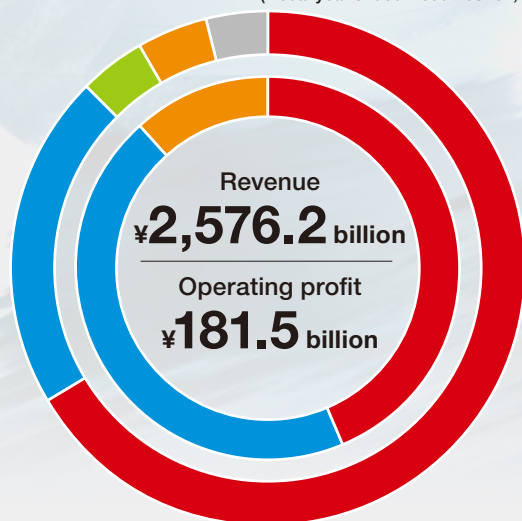
Corporate branding and design to "Captivate," "Resonate," and "Co-Create"

Yamaha Motor at a Glance

Yamaha Motor Co., Ltd. was founded in July 1955, when the motorcycle division of Nippon Gakki Co., Ltd. (today's Yamaha Corporation) was spun off to form an independent company. The Company has proactively entered international markets since the 1960s and has developed businesses based on its foundational powertrain, chassis and hull, electronic control, and manufacturing technologies. Around the world, we offer a diverse lineup of products that create *Kando* by leveraging our technologies and keen sensibilities.

Consolidated Performance

(Fiscal year ended December 31, 2024)



Financial Services

4.4% of Revenue

Revenue
¥112.2 billion

Operating profit
¥22.7 billion

We support the foundation of our operations by providing retail financing, wholesale financing, leases, insurance, and other financial services related to our products to customers and dealerships.

Sales financing and leasing for Yamaha Motor products

Others

3.7% of Revenue

Revenue
¥97.6 billion

Operating profit
-¥11.5 billion

In the Others segment, we manufacture and sell golf cars and utility vehicles for golf courses and leisure facilities, generators and multipurpose engines based on small-engine technology, snow blowers, and other products.

Golf cars, generators, multipurpose engines, snow blowers

Land Mobility

66.6% of Revenue



Revenue
¥1,715.4 billion

Operating profit
¥85.5 billion

The Land Mobility segment primarily comprises the Motorcycles, Recreational Vehicle (RV), and Smart Power Vehicle (SPV) businesses, and offers a wide range of products tailored to the characteristics of each market, from practical daily transportation to leisure, commercial, and sports use.

Motorcycles, intermediate parts, knockdown parts for overseas production, all-terrain vehicles (ATVs), recreational off-highway vehicles (ROVs), electrically power-assisted bicycles, electrically power-assisted bicycle drive units (e-Kits), electric wheelchairs, automobile engines, automobile components

Marine Products

20.9% of Revenue



Revenue
¥537.7 billion

Operating profit
¥87.8 billion

In the Marine Products segment, we offer a lineup that includes outboard motors, boats, and personal watercraft, among other products, and have established a world-class presence in the marine market.

Outboard motors, personal watercraft, boats, fishing boats, utility boats

Robotics

4.4% of Revenue



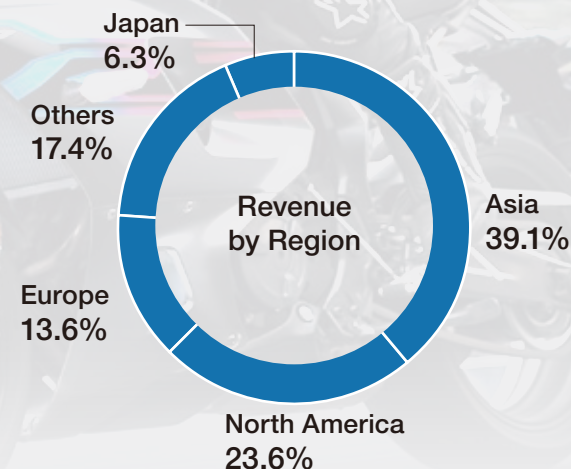
Revenue
¥113.3 billion

Operating profit
-¥3.0 billion

The wide-ranging lineup of the Robotics segment includes industrial robots, surface mounting technology (SMT)-related equipment used for manufacturing printed circuit boards, semiconductor manufacturing equipment, and industrial-use unmanned helicopters and drones.

Surface mounters, semiconductor post-processing equipment, industrial robots, industrial-use unmanned helicopters

Revenue by Region



Efficiency

ROE 9.7% | ROIC 5.4% | ROA 6.8%

Growth

CAGR
2022-2024 average
12%

Shareholder Returns

Total payout ratio
63.7%

Global Expansion

Number of employees (consolidated)	Ratio of overseas employees	Ratio of overseas production
54,206	70.5%	Over 80%

Note: Due to organizational changes, the Company has changed its reportable segments from the previous "Land Mobility," "Marine Products," "Robotics," and "Financial Services" to "Land Mobility," "Marine Products," "Outdoor Land Vehicle," "Robotics," and "Financial Services" from the fiscal year ending December 31, 2025. ATVs and ROVs, which were previously included in the "Land Mobility" segment, and golf cars, which were previously included in the "Others" segment, now constitute the newly established "Outdoor Land Vehicle" segment.

Roadmap toward Our Long-Term Vision for 2030

Guided by its Corporate Mission to be a *Kando* Creating Company, in 2018 Yamaha Motor formulated its Long-Term Vision for 2030—ART for Human Possibilities: Let's strive for greater happiness—and has been advancing a series of medium-term management plans since 2019 toward achieving this vision.

Over the past six years, covering the period before and after the COVID-19 pandemic, the business environment experienced significant change. We will continue adapting to the various changes in our operating environment, including rising market volatility, accelerating digitalization, worsening impact from climate change, diversifying values, and advancing multipolarism along regional axes. As we do so, we will continue taking on challenges in the unique style of Yamaha Motor in order to achieve sustainable growth and enhance our corporate value.

Corporate Mission

Kando Creating Company

Offering new excitement and a more fulfilling life for people all over the world

Long-Term Vision for 2030

ART for Human Possibilities

Let's strive for greater happiness

Advancing Robotics

Leverage and evolve intelligent technologies and robotics as a foundation

Rethinking Solution

Propose uniquely Yamaha solutions

Transforming Mobility

Promote innovations in mobility

2025–2027 New Medium-Term Management Plan

Reinforcing
the competitiveness
of core businesses

2028–2030

Generating
technologies
that expand human
possibilities

Raise the competitiveness of our core businesses,
acquire new technologies that expand human possibilities,
and take on uniquely Yamaha Motor challenges
to create a world where people live in happiness and
coexist in harmony with the environment.

2019–2021

Adapting to the
COVID-19
pandemic

2022–2024
Previous Medium-Term
Management Plan

Implementing
portfolio
management

Taking on the renewed
challenge of achieving
net sales of ¥2 trillion
while promoting
new businesses

Strengthen the earning power of
our core businesses,
invest in new and growing businesses
that contribute to the creation
of a sustainable world,
and accelerate digital initiatives and
co-creation to boost our growth potential.

Growth strategies

Reinforcement of
management foundation

Earning power of
core businesses

Expand new and
growing businesses

+

Sustainability

Reinforce competitiveness in value-added fields

- > Increase market share in the motorcycle premium segment
- > Expand lineup and increase production capacity for large outboard motors

Enhance functions in the growing U.S. market

- > Strengthen marketing capabilities in the U.S. outdoor market
- > Accelerate the transfer of manufacturing, development, and other functions to the U.S.

Inorganic growth

Sustainability foundations

Environmental Plan Human Capital Management Risk & Compliance Management

KPIs for 2027

Share of Motorcycle Premium Segment

42%

Large Outboard Motors Sales Ratio

32%

ROS in Core Businesses

14%

Capital Expenditure

1.3 times

M&A Funding Limit

¥300 billion

Continuously
generate returns
that exceed
the cost of capital

ROE 14% range

ROIC 8% range

ROA 9% range

From the President

Yamaha Motor will hone its strengths and blaze new trails as it aims to become a strong, robust company that adapts quickly to change and deliver new forms of *Kando*.

I joined Yamaha Motor in 1986, and after serving in positions that included General Manager of Marine Engine Business Unit of Marine Business Operations, President of Yamaha Motor India, and Executive Vice President and CFO, I was appointed President and Chief Executive Officer in March 2025. Through my lengthy involvement in our core motorcycles and marine products businesses, I have been able to examine the Company from positions both in the field and in management. I will use this experience to practice purposeful management suited to the changing times.

In 2018, Yamaha Motor set its Long-Term Vision for 2030: “ART for Human Possibilities: Let’s strive for greater happiness.” For me, the origins of the Yamaha brand lie in the desire of the Company’s founder, Genichi Kawakami, to offer new excitement and a more fulfilling life to people all over the world. In that belief, I will continue working toward making us a true Kando Creating Company. As we face the changing times going forward, we will continue taking on challenges unique to Yamaha Motor and proactively drive sustainable growth and value creation.

In 2024, incidents of inappropriate handling of motorcycle testing and certification applications caused considerable inconvenience and concern to our customers, business partners, and other stakeholders. I would like to once again offer my deepest apologies for these incidents. We have implemented measures to prevent recurrence and are striving to operate our business in a sound manner that prioritizes compliance. As we do our utmost to live up to the trust our stakeholders place in us, we will also endeavor to properly deliver our unique value to society, today and tomorrow.

Motofumi Shitara

President and Representative Director



From the President



On Taking the Reins as President

Innovative Management to Open Yamaha Motor's Path Forward in Uncertain Times

Upon assuming my new position as president, I set the goal of making Yamaha Motor a strong, robust company that adapts quickly to change in these times of uncertainty. Our operating environment is becoming increasingly complex, with factors including U.S.–China trade friction, rising geopolitical risks, and labor shortages in Japan due to the declining birthrate and aging population. In my view, the unavoidable question for management today is how to establish sustainable competitiveness amid these conditions.

It is precisely because the future is so unpredictable that we need to fundamentally transform both our management and businesses, and further hone our strengths in technological development. Achieving flexible and agile business operations based on an accurate grasp of changes in our external environment, and consistently bringing forth innovations that enrich people's lives—both will be required of Yamaha Motor in the coming years.

Review of the Previous Medium-Term Management Plan

Smooth Progress in Our Growth Strategy While Management Issues Requiring Solutions Became Clearer

Over the duration of Medium-Term Management Plan (2022–2024), we based our growth strategy on three objectives: strengthening the earning power of our core businesses, investing in new and growing businesses that contribute to the creation of a sustainable world, and accelerating digital initiatives and co-creation. We set quantitative targets of ¥2.2 trillion in net sales and a sales compound annual growth rate (CAGR) of over 7% as growth indicators; operating income margin of over 9% as a profitability indicator; and ROE in the 15% range, ROIC in the 9% range, and ROA in the 10% range (three-year average for each metric), as efficiency indicators.

As a result of our initiatives over the past three years, our efforts to strengthen the earning power of our core businesses and other aspects of our growth strategy progressed smoothly overall. However, we did not achieve all of our KPIs. In the first half of the

plan period, we lost opportunities due to the semiconductor shortage, and although our supply chain stabilized in the second half, we were late in deciding to hit the brakes in response to demand trends, which resulted in overstocking of some products.

I believe that having a sound grasp of the changes afoot in the market environment is critical to knowing the right timing for twisting the throttle or applying the brakes to maximize our sales and profits. In retrospect, I feel that if we had been able to squeeze the brake lever a little earlier, we might have been able to achieve better financial results.

I think that it is precisely when Yamaha Motor takes bold forward strides that its management's decision-making tends to be somewhat lax. Stronger management capabilities and flexible, agile business operations that are quick to catch market trends will be even more important going forward.



From the President

The Essence of My Message

Anticipating Changes in the Market Environment to Execute a Swift and Effective Growth Strategy

In light of our results under the previous Medium-Term Management Plan and the issues that remain, as well as my understanding of the current operating environment, the message I have decided to deliver is that Yamaha Motor should be “a strong, robust company that adapts quickly to change.” This expresses my personal determination for us to become a company capable of adeptly responding to the trends of the times, economic and social changes, shifting exchange and interest rates, and other external factors, while also having the sturdiness and strength to move forward without being thrown off course by such factors.

Over the three years of the previous plan, we worked on various initiatives to improve growth, profitability, and efficiency. We achieved a certain level of results in terms of business performance, but there was an undeniable benefit from favorable exchange rates. However, my candid opinion is that we cannot

yet claim to have established a corporate structure with the clear strength to achieve sustainable growth without the assistance of tailwinds from the external environment.

Although we have removed the shackles that constrained our management, we are still in the process of developing our underlying strength, i.e., competitiveness unaffected by the operating environment.

To evolve into a truly resilient company, it is essential that each member of the management team confront head-on the issues their businesses and departments are facing in order to steadily build up strength through daily efforts. For example, when investing in a factory, it is important to go beyond simply forecasting the return on investment and profitability, and to verify the actual improvement in productivity and then take additional measures as necessary. I am enhancing our management

capabilities through one-on-one meetings with management team members with specific responsibilities. These sessions are a deep dive into learnings and points for reflection, and those insights are then firmly linked to subsequent actions.

In addition, not just the management team but everyone—from general and department managers to regular employees—is expected to be able to consistently and independently make the best decision based on evaluating which options will lead to improved business efficiency or enhanced competitiveness. I am convinced that such daily efforts will be the force that drives our evolution into a truly robust company that adapts quickly to change.

A Technology Strategy for Medium- to Long-Term Growth

The Importance of “Tomorrow’s Work”—Using Backcasting to Tackle Today’s Technological Challenges

The biggest question for Yamaha Motor right now is whether we have truly been consistent in generating innovation. For us to achieve sustainable growth going forward, we need to further enhance our technological development capabilities—the source of our competitiveness—and continue creating cutting-edge innovations that bring *Kando* to people’s lives. To date, we have been working on creative development projects based on human research, but a number of new Yamaha technologies and products have failed to gain market support.

Have we been too slow in identifying the technological issues that should be our focus? Have we lost sight of our desire to spark change and instead ended up merely following in the footsteps of other companies? As we ask ourselves these

questions, I feel that we also need to deepen the cycle of taking on challenges and verifying their results in order to continue fulfilling our role as a *Kando* Creating Company.

Medium-Term Management Plan (2025–2027) positions Energy Management, Intelligent Systems, and Software Services as our three new core competencies, alongside our four existing core competencies: Powertrains, Electronic Control, Manufacturing, and Chassis and Hulls. We will refine these new core competencies into Company strengths and thereby respond swiftly to changes in society and our customers.

In my view, technological development consists of “today’s work,” “tomorrow’s work,” and “the day after tomorrow’s work.” “Today’s work” entails updating existing technologies;

“tomorrow’s work” involves backcasting from a vision for the future to build depth in areas where we are taking on new challenges; and “the day after tomorrow’s work” consists of addressing long-term technical issues without any time constraint.

All are important, but a bias toward “today’s work” will bring evolution to a standstill, while focusing too much on “the day after tomorrow’s work” runs the risk of us becoming complacent and failing to increase corporate value. For that exact reason, it is important to be conscious of the balance in the timelines of these three approaches, always keeping “tomorrow’s work” as the central emphasis while setting clear R&D themes and goals that lead to solid results.



From the President

Summary of the New Medium-Term Management Plan

Aiming for ROIC of 12.5% or More in All Businesses, with the Main Focus on Reinforcing the Competitiveness of Core Businesses

Medium-Term Management Plan (2025–2027) marks the start of the concluding six-year period in our journey toward realizing our Long-Term Vision for 2030. The basic policies of the plan are to raise the competitiveness of our core businesses, acquire new technologies that expand human possibilities, and take on uniquely Yamaha Motor challenges to create a world where people's happiness and the environment coexist in harmony. Our ongoing business portfolio strategy covers the three areas of core businesses, strategic businesses, and new businesses, with the long-term aim of achieving ROIC of 12.5% or more in all businesses.

Core Businesses (Motorcycles, Marine Products)

We will meticulously fine tune these businesses, which account for 80% of our total revenue, and it is no exaggeration to say that the future of Yamaha Motor hinges on our success in this pursuit. We will reallocate the cash generated by these businesses to strategic and new businesses to help the Company grow as a whole. We will also horizontally deploy the technologies and insights cultivated in our Motorcycles and Marine Products businesses to our strategic businesses.

The cornerstones for reinforcing competitiveness will be the motorcycle premium segment and large outboard motors in the marine products business. I served as President of Yamaha Motor India for four years from 2018, and I got a firsthand sense of the potential within high-end products as we tackled the local premium market. I am convinced that there is still room for growth in emerging markets in Asia and elsewhere. As for large outboards, we intend to raise our presence by clearly communicating the extraordinary experiences and premium quality our products can offer people seeking to live life to the fullest.

Sparing no effort in taking on challenges to generate change is a Yamaha Motor tradition and part of our corporate culture. The key is to make sure we are all on the same page and to keep our strategies pointed and focused. That is why I feel it is more important than ever for the entire organization to adopt a “backcasting” approach, which entails working backwards from where we want to be in the future to consider what we should do now.

Strategic Businesses (Robotics, SPV, OLV)

Among our strategic businesses, it is becoming clear where the issues with the Smart Power Vehicle (SPV) business lie. We attempted to leverage our successful experiences in the Motorcycles business and our track record in Japan as the pioneer of electrically power-assisted bicycles to operate a complete build-up (CBU) eBike business in overseas markets. However, this linear strategy of repeating what worked for us in the past did not gain traction outside Japan, and we were unable to achieve the results we were hoping for. After reflecting on this outcome, we are shifting our focus to a drive unit business centering on the European market.

In March 2025, we signed an agreement with German automotive parts manufacturer Brose to acquire its eBike drive unit business subsidiary. This will not only raise our presence in the European market but also further hone the electronic control technologies we have cultivated for both motorcycles and bicycles, particularly in areas where Yamaha Motor has successfully differentiated itself, such as the feel when making gearshifts or accelerating. This will enhance our ability to roll out and develop an eBike drive unit business. I am sure that combining our strengths with the assets we acquire through acquisitions will have game-changing potential.

In the Robotics business, the market for semiconductor back-end process equipment is expanding rapidly, driven by demand for generative AI servers. However, cycle fluctuations in the semiconductor field have been drastic, making the selection of focus areas and risk management more important than ever. Do we pursue our own path or do we collaborate with other companies? We are at a stage where we need to calmly consider our options and carefully determine the best position for the Robotics business going forward.

While SPV and Robotics are both strategic businesses for us, the pace of development in each of their market environments differs greatly. The key going forward will be to take into account the difference in time scales in order to consistently make the appropriate decisions for each.



In the Outdoor Land Vehicle (OLV) business, which operates the recreational vehicle (RV) and low-speed mobility (LSM) businesses, we will steadily work to reinforce business foundations while calmly assessing where the potential is for future development and profitability.

Sustainability Strategies

As we considered our medium-term management plan, we also reviewed our value creation story and materiality issues. Based on our Corporate Mission and Long-Term Vision for 2030, we have redefined the social value we want to create as “fun in mobility,” “fulfilling life,” and “harmony with the Earth.” Through our Spirit of Challenge, we will create economic value and three kinds of social value, thus enhancing our corporate value and making the Yamaha brand stand out. This is our approach to sustainability management. In concrete terms, we will move forward with the Yamaha Motor Group Environmental Plan 2050 with a focus on achieving carbon neutrality, conduct human capital management that encourages employees to take on challenges and achieve personal growth, and engage in risk and compliance management through appropriate governance.

For achieving carbon neutrality, we intend to continue working as we have been toward the targets set in Environmental Plan 2050. On the other hand, popularizing electric motorcycles and outboard motors requires consideration of how developed the infrastructure is in each country. Engines that use hydrogen, biofuels, or e-fuels are an opportunity whereby we can utilize the internal combustion engine technologies we have been refining for decades. We therefore view electrification as just one of multiple pathways to achieving carbon neutrality and are conducting development using a “multi-pathway” approach that encompasses existing engine and drivetrain technologies as well as new energy-compatible technologies. We will continue looking for solutions that aptly suit the circumstances of each country/region.



From the President

A Heritage of Challenge and Transformation

Passing on Our Founding Heritage of Revering Challenges to the Next Generation

When taking on new challenges, I believe it is most important to look back on Yamaha Motor's past challenges to learn from them and gain insight.

One example is the premium segment of our motorcycles business, which has now gained strong popularity in emerging markets. Its history is one of taking on challenges, with those involved making a bold decision to focus on premium segment models and overcoming numerous difficulties to achieve success. Likewise, our large outboard motors in the Marine Products business are the outcome of a focus on offshore use and serious, painstaking consideration of how to incorporate our proprietary technologies for rust prevention and durability into these products.

Our in-house NEXT KANDO ACTIONS project that started in 2024 is a Companywide initiative to learn from the challenges our predecessors faced and overcame, and to reaffirm what constitutes Yamaha Motor's heritage. At the same time, these actions enhance each employee's sense of belonging and unity, inspiring the motivation to tackle their work each day.

I am proud to be an ardent fan of Yamaha Motor myself. That

is why I want those who will eventually take over the reins of the Company in the future to have a deeper understanding of our products and to be able to carry on the passion and ambition that goes into creating them. I want them to inherit those feelings, to put them into practice in their own work, and pass them on to the following generation.

Yamaha Motor's Corporate Mission to be a *Kando* Creating Company is an expression that epitomizes our attitude and values. However, if asked whether all employees truly understand the meaning of the Corporate Mission and apply it in their daily work, I am not yet at the point where I can answer with a resounding "Yes!"

Creating *Kando* means continually generating new forms of excitement, without becoming complacent with the status quo. Moreover, the Company itself is not the main character in this story—each Yamaha Motor employee is. I believe that a core responsibility for me as president is to train and develop as many talented professionals as I can—people with flexible ways of thinking and a pioneering spirit—and to give them the means to soar.

Commitment for the Future

A Company That Stakeholders Trust and Expect Great Things From

Since our founding in 1955, Yamaha Motor has been able to continue its journey thanks to the support of many different stakeholders, including shareholders and investors, customers, business partners, local communities, and the people who work here and their families. I want to reiterate my sincere gratitude for your daily efforts and support.

Corporate management does not end with drawing up and executing a strategy; what is most important is to clearly show the ensuing results and continuously build trust. In my position at the

helm of Yamaha Motor, I will continue to approach management with unshakable determination and the aim to create a strong, robust company that adapts quickly to change—one that can ensure stable revenue and profit as it responds appropriately to changes in the external environment. Furthermore, I intend for Yamaha Motor to continue to be a company that is worthy of the trust and expectations our stakeholders place in it.

I ask for your continued understanding and support in the future.



Value Creation Story

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Value Creation Story

Corporate
Mission

Kando Creating Company

Offering new excitement and a more fulfilling life for people all over the world

Long-Term Vision
for 2030

ART for Human Possibilities

Let's strive for greater happiness





Capital Input

Type of Capital	Characteristics (Strengths)	Challenges to Overcome	Strategies and Steps for Enhancing Capital	Goals and Indicators
Financial Capital	<ul style="list-style-type: none"> Sound financial foundations Ability to generate stable cash flow 	<ul style="list-style-type: none"> Maintaining stable ROE at a high level Conducting management where all businesses exceed the hurdle rate 	<ul style="list-style-type: none"> Strengthen the earning power of core businesses Explore opportunities for expanding capital investment and M&As for business growth 	<div>2027</div> <ul style="list-style-type: none"> Revenue: Over ¥3.1 trillion Operating profit margin: Over 9% <div>2025–2027 average</div> <ul style="list-style-type: none"> ROE: 14% range ROIC: 8% range ROA: 9% range
Human Capital	<ul style="list-style-type: none"> Human resources who boldly take on ambitious goals Human resources who embody the unique style of Yamaha Motor: Innovation, Excitement, Confidence, Emotion, and Ties <div>2024</div> <ul style="list-style-type: none"> Number of employees (consolidated): 54,206 Local hiring for core positions outside Japan: 57.5% 	<ul style="list-style-type: none"> Improving employee engagement Developing the next generation of management talent globally Increasing the ratio of women managers 	<ul style="list-style-type: none"> Talent management <i>Monozukuri</i> specialist development Diversity, Equity, Inclusion NEXT KANDO ACTIONS 	<div>2027</div> <ul style="list-style-type: none"> Positive engagement score of 80% or higher Timely and appropriate promotion of capable talent Ratio of women managers: 13%
Intellectual Capital	<ul style="list-style-type: none"> Development bases: 22 Global development bases that rapidly reflect local needs in products <i>Jin-Ki Kanno</i>, our unique development philosophy Four core competencies and human research Creation, protection, and utilization of intellectual property in the unique style of Yamaha Motor 	<div>R&D</div> <ul style="list-style-type: none"> Acquiring new core competencies <div>IP</div> <ul style="list-style-type: none"> Mechanisms to drive innovation 	<div>R&D</div> <ul style="list-style-type: none"> Strengthen R&D for new core competencies Total R&D expenses during the new Medium-Term Management Plan of at least ¥490.0 billion <div>IP</div> <ul style="list-style-type: none"> Use intellectual property analysis to assess where our technologies are at the forefront and areas where we can expand the markets we serve Expand the invention bonus system 	<ul style="list-style-type: none"> Achieve the Technology Vision Ensure value creation and competitive advantages based on business strategies for each country and region
Manufactured Capital	<ul style="list-style-type: none"> Ratio of overseas production: Over 90% Production sites: 45 Theoretical-value-based production Yamaha Motor Craftsmanship 	<ul style="list-style-type: none"> Strengthening our stable foundation in terms of number of units, people, equipment, and quality Improving both productivity and engagement Globally unifying and standardizing systems and rules 	<ul style="list-style-type: none"> Promote Value Innovation Factory activities 	<ul style="list-style-type: none"> Realize the Global One Factory concept, with factories in each country flexibly complementing each other's capabilities
Social and Relationship Capital	<ul style="list-style-type: none"> Overseas sales ratio: 90% or higher Operations in over 180 countries and regions Ranked 27th in Best Japan Brands 2025 	<div>Customers</div> <ul style="list-style-type: none"> Further improving the value in customer experiences <div>Suppliers</div> <ul style="list-style-type: none"> Further strengthening the management foundations of suppliers Promoting stronger, more sophisticated efforts by suppliers to respect human rights 	<div>Customers</div> <ul style="list-style-type: none"> Ramp up combined real and digital experiences <div>Suppliers</div> <ul style="list-style-type: none"> Improve profitability, growth, and robustness through co-creation Communicate and promote understanding of respect for human rights Conduct due diligence for human rights and strengthen responses based on the results 	<div>Customers (2027)</div> <ul style="list-style-type: none"> Yamaha Motor ID: 12.8 million registrants Customer reward programs: 5 countries/regions <div>Suppliers</div> <ul style="list-style-type: none"> Minimize human rights risks
Natural Capital	<ul style="list-style-type: none"> Renewable energy facilities introduced in 14 countries and regions Eight electric motorcycle models launched Multi-pathway initiatives 	<div>Scope 1 and 2</div> <ul style="list-style-type: none"> Reducing CO₂ emissions at worksites <div>Scope 3</div> <ul style="list-style-type: none"> Commercializing electric models 	<div>Scope 1 and 2</div> <ul style="list-style-type: none"> Minimize energy consumption through the theoretical-value-based energy approach Expand use of renewable energy <div>Scope 3</div> <ul style="list-style-type: none"> Develop and sell electric models, energy-saving models, and alternative fuel-compatible models 	<div>Scope 1 and 2</div> <ul style="list-style-type: none"> 74% reduction in 2027 (compared with 2010) Ratio of electricity generated from renewable energy sources: 15% Achieve carbon neutrality by 2035 <div>Scope 3</div> <ul style="list-style-type: none"> Achieve carbon neutrality by 2050 <div>Use of Sustainable Raw Materials</div> <ul style="list-style-type: none"> 18% by 2027 100% by 2050



Sources of Our Competitiveness

Branding and Design

We believe that by further raising the value of the Yamaha brand and highlighting its worth, we can achieve our Corporate Mission to be a *Kando* Creating Company and strive for greater happiness at the same time. Furthermore, creative ideas and captivating designs unique to Yamaha Motor help to generate value and make us more competitive.

Branding and Design for Greater Resonance with *Kando* and Enjoyment

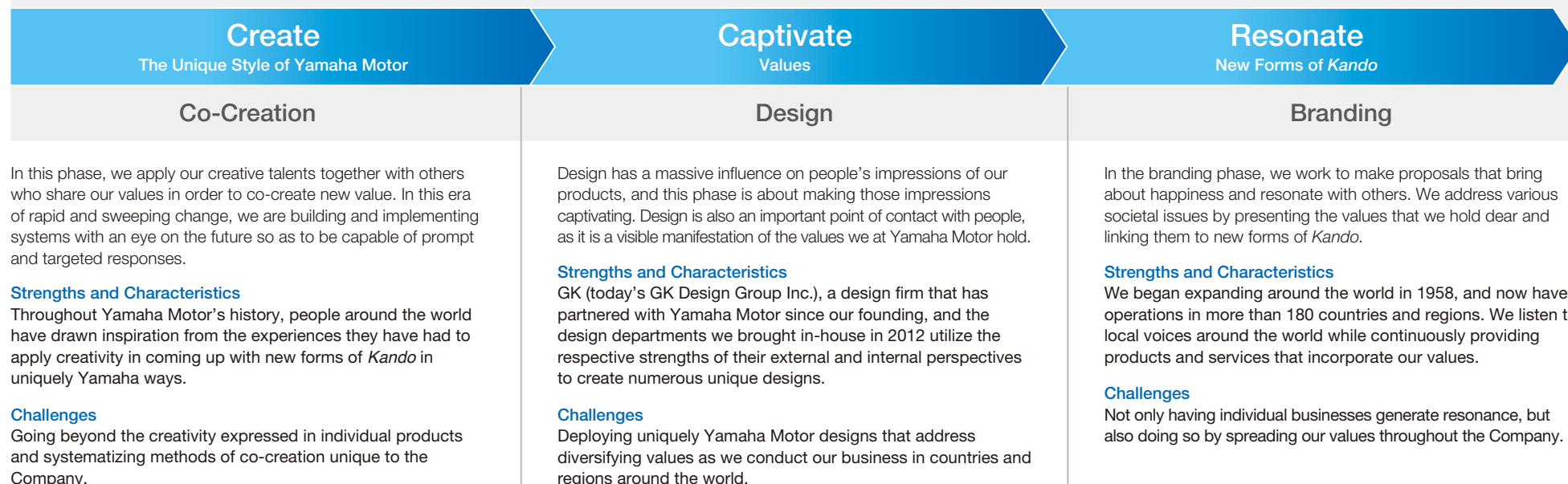
Our brand is one of our most important management resources. In 1955, the motorcycle division of Nippon Gakki Co., Ltd. (today's Yamaha Corporation) was spun off, leading to the establishment of Yamaha Motor. As such, our own brand is based on the Yamaha brand that we share with Yamaha Corporation. In addition, the unique value Yamaha Motor has built and refined through its businesses to date, in turn contributes to the Yamaha brand as a whole. We have placed great importance on design

throughout our history, and connecting with customers around the world through our products, has helped further build the Yamaha Motor brand. Through its branding efforts and design work, the Creative Center contributes to value creation by keeping our brand unique, giving us a competitive edge.

To help realize our Long-Term Vision for 2030: "ART for Human Possibilities: Let's strive for greater happiness," we have identified three phases in the field of branding and design: Create, Captivate, and Resonate.

ART for Human Possibilities

Let's strive for greater happiness





Sources of Our Competitiveness

<div>Create</div> <div>Co-creation incorporating the unique style of Yamaha Motor</div>	<div>Captivate</div> <div>Captivating based on uniquely Yamaha values</div>	<div>Resonate</div> <div>Spreading greater resonance with new forms of <i>Kando</i></div>
<div>Projects and Activities</div> <p>New Ways to Create: Worldbuilding in an Original Netflix Anime</p> <p>We cooperated in the production of Tokyo Override, a Netflix animated science fiction series set in Tokyo 100 years in the future. Our participation in worldbuilding that envisioned the society and the environment of the future made this a project that demonstrates the potential of co-creation through the medium of anime. We premiered a full-scale concept model of the Y/Al—an original race bike we designed that was featured in the series—at Motor Expo 2024 in Thailand.</p> 	<p>Deploying Uniquely Yamaha Motor Designs That Address Diversifying Values</p>  <p>Prototyping</p> <p>Select a core model and create pilot prototypes together with the business and development departments. Reflect findings in the preparatory stage of product planning.</p>  <p>Design Evaluations</p> <p>Evaluate each model internally and externally against competitor offerings to clarify the Company's current position.</p>  <p>Global Operations</p> <p>Strengthen value creation through synergy with our global design operations.</p>	<p>Corporate Branding: The First Year of NEXT KANDO ACTIONS</p> <p>We began activities aimed at the sustainable creation of new forms of <i>Kando</i> in April 2024. Uploads of 51 <i>KANDO</i> Reports from employees and four videos were made to the Company intranet, receiving approximately 10,000 page views per month. We also held events for employees to experience our products firsthand 12 times, drawing 334 participants. This work is aimed at helping employees gain a deeper understanding of and affinity with <i>Kando</i> experiences.</p> 
<div>Key Measures</div> <p>Expanding Co-Creation and Implementation through Design Approaches in the Yamaha Motor Style</p> <p>To properly draw on the creativity unique to Yamaha Motor, we have set the theme of “expanding co-creation and implementation through design approaches in the Yamaha Motor style.”</p> <p>Specific measures under way for realizing both creativity and systemization include systematizing research and outputs, and developing methods and designing activities for fostering creativity.</p>	<p>Creating Base Models for the Next Stage of Yamaha Motor Design</p> <p>Our 2027 Vision for product design is to “Create the base models for the next stage of Yamaha Motor Design.”</p> <p>Toward this goal, we are conducting research and prototyping in 2025 to create more captivating value and refine it into a design strategy. We hope to offer a small peek into our progress at the Japan Mobility Show 2025 in October.</p>	<p>Corporate Branding: External and Global Rollout of NEXT KANDO ACTIONS</p> <p>We believe that employee-led activities to contribute to a better society help to make our planet and environment better, which leads to the growth of our business. This, in turn, energizes our employees. Therefore, we started activities in 2025 to cultivate brand ambassadors among employees at major subsidiaries in approximately 20 countries. We also plan to strengthen external communications.</p>



Sources of Our Competitiveness

Intellectual Property

In January 2025, we established the new Global Risk, Compliance, Legal and IP Center and an IP Strategy Division to strengthen our push with intellectual property strategies on a global basis and to work to create, protect, and utilize intellectual property rights in the unique style of Yamaha Motor. Through these efforts, we will use our intellectual property to raise corporate and brand value and fulfill our Corporate Mission to be a *Kando* Creating Company.

Strengths and Characteristics

- IP mixes that combine patents, design rights, trademarks, and other rights in line with business strategies
- IP KPIs (i.e., our share of important patents) for securing competitive advantages in the Motorcycles and Marine Products businesses
- Global IP portfolio that supports business strategies in each country and region

Challenges

- Effectively utilizing invention bonuses to drive sustainable innovation
- Stimulating the generation of inventions in new core competency areas
- Strengthening IP governance to accelerate the globalization of development

Policies and Strategies for IP Activities

■ IP Portfolio

Four Pillars of Intellectual Property Activities

- (1) Move one step ahead of conventional intellectual property activities that consist primarily of intellectual property creation linked to product and technology development in existing businesses
- (2) Pursue intellectual property activities that preempt technological developments and the expansion of business areas by looking beyond our existing technologies and markets
- (3) Indicate advanced fields that target further preemption and business area expansion through analysis of the intellectual property landscape
- (4) Contribute to management decisions and strategy formulation from the perspectives of intellectual property analysis and market and technological growth analysis

Under the banner of “IP for Business,” our IP departments are proactively involved in upstream business activities based on the above four pillars. Through various intellectual property analyses, we visualize growth areas beyond each business strategy and utilize this information not only for M&As but also to promote the use of IP mixes—a combination of patents, design rights, trademarks, and other rights—in line with the overall strategy of each business. For example, by acquiring not only design rights related to the appearance of our products but also patent rights that view the appearance from a technical viewpoint, we can create unique value through multifaceted intellectual property protection of our products and services.

We have established an intellectual property scheme that takes the lead with global development in key markets, and we take resolute action in cooperation with the relevant authorities of each country to protect our intellectual property, handling 606 cases globally in 2024. In doing so, we are responsible for creating value and securing advantages based on our business strategies in each country and region from an intellectual property standpoint.

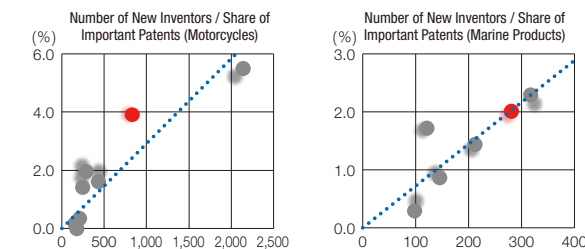
■ Key Measures in the New Medium-Term Management Plan

As key measures, we are telling a value creation story using a cycle of (1) IP analysis, (2) KPI evaluation, and (3) invention bonuses. We (1) use IP analysis to identify fields we can pioneer with forward-looking technologies or fields primed for growth in specific markets, then (2) strategically set and evaluate IP KPIs in those fields, and (3) drive technological development through the invention bonus system. Through this cycle, we will take the lead in generating inventions that create new value.

Value Creation Story Using IP Analysis, KPI Evaluations, and Invention Bonuses



Share of Important Patents and Number of New Inventors



Management Structure for IP Activities

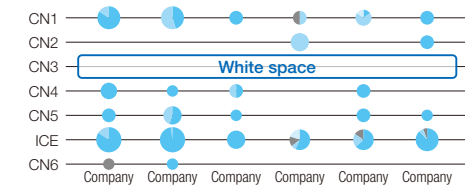
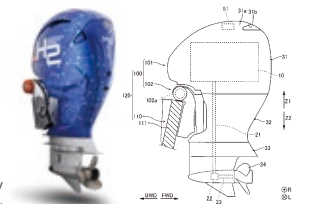
■ Roles and Structure of the Technology Management Committee

The Chief General Manager of the Global Risk, Compliance, Legal and IP Center uses IP analysis and other IP perspectives in deliberations at the Management Committee and the Technology Management Committee (of which he is a member), and at Board of Directors meetings. In addition, the Technology White Paper we publish each year provides concrete insights and recommendations on technological and business trends based on IP analysis, which are incorporated into medium- to long-term plans and technology roadmaps for businesses, M&A considerations, and other matters. The Technology Management Committee promotes technological innovations and strengthens competitiveness from an IP perspective in order to raise our corporate and brand value, thereby contributing to value creation at Yamaha Motor.

Close-Up

Business IP Analysis

Through IP analysis, we identified a white space in the area of carbon neutrality for marine products and filed a patent application ahead of other companies. Our IP KPI and invention bonuses will encourage further inventions as we work to carry out a multi-pathway carbon neutrality strategy for marine products.





Sources of Our Competitiveness

Research and Development

Yamaha Motor's Technology Vision is "Pursuing Fun and Solving Societal Issues to Create a Future for All." The pursuit of fun is how we will achieve our Corporate Mission to be a *Kando* Creating Company while also enjoying providing solutions for societal issues. By combining our existing core competencies, fundamental research, and new core competencies, we will create a future for all of our stakeholders.

Strengths and Characteristics

- New value creation from combining our existing core competencies
- Multi-pathway pursuits that include electrification and hydrogen power
- *Jin-Ki Kanno* development ideal that creates joy and exhilaration for users
- Human research for creating *Kando*

Challenges

- Delivering value generated through new core competencies
- Improving business value through environmental and safety initiatives
- Creating diverse touchpoints with customers

Technology Vision and Companywide Technology Strategy

Technology Vision

Pursuing Fun and Solving Societal Issues to Create a Future for All
Our Technology Vision shows the orientation of our technology toward achieving Yamaha Motor's Corporate Mission to be a *Kando* Creating Company. We set our vision for the future as follows and work to acquire the technology to realize it.

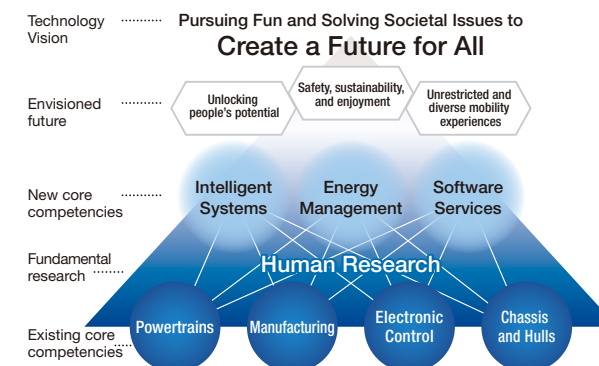
- Unleashing people's creativity by giving them more time and unlocking their potential
- Establishing harmony between safety, sustainability, and enjoyment
- Enabling unrestricted and diverse mobility experiences through human-machine collaboration

Technology Strategy

Work to create new value by combining the core competencies we have refined to date with our new core competencies and fundamental research

To realize our Technology Vision, we have positioned human research, which has always been important to us, as fundamental research underpinning all our activities. In addition, we have designated Energy Management, Intelligent Systems, and Software Services as new core competencies for us to strengthen. We will work to create new value by combining them with our long-established core competencies.

Planned total R&D expenditures during the new Medium-Term Management Plan are at least ¥490 billion, an increase of ¥130 billion from the previous plan.



R&D Structure

To acquire core competencies and create new value toward achieving our Technology Vision, we have restructured our organization and established three new divisions in the research department: the Human Research Division, the Intelligentization Research Division, and the Energy Management Research Development Division. Each division is responsible for acquiring and strengthening new core competencies.

We have a network of R&D bases outside Japan that enables us to rapidly ascertain customer needs and promptly commercialize products locally. In Asia, we conduct motorcycle R&D in Taiwan, Thailand, Indonesia, and other countries/regions. We also conduct R&D for large-displacement motorcycles in Italy, and for recreational vehicles, personal watercraft, and golf cars in the United States.

Close-Up

Co-Creation for Electrification

We are working with external partners to explore various possibilities for electrification.

Development and Supply of Standardized Formula E Powertrains

We have partnered with British motorsport company Lola Cars Ltd. to develop and supply high-performance electric powertrains for vehicles competing in the ABB FIA Formula E World Championship. We aim to acquire cutting-edge electric technologies and enhance Yamaha Motor's overall technical capabilities in this space.



Development of a New All-Electric Sports Coupe

We are developing Project V—a new all-electric sports coupe—in collaboration with Caterham EVo Limited of the United Kingdom and will supply our proprietary e-Axle, aiming to begin mass production in 2025.





Sources of Our Competitiveness

Procurement

Procuring a diverse variety of quality parts and materials with a global perspective is crucial for Yamaha Motor to continue delivering our unique, high-performance, high-quality products that offer new excitement and a more fulfilling life for people all around the world. We proactively communicate with our suppliers in order to build stronger relationships of trust, and engage in *Monozukuri* with a spirit of co-creation that enhances the corporate value of all parties.

Strengths and Characteristics

- Co-creation based on relationships of trust with suppliers
 - *Monozukuri* procurement using theoretical-value-based approaches
 - Human resource development to support quality, delivery, and cost in the supply chain

Challenges

- Further improving corporate value with our suppliers
- Promoting sustainability throughout the supply chain

Approach to Procurement Based on a Spirit of Co-Creation and Key Measures

■ Approach to Co-Creation

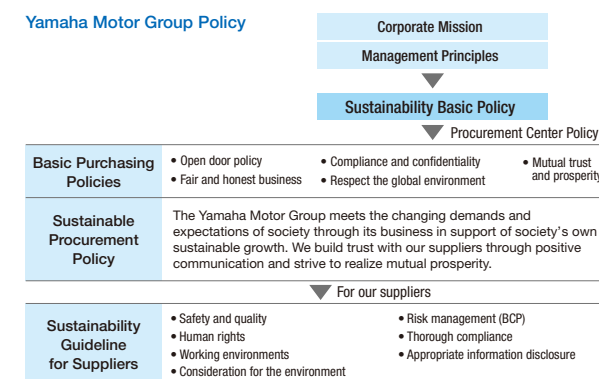
We define uniquely Yamaha Motor co-creation as activities that not only raise our global competitiveness but also earn the respect and appreciation of society and enhance our corporate value as well as that of our suppliers. This work is about achieving sustainable growth together with our partners based on the three cornerstones of Profitability, Growth, and Robustness. For Profitability, we conduct *Monozukuri* with a theoretical-value-based approach, expand the digital transformation of manufacturing, prepare for risks threatening stable procurement, and strengthen our resilience. In terms of Growth, we participate from the upstream stage of development with the aim of introducing new value, new functions, and sustainable materials. To ensure Robustness, we will make full-scale efforts to achieve carbon neutrality, strengthen our infrastructure for controlling the use of chemicals in products, promote fair trade, and emphasize sustainable management practices with the aim of building sustainable relationships with suppliers.

■ Overview of Global Procurement Policy under the New Medium-Term Management Plan

During the previous medium-term policy, we successfully incorporated new value, new functions, and carbon-neutral materials into mass-production models through co-creation in growth areas. We also made progress in introducing the theoretical-value-based energy approach and digital transformation initiatives, as well as in visualizing and reducing CO₂ emissions. We will continue to prioritize Profitability, Growth, and Robustness as our three cornerstones going forward. We will increase Profitability by refining our *Monozukuri* with our theoretical-value-based approach and strengthening existing businesses; further develop our co-creation activities and explore the development of new manufacturing methods and structures to spur Growth; and strengthen Robustness by responding appropriately to laws, regulations and societal demands, and by promoting sustainable management practices. Through these efforts, we will work to continue promoting our co-creation activities with suppliers, maximize corporate value for all parties, and further elevate our competitiveness.

■ Procurement Policy Positioning and Relationships

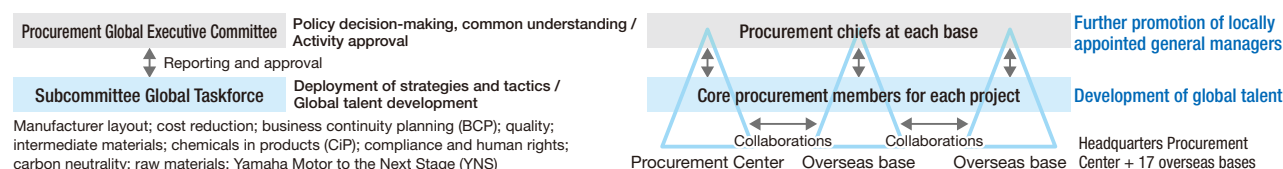
Yamaha Motor Group Policy



(From the Sustainability Guideline for Suppliers)

Procurement Promotion and Management Structure

Yamaha Motor's procurement arm has 18 bases around the world. The upper level of the organization consists of management at the headquarters and procurement chiefs in each country, who communicate the objectives of headquarters as they enhance procurement-related governance. In light of rising social diversity, we are appointing general managers from among locally hired employees and promoting the active participation of women. We are also working to make bases outside Japan independent and self-reliant as well by planning activities for considering optimal procurement sources, promoting cost reductions, and engaging in business continuity planning (BCP). This structure facilitates close communication between procurement leaders at each base and core procurement members, as well as vertical governance, while strengthening horizontal collaboration between bases, so that we can conduct activities globally and develop human resources at the same time.



Close-Up

Promotion of Digital Transformation and Carbon Neutrality Initiatives

We engage in co-creation with our suppliers to help them in their efforts to resolve societal issues such as labor shortages and achieving carbon neutrality. For digital transformation, we are bolstering improvements in productivity through the application of four key areas of technology—automated work, automated transport, automated inspections, and traceability—based on the three concepts of low cost, versatility, and training. For carbon neutrality, we promote the visualization of energy consumption and the formulation of reduction plans, and put forward proposals to reduce CO₂ emissions and energy costs through on-site diagnostics. To develop the human resources that will underpin these initiatives, we back the independence of our suppliers by offering factory tours, facility inspections and diagnostics, classroom courses, internships, and other support.





Sources of Our Competitiveness

Manufacturing

Yamaha Motor is working to sustainably create new value through the global rollout of its Value Innovation Factory (VIF) approach, which combines the concept of theoretical-value-based production with manufacturing-oriented digital transformation technologies. We will continue to engage in *Monozukuri* that brings *Kando* to our customers by offering ever-newer value.

Strengths and Characteristics

- Human resource value: People who continue to create value through a theoretical-value-based approach
- Societal value: Achieved carbon neutrality target a year ahead of schedule at factories
- Product value: Communicated appealing quality created by going the extra mile
- Connected value: Achieved seamless connections from the manufacturing site to customers

Challenges

- In Japan: Enhancing our production foundations for greater consistency rooted in stability of units produced, personnel, equipment, and quality
- International: Realizing the Global One Factory concept in which facilities worldwide flexibly supplement each other's production capacity

Key Measures for Strengthening Competitiveness

With the aim of improving productivity per employee as well as making work more enjoyable, we are globally rolling out the Value Innovation Factory concept, which combines theoretical-value-based production and the manufacturing digital transformation. We are also implementing Demand Chain Innovation, which reduces supply response time with the ultimate aim of enabling customers to buy whatever products they want, when they want them.

Production Management Structure (Global Manufacturing Committee)

Chaired by the Chief General Manager of the Manufacturing Center, the Global Manufacturing Committee oversees Yamaha Motor's manufacturing policies around the world. The committee is composed of the leaders of seven regional bases and meets quarterly. In 2024, the committee discussed two of our key measures—Demand Chain Innovation and the Value Innovation Factory—as well as progress reports on initiatives for carbon neutrality and consideration of the new Medium-Term Management Plan, among other issues. At the Monozukuri Conference, which the committee holds annually, participants manage progress, report results, and develop policies to conduct globally coordinated activities.

Global One Factory Concept

The goal under this concept is for factories around the world to act as storehouses for each other from the perspective of total optimization and to carry out production as if they were a single factory. Going forward, to establish greater global governance, we are considering the unification and standardization of various existing systems and rules that were originally established with the best fit for each region in mind. This will speed up decision-making and strengthen our ability to respond to market fluctuations.

Close-Up

Creating New Value On-Site with the Value Innovation Factory

We are carrying out Value Innovation Factory (VIF) activities to bring *Kando* to customers through *Monozukuri*. We define VIF as a factory that combines theoretical-value-based production with digital transformation, with the aim of creating innovative value that goes beyond improvements based simply on a theoretical-value-based approach.

In the motorcycle assembly process, we have installed new lines capable of producing all products in single unit lots. This allows us to produce the desired model in the desired quantity and minimize product delivery times. We have fully automated component supply, transportation and inspection, with the necessary components being automatically transported from their respective locations in accordance with the assembly sequence. Furthermore, we have adopted a mechanism that automatically rises or lowers to match the stature and working position of the employee conducting the assembly. By seeking the ultimate ease of assembly, our *Monozukuri* has evolved to be even friendlier to the people involved.

To roll out VIF projects throughout the Group as quickly and inexpensively as possible, we plan to train more than 800 employees in on-site digital transformation over the next three years. We will continue to accelerate our efforts to implement VIF—our people-centric smart factory.



Value Creation Case Study



Broadening the Possibilities of Everyday Life with the JWG-1 Electric Power Unit

An Electric Power Unit for Wheelchairs That Utilizes Our PAS Expertise

In 1989, we applied the power assist system (PAS) technology we used in our world-first electrically power-assisted bicycles to begin developing electric wheelchairs. In 1995, we launched the JW-1, an electric power unit for wheelchairs that was light, could be loaded into a car, and was easy to operate, establishing a new category of simplified electric wheelchairs made possible through drive unit technology. This product was based on an unprecedented concept, converting existing manual wheelchairs into electric wheelchairs.

The electric power unit can be retrofitted to manual wheelchairs for motorization in order to accommodate a wide range of customer needs, including those related to physical condition, living environment, and the type of system used, among other issues. By creating a drive unit for motorizing manual wheelchairs that were already suited to users' physical characteristics, we realized our ambition to give more people access to wheelchairs with the greater mobility offered by electric power.

New JWG-1 Broadens the Future of Wheelchairs

The JWG-1 electric power unit represents our first full redesign in about ten years, and each part has been upgraded with the overall aim of offering greater power, easier operation, and more freedom. The most significant update is the substantial improvement in power performance, due to a newly designed motor and battery. Additional updates include increased load capacity to better accommodate user needs in overseas markets, layout and design changes to the controls for improved ease of use, and a lighter, more compact battery. The improved functionality of this product incorporates extensive feedback from the market.

In March 2025, we discontinued sales of completed electric wheelchairs to specialize in the development and manufacture of drive units and system parts. By focusing on our core competencies and accelerating co-creation with partners, we will respond to diversifying customer needs as we expand operations outside Japan.

Social Needs

- Reducing the burden of getting around and expanding the range of possible activities
- Motorizing wheelchairs to suit users' physical condition and living environment

Using Capital and Leveraging Strengths

Manufactured Capital	A production and quality assurance system that has provided wheelchair products to society for over 30 years
Intellectual Capital	Knowledge of motorized units cultivated from PAS electrically power-assisted bicycles
Social and Relationship Capital	Cooperation with wheelchair manufacturers
Human Capital	Passing on knowledge from predecessors, and the passion and creativity of employees

Value for Society

- Contributes to broader freedom of movement and improved quality of daily life
- Reduces the burden in caregiving, medical, and other settings
- Contributes to a barrier-free society

Value Creation Case Study



Expanding the Range of Motorcycles and Increasing the Fun of Riding with Y-AMT

Y-AMT Creates a Sense of Freedom and the Experience of Being One with the Machine

Unlike in cars, manual transmission (i.e., requiring clutch and gearshift operation) is the norm for motorcycles. Indeed, the physical act of manually shifting gears can also be one of the core pleasures of riding. However, for beginners or riders driving for long periods, manual transmission is more demanding—both physically and mentally—than automatic transmission. Y-AMT (Yamaha Automated Manual Transmission) is a newly developed system that does away with the clutch lever and shift pedal. By consolidating shift controls into a handlebar-mounted lever, Y-AMT allows for more intuitive gear changes and eliminates clutch and shift pedal operation, while retaining the enjoyment of engaging the transmission. This technology not only allows the user to focus on the ride and enhances the sense of being one with the machine, but also allows for greater freedom to take in the surrounding scenery and better assess road conditions. It also improves peace of mind when driving at low speeds, thereby expanding the possibilities for enjoying motorcycling and opening it up to a greater range of potential users.

Accumulated Expertise in Electronic Shift Control

In 2006, Yamaha Motor developed YCC-S, the world's first automated manual transmission system for motorcycles, putting it to practical use in our FJR1300AS motorcycle. Ongoing improvements since then have included the 2013 addition of an electronic throttle. In addition, in 2017 we installed YCC-S in all-terrain recreational off-highway vehicles (ROVs). Y-AMT was created based on the know-how and technological development of electronic shift control (cultivated in the motorcycle and ROV categories) capable of handling a variety of situations. Our development of electronic shift control is rooted in *Jin-Ki Kanno*—the seductive and exhilarating feeling of being one with the machine—a unique development philosophy that is part of our heritage. Technology born from *Jin-Ki Kanno* quantifies the joy, excitement, and pleasure that arise from a sense of unity with the machine, to achieve motorcycle performance that focuses on rider perceptions—which we call *Kanno Seino*—building that into each of our products. It is an important part of Yamaha Motor's *Monozukuri* framework, and a feature common to all development sites. Ever since we began developing motorcycles in the late

Market Issues and Needs

- Decrease in demand for motorcycles among young people and aging populations
- Reducing rider apprehension about clutch operation and risk of overturning when riding at low speeds

Using Capital and Leveraging Strengths

Human Capital	Leveraging knowledge cultivated in a culture with a spirit of challenge and effective teamwork
Intellectual Capital	Our longstanding <i>Jin-Ki Kanno</i> development philosophy and expertise in electronic shift control
Manufactured Capital	A stable production system and global supply system that facilitate product performance

Value for Society (Outcomes)

- Lowers barriers to begin riding, providing a greater number of people with exciting driving experiences
- Reduces the accumulation of physical and mental fatigue from riding for a long time
- Provides peace of mind when traveling at low speeds and ease of operation

twentieth century, we have worked toward delivering a natural riding experience where operating the machine feels seamless, aiming for superior rideability that spreads the joy of motorcycling ever further.



Value Creation Case Study



A Companywide Project to Create New Forms of *Kando*—Promoting NEXT KANDO ACTIONS

Perception of Issues as a Company

- Fewer opportunities for employees to experience products and services
- Weaker spirit of challenge
- Need to improve understanding of *Monozukuri* from the customer's perspective

Expected Effects

- Deepened employee understanding of the Corporate Mission and brand, and greater engagement
- Increased exchange of human resources and knowledge beyond departmental boundaries
- Passing down and fostering a culture that cultivates a spirit of challenge

Reexamining Our Corporate Mission

Yamaha Motor's Corporate Mission is to be a *Kando* Creating Company. Our uniqueness lies in our history of making the most of a viewpoint attuned to the public and our spirit of challenge to uncover demand for new products and services that create the special form of excitement and satisfaction we call *Kando*. However, we became concerned that Yamaha Motor's original purpose could easily be lost amid day-to-day work and the risk of pursuing short-term profit. There were also concerns that employees have fewer opportunities to come into contact with our products, and that Yamaha Motor's corporate culture based on a spirit of challenge is diminishing at our workplaces. To remain competitive and grow sustainably, we returned to our Corporate Mission. Aiming to increase activities in the unique style of Yamaha Motor, we launched the Companywide NEXT KANDO ACTIONS project in 2024.

Sharing Individual *Kando* Experiences as the Starting Point

As part of these activities, we reframed Yamaha Motor's unique perception of *Kando* as a special form of excitement and satisfaction that is felt by and moves both body and spirit. We are evolving the core competencies we have been cultivating since our founding as we roll out our diverse range of products globally. The starting point for creating new forms of *Kando* is for our employees to experience the Yamaha brand—to play, to enjoy, and to feel the excitement firsthand—then to share it with others. Aiming to establish internal Company activities based on this approach in 2024, the first year of the project, we produced the *Kando* Actions Report and video media to share employee-led activities as part of our internal branding. We share *Kando* experiences with employees on the Company intranet and by providing in-house opportunities to experience Yamaha Motor products. From 2025, we will conduct activities as a global Group by sharing them with both internal and external bases, in Japan and around the world.

The Challenges Taken on by Each Employee Create New Forms of *Kando*

Creating new forms of *Kando* is no easy task, because it entails the creation of new kinds of lifestyle and culture. As employees learn how their predecessors created Yamaha Motor products and services, and gained market acceptance through trial and error, we hope that this opportunity will help each of them appreciate *Kando* as something that concerns them personally, to consider their own role, and to incorporate it into their work. We will continue NEXT KANDO ACTIONS over the long term as an activity to reinforce the Company's human capital. We will also remain sensitive to changes in our customers' values as we strive to create new forms of *Kando* that resonate with them.

NEXT KANDO ACTIONS



Process for Value Creation Story and Identifying Materiality Issues

In 2019, Yamaha Motor identified a number of important societal issues (i.e., materiality issues) and has since worked to address them, while conducting regular reviews and updates. In 2024, with a view to realizing our Long-Term Vision for 2030, we reassessed our value creation story and materiality issues. In redefining our value creation story, we updated our materiality issues so as to focus on maximizing corporate value while ensuring harmony with society and the global environment. Our materiality issues are derived from our Long-Term Vision and have been reflected in the new medium-term management plan announced in 2025. Furthermore, we have incorporated performance against materiality KPIs, which are indicators of ESG management, into the non-financial evaluation component of the Company's executive remuneration system. As such, overall progress, including the results of an ESG evaluation performed by an external evaluation organization, is considered when determining Companywide performance-linked compensation for officers, including the president and representative director.

Process for Identifying Important Societal Issues

STEP 1 Revisiting our value creation story based on our history of value creation, Corporate Mission, and Long-Term Vision

We looked back on the social value created by Yamaha Motor since its founding in 1955 and discussed the corporate culture and accumulated assets (inputs) that are the source of value creation. We also reassessed our value creation story to better align with our Long-Term Vision and Corporate Mission, taking into account shifts in the external environment and dialogue with shareholders, institutional investors, and other stakeholders.

STEP 2 Identifying materiality issues on the way to delivering outcomes from our value creation story

To achieve the three goals defined in the revised value creation story—fun in mobility, fulfilling life, and harmony with the Earth—senior management (including the President and Representative Director) discussed the Company's key issues from the perspective of sustainable development for both society and Yamaha Motor. Based on societal expectations and demands, as well as risks and opportunities in the market, we identified innovation, carbon neutrality, and safety and reliability as priority material issues.

STEP 3 Consultations with the Sustainability Committee, outside directors, and experts to verify validity

To validate our materiality issues, we sought input from external experts and held discussions with employees. Ultimately, after multiple rounds of intensive discussions by the Sustainability Committee and the Executive Discussion Meeting (whose members include outside directors), the value creation story and materiality issues were finalized by senior management (including the President and Representative Director).

STEP 4 Board resolution on materiality issues

Following consultations at the Sustainability Committee and the Environment Committee (both advisory bodies to the Management Committee), the issues were deliberated upon by the Management.

Value Creation Story Outcomes

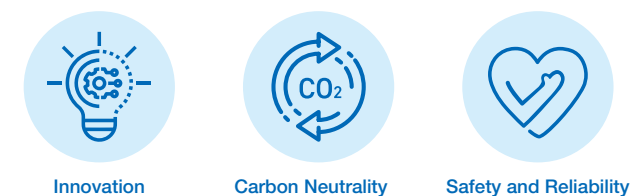
Creation of Social Value



Dialogue with stakeholders

Analysis of the external environment

Yamaha Motor's Materiality Issues





Materiality Issues

► Please refer to our website for materiality issue KPI results under the previous medium-term management plan.



Innovation

Risks

- Increased market volatility
- Reduced competitiveness in the market and business environment
- Loss of talent and slower business growth due to stagnation in innovation

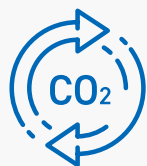
Opportunities

- Diversification of values
- Growing voice of younger generations
- Increased automation driven by the spread of generative AI
- Growing demand for motorcycles due to growing populations and higher incomes in developing countries
- New mobility demand, including for vehicles incorporating CASE technologies and for mobility as a service (MaaS)
- Offering solutions that leverage robotics technologies
- Attracting talent and enhancing competitiveness by generating innovation

Theme	Vision for 2030	Medium-Term Management Plan (2025–2027) Targets
Initiatives to involve customers in value creation	Through digital services, foster lasting connections with customers who continue to choose Yamaha Motor motorcycles	(1) Launch programs to foster connections with customers Number of countries with customer reward programs: 2 new (2025–2026), 1 new (2027), 5 total (2022–2027) (2) Establish customer database at dealerships Number of Yamaha Motor IDs (cumulative from 2020): 8.5 million (2025), 10.6 million (2026), 12.8 million (2027) (3) Provide extra value to customers <ul style="list-style-type: none"> • Number of downloads of Y-Connect vehicle connectivity app (cumulative from 2020): 6.0 million (2025), 7.0 million (2026), 8.4 million (2027) • Number of downloads of Y-TRAC Rev circuit driving app (cumulative from 2025): 8,000 (2025), 18,000 (2026), 28,000 (2027)
	Enhance customer experiences by evolving into an integrated boat business <small>(Initiatives aimed at transforming our existing propulsion systems, hulls, and peripheral businesses into a fully integrated, centrally managed boat business)</small>	Compound annual growth rate (CAGR) of parts and service sales: 12% (1) Expand peripheral products and services for boats (2) Broaden the scope of business services across the entire marine products ecosystem
	Provide services that help people with limited economic access to mobility improve their standard of living and earn a stable income, thus generating employment opportunities	(1) Expand service coverage into new regions Broaden service coverage beyond the current four countries (India, Nigeria, Uganda, and Tanzania) (2) Increase the number of vehicles operating in existing service regions Increase employment opportunities generated through our services: Approx. 40,000 jobs (2025)
	Promote the adoption of outdoor autonomous transport services using self-driving EVs to help address labor shortages in the manufacturing and logistics industries and to create safer, more comfortable working environments	(1) Expand new customer acquisition and increase the number of facilities and units in operation at existing customers (2) Conduct proof-of-concept testing in preparation for rollout outside Japan



Materiality Issues



Carbon Neutrality

Risks

- Tightening of regulations and declining sales due to global warming
- Declining profit due to rising costs
- Negative impacts on corporate image

Opportunities

- Growing trend of electrification in existing forms of mobility
- Increased demand for compact mobility
- Responding to diverse external changes through a multi-pathway approach
- Increased demand in new areas through biofuel and carbon-neutral fuel technology development

Theme	Vision for 2030			Medium-Term Management Plan (2025–2027) Targets
Reduce CO ₂ emissions at worksites (Scope 1 and 2)	Reduce CO ₂ emissions from production by 80% compared with 2010 (Achieve carbon neutrality by 2035)			(1) Reduce CO ₂ emissions intensity from production activities by 74% compared with 2010
	Expand use of renewable energy Ratio of electricity generated from renewable energy sources in 2035: Over 30%			(1) Ratio of electricity generated from renewable energy sources: Over 15%
Reduce CO ₂ emissions from product use (Scope 3, Category 11)	Promote the development and sales of core products with low environmental impact	Electrification	Development and sales of electric motorcycles: Strengthen lineup in the commuter and recreational segments	(1) Develop and release electric motorcycles: Launch multiple new platform models
			Electrification of marine propulsion: Replace 5% of all outboard motor models in developed countries	(1) Expand sales of electric outboard motors manufactured by Torqeedo GmbH Share of outboard motors sold in developed countries: 4% of total units
		Reduce energy consumption	Improve internal combustion engine fuel efficiency in motorcycles Develop new engines: 4 models	(1) Develop and introduce engines with improved internal combustion fuel efficiency Develop new engines: 3 models (2025–2027)
			Improve energy efficiency by reducing the weight of outboard motors	(1) Launch a lineup of next-generation large outboard motors that are lighter than conventional models
			Improve electricity consumption efficiency of electrically power-assisted bicycles compared with 2019: 8%	(1) Roll out lightweight vehicles domestically (phased from 2028) Lightweight vehicles: 2 models (by the end of 2028) Energy efficiency improvement compared with 2019: 3% (by the end of 2028)
				(2) Improve drive unit efficiency by switching e-Kit* products to 48V (phased replacement from 2026) Switchover rate: 75% (by the end of 2028) Energy efficiency improvement compared with 2019: 4% (by the end of 2028) <small>* Drive unit for electrically power-assisted bicycles made by Yamaha Motor</small>
		Adapt to low-CO ₂ -emission fuels	Develop motorcycles compatible with flex fuel (E85): 2 models	(1) Promote development of flex-fuel compatible models
			Accumulate marine product technologies compatible with carbon-neutral fuels (hydrogen, FCVs, biofuels, e-fuels)	(1) Continue advance development and feasibility testing
Sales of unmanned helicopters compatible with alcohol fuel (E27): Over 45% of total units sold	(1) Launch and sell alcohol fuel-compatible models in 2026			



Materiality Issues



Safety and Reliability

Risks

- Rising number of traffic accidents
- Rise in traffic accidents associated with demographic aging in developed nations
- Fewer means of transportation in underpopulated areas

Opportunities

- Increased demand for existing forms of mobility
- Growing needs in Green Slow Mobility*
- Supplementing the aging workforce and addressing labor shortages in the agriculture and fishing industries
- Increasing transportation options in underpopulated areas
- Greater social impact value for Yamaha Motor through increased healthy life expectancy

* Electric low-speed community vehicles

Theme	Vision for 2030		Medium-Term Management Plan (2025–2027) Targets
Promote initiatives to eliminate fatal accidents involving Yamaha Motor products	Technologies	Launch motorcycles with advanced driver assistance systems	(1) Promote development of motorcycles equipped with airbags (2) Continue development of advanced rider assistance systems (ARAS)
		Launch electrically power-assisted bicycles with more advanced technologies	(1) Strengthen market data collection through connectivity and integrate insights into development (2) Launch new child seats (by the end of 2027) (3) Launch electric power steering (EPS) and automated braking systems (ABS) that work in tandem with e-Kits (by the end of 2027)
		Reduce accidents involving unmanned helicopters (Maintain accident rate under 3% and zero serious accidents)	(1) Enhance obstacle detection capabilities Obstacle detection usage rate among units in operation: 50%
	User Skills	Provide appropriate education to reduce motorcycle rider accidents	(1) Expand Yamaha Riding Academy (YRA) and microlearning programs Participants: 360,000* across 6,600 sessions in 32 countries (2025–2027) * Increase of 8,000 vs. previous medium-term management plan
		Promote safe riding awareness among electrically power-assisted bicycle users (Twice as many events as in 2024; 9 sessions in 2024)	(1) Continue awareness initiatives in collaboration with sales companies Traffic safety events: At least 10 (2025), at least 10 (2026), at least 15 (2027)
		Introduce products and services aimed at achieving zero accidents during boat operation	(1) Introduce and promote overboard detection systems for boat passengers
		Reduce accidents involving unmanned helicopter operation (Achieve accident rate under 3%; maintain zero serious accidents)	(1) Raise customer awareness of safe operation practices through educational activities and conduct on-site inspections Conduct safety training for more than 80% of operators Conduct on-site inspections: 3 times (2025), 4 times (2026), 5 times (2027)
	Connectivity	Introduce functions that notify users of optimal timing for motorcycle inspections and maintenance	(1) Number of downloads of Y-Connect vehicle connectivity app (cumulative from 2020): 6.0 million (2025), 7.0 million (2026), 8.4 million (2027) (2) Launch vehicle servicing reminder function
		Introduce functions that alert users of potential issues and provide safety information for electrically power-assisted bicycles	(1) e-Kits for standard product sales with app support: 100%
		Promote outboard motors equipped with connected features that support safety and peace of mind	(1) Expand the lineup of connected outboard motors from large models to include small and mid-sized models (2) Expand availability of connected outboard motors to more countries and regions
Utilize mobility technologies to provide transportation infrastructure for vulnerable populations with limited access to mobility, including seniors and people in depopulated areas	Establish Green Slow Mobility solutions to enhance quality of life for seniors and contribute to extending healthy life expectancy		(1) Through advancements in Green Slow Mobility, provide safe and user-friendly transportation that everyone can use, thereby improving quality of life Number of municipalities in Japan conducting pilot programs: 3 (2) Establish and disclose methods for measuring social impact

Medium- to Long-Term Strategies

29	Review of Previous Medium-Term Management Plan
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Review of Previous Medium-Term Management Plan

Guided by our Corporate Mission to be a *Kando* Creating Company, we worked toward realizing our Long-Term Vision for 2030—ART for Human Possibilities—by executing Medium-Term Management Plan 2022–2024 as phase two of the Company's ongoing transformation. In light of the numerous challenges faced—including changes in the business environment, rising awareness of sustainability, and the need for transformation—we spent the three-year period of the plan continuing to pursue our growth strategies and reinforcing management foundations, as we have done previously, while also strengthening our efforts for sustainability.

Long-Term Vision for 2030

ART for Human Possibilities

Let's strive for greater happiness



Changes in the Operating Environment since 2019

Increased market volatility	Restrictions on movement, supply chain disruptions, rapid rises in inflation
Acceleration of digital initiatives	Diversification of work styles, expansion of online experiences, spread of generative AI
Climate change	Increasing severity of natural disasters
Diversification of values	Growing influence of younger generation
Greater polarization	Rise of emerging nations, spread of protectionism, regional conflicts

Financial Indicators

	Targets	Results
Growth	Revenue	Revenue
	In 2024 Over ¥2.2 trillion CAGR* Over 7%	In 2024 ¥2.6 trillion CAGR 12%
Profitability (Three-year average)	Operating Profit Margin	Operating Profit Margin
	Over 9%	9.1%
Efficiency (Three-year average)	Capital Efficiency (approx. 7% WACC)	Capital Efficiency
	ROE 15% range ROIC 9% range ROA 10% range	ROE 14.6% ROIC 8.8% ROA 9.4%
Shareholder Returns (Three-year average)	Total Payout Ratio	Total Payout Ratio
	Cumulative total for the three-year MTP period 40% range	49.6%

* Average CAGR for 2021–2024

Basic Policies and Review of Previous Medium-Term Management Plan

The basic policies of the plan were to strengthen the earning power of our core businesses, invest in new and growing businesses that contribute to the creation of a sustainable world, and accelerate digital initiatives and co-creation to boost our growth potential. In our core businesses, return on sales (ROS) improved from expanding the Marine Products business and strengthening the profitability of Motorcycles for emerging markets. In our new and growing businesses, we fell short of our sales growth targets. However, we steadily implemented Companywide structural reforms, including business withdrawals and mergers.

Business portfolio	Core	ROS improvement from expansion of Marine Products and stronger profitability of Motorcycles in emerging nations <ul style="list-style-type: none"> ROS 2022–2024 average: Plan 11% → Actual 13%
	New/Growth	Slump in growth businesses from sudden market slowdown due to change in supply-demand balance <ul style="list-style-type: none"> 2022–2024 growth business CAGR: Plan 19% → Actual -4% 2022–2024 new business revenue: Plan ¥30 billion → Actual ¥3 billion
	Structural reforms	Business reorganization and Group company merger <ul style="list-style-type: none"> Reorganization of power product, pool, and snowmobile businesses Absorption-type merger of Yamaha Motor Electronics Co., Ltd.
Initiatives to achieve carbon neutrality		Introduction of renewable energy facilities and promotion of multi-pathway initiatives <ul style="list-style-type: none"> Scope 1 and 2 emissions reductions vs. 2010: 72% Market launches of eight electric motorcycle models, development and exhibition of hydrogen engine outboard motors
Digital transformation strategy		Building the foundation for reforming management platforms <ul style="list-style-type: none"> Worldwide deployment of management dashboard
Human resources strategy		Promotion of DE&I and talent development <ul style="list-style-type: none"> Headquarters engagement score: Plan 70% → Actual 63%

Emerging Issues and Direction of Change

Issues	Policies
Stabilizing business profitability	Expand market share, raise market presence, and gain resilience to volatility
Strengthening in-house capabilities to respond to accelerating technological innovation	Define future core competencies,* invest intensively, and obtain new capabilities
Accelerating decision-making to respond promptly to market needs	Strengthen research functions to uncover needs

* Energy management, intelligent systems, and software services



Summary of the New Medium-Term Management Plan (MTP)

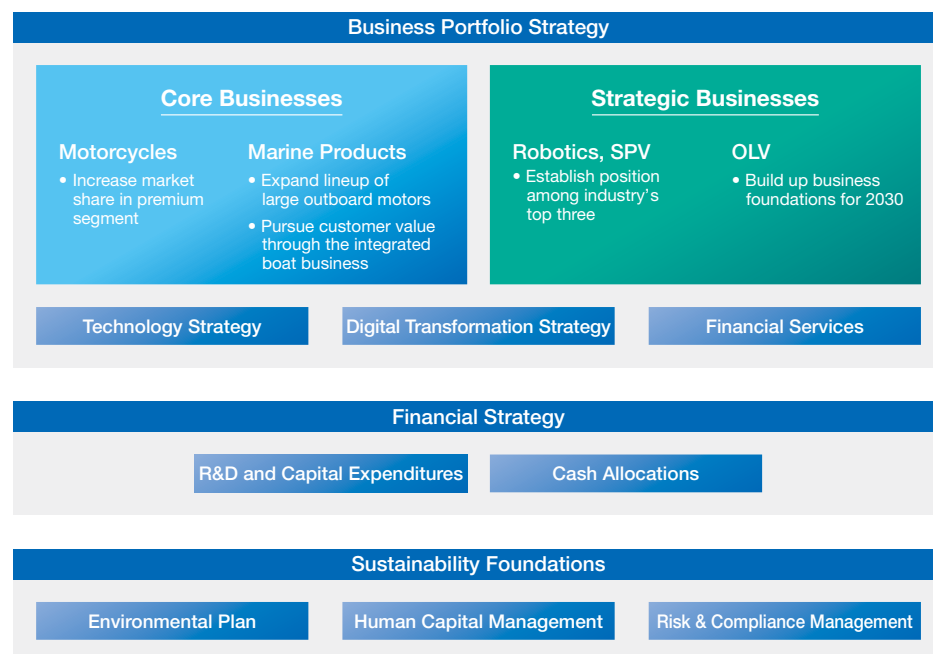
Basic Policies of the New Medium-Term Management Plan

"Raise the competitiveness of our core businesses, acquire new technologies that expand human possibilities, and take on uniquely Yamaha Motor challenges to create a world where people's happiness and the environment coexist in harmony."

Overview

Our business portfolio strategy focuses on our core and strategic businesses. Our two core businesses are Motorcycles and Marine Products, while our three strategic businesses are Robotics, Smart Power Vehicle (SPV), and Outdoor Land Vehicle (OLV; a business newly established through the consolidation of our recreational vehicle and golf car operations). Through our technology strategy, digital transformation strategy, and Financial Services business, we will enhance the competitiveness of our core and strategic businesses and work toward further growth.

Our financial strategy is to allocate cash to ramp up capital expenditures, with a view to laying the foundation for business growth toward 2030 and promoting digital transformation. We will also explore M&A opportunities. Moreover, we will further strengthen our sustainability foundations in order to achieve sustainable growth and enhance our corporate value.



Financial Indicators

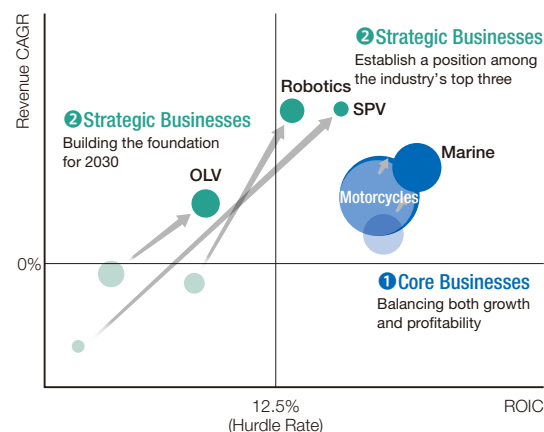
Growth Rate	Revenue		
	In 2027	CAGR	
	Over ¥3.1 trillion	Over 7%	
Efficiency (Three-Year Average)	Capital Efficiency		
	ROE	ROIC	ROA
	14% range	8% range	9% range
Note: Projected WACC in 7% range (including Financial Services)			
Profitability (Three-Year Average)	Operating Profit		
	Operating Profit Margin: Over 9%		
Shareholder Returns	Total Payout Ratio		
	Continuous and stable shareholder returns Cumulative total payout ratio for the three-year MTP period: Over 40%		

Business Portfolio Direction

We manage our business portfolio based on revenue growth rate and ROIC, and aim to have all our businesses exceed the hurdle rate in the future.

In our core Motorcycles and Marine Products businesses, we will increase investment with an eye toward 2030, focusing on developing new models and increasing production capacity. We have increased planned R&D expenses for core businesses by ¥75 billion from the previous medium-term management plan, for a cumulative total of ¥290 billion over the three-year period. Planned capital expenditures for core businesses have also been increased by ¥76 billion from the previous medium-term management plan, for a cumulative total of ¥234 billion.

Our strategic Robotics and SPV businesses are currently facing difficulties in performance due to delayed recovery in demand. However, these are markets with high growth potential over the medium to long term, and we will establish a position among the industry's top three, including by exploring M&A opportunities.



Notes: 1. Business ROIC does not include headquarters corporate expenses.

2. Business hurdle rate is set at 12.5% to account for the impact of Financial Services business and headquarters corporate expenses.

1. Recreational off-highway vehicles 2. Low-speed mobility

① Core Businesses
Motorcycles and Marine Products Balancing both growth and profitability Reinvest business profits into product development and facilities to secure high market share in focus areas, balancing both growth and profitability.
② Strategic Businesses
Robotics and SPV Establish a position among the industry's top three Establish a position among the industry's top three in these long-term growth markets. Explore M&A and other opportunities as first steps to that end.
OLV Building the foundation for 2030 Have the increasingly crucial North American market play a part in our integration strategy. During the MTP period, assess possible investments to gain a greater foothold in the growing ROV ¹ and LSM ² markets.
③ New Businesses
Identify areas for business expansion and areas in which assessment and portfolio revisions within the new business framework are necessary. Focus areas: Agriculture, mobility services, low-speed automated vehicles



Key Measures for Strengthening the Business Portfolio

Core Businesses

Under the new medium-term management plan, we will reinforce the competitiveness of our core businesses. By making focused investments in the Motorcycles and Marine Products businesses to provide appealing products and services, we will balance both growth and profitability.

Motorcycles With the aim of “Bringing joy into mobility and fun into holidays together with you,” we will work to offer an appealing product lineup and enhance user services that utilize digital technologies. In ASEAN and emerging nations, we will further ramp up the premium segment strategy we have concentrated on to date. In addition, we will strengthen our marketing capabilities to utilize digital technology and provide experiences attuned to users, thus increasing customer engagement. For electric vehicles, we will drive both in-house platform development and external collaborations.

Marine Products Aiming for a “Reliable and rich marine life: Toward further increasing the value of the ocean,” we will strengthen our lineup of large outboard motors and create greater customer value by pursuing the integrated boat business. In the integrated boat business, we will roll out the Marine CASE Strategy (applying the CASE strategy Yamaha Motor has been implementing to Marine Products) to enable diverse boating experiences. Efforts will include introducing next-generation steering systems, utilizing connected technologies, providing sharing systems, and expanding our lineup of electric outboard motors.

Share of Motorcycle Premium Segment 2024: 31% ▶ 2027: 42%

Large Outboard Motors Sales Ratio 2024: 27% ▶ 2027: 32%

ROS
in Core
Businesses 14%

Environmental Plan

We are advancing Environmental Plan 2050 based on the three priority action areas of climate change, circular economy, and biodiversity. To address climate change, we aim to reduce our CO₂ emissions from corporate activities by 74% compared with 2010 levels, and to achieve carbon neutrality by 2035. We are also using a multi-pathway approach to reducing CO₂ emissions from product use by customers and employees. In relation to the circular economy, we aim to achieve a 100% sustainable raw materials usage rate by 2050, and under the new medium-term management plan we will raise this rate from the current 14% to 18% by 2027. For biodiversity, we will explore solutions that benefit both ecosystems and people.

* Sustainable materials include recycled, green, and biomass materials.

Strategic Businesses

Robotics and SPV Although the Robotics and SPV businesses faced difficulties in terms of performance in 2024, due to delayed recovery in demand, these markets have high growth potential over the medium to long term. In each business, we will establish a position among the industry's top three, including by exploring M&A opportunities. In the Robotics business, we will achieve both growth and profitability by supporting a rapidly digitalizing world and transforming mobility with our one-stop smart solution approach. We will concentrate management resources in growth areas to increase market share and improve the efficiency of our business activities. In the SPV business, we will grow our business by supporting people in taking on challenges through the eco-friendly mobility of electrically power-assisted bicycles. We will reassess our operations for complete build-up (CBU) eBikes overseas to concentrate on the e-Kit business and on operations for CBU eBikes in Japan, where we expect growth over the medium to long term.

OLV Although ROIC for the OLV business is expected to remain below the hurdle rate in 2027, the outdoor recreation market in North America has great potential. We will create synergies in the North American market, where we can leverage our strengths as a company with a diverse lineup of outdoor products. We expect the scale of the market for OLV products to expand in the long term as their added value increases. To capture this market growth, we will focus on developing a next-generation platform for 2030 under the new medium-term management plan.

New Businesses

Under the previous medium-term management plan, we worked to commercialize businesses in the areas of mobility services, low-speed automated vehicles, medical and healthcare, and agricultural automation, but fell short of our ¥30 billion target. Under the new medium-term management plan, we will focus on growing our agricultural, mobility services, and low-speed automated vehicles businesses while carefully evaluating their potential for business expansion.

In agriculture, we signed an agreement to acquire Robotics Plus, a New Zealand-based startup specializing in agricultural automation solutions. Through this acquisition, we aim to develop and deliver automation and digital transformation solutions that enable precision agriculture, thereby helping to realize sustainable as well as profitable farming practices.

Human Capital Management

To create new value, each employee must be able to achieve growth by taking on ambitious goals without fear of failure. We have therefore set global engagement score as a KPI for human capital management, and we aim for a positive score of 80% or higher for the entire Yamaha Motor Group. To achieve this, we will strengthen talent management, expand our global training program, and build a human resource database. Furthermore, in our development of *Monozukuri* specialists, we aim for factory management to be centered on production personnel, and as such will provide diverse career paths and growth opportunities. To promote diversity, equity, and inclusion, we have set the ratio of women managers as a KPI, which we aim to increase from the current 11% to 13% by 2027.

Risk & Compliance Management

Based on the three key pillars of Global, Integrated and Agile, we will identify and appropriately control foreseeable risks in our management and businesses. By integrating risk and compliance management into management plans and business strategies, including M&As and the accelerated adoption of digital technologies, we will enhance our ability to respond agilely to risks arising from changes in each region's regulations and business environment. We have also newly appointed a Chief Risk and Compliance Officer (CRCO) to promote risk and compliance measures.



From the Chief General Manager of the Corporate Planning & Finance Center

My financial responsibility is to make reliable progress in preparing for our next stage of growth while considering profitability and capital efficiency.

Mitsuru Hashimoto Chief General Manager of Corporate Planning & Finance Center

Review of Medium-Term Management Plan (2022–2024)

Under the previous medium-term management plan covering the years 2022 to 2024, we achieved some results, mainly in our core businesses, and generally met our financial targets. However, we made insufficient progress on the medium- to long-term issues of the slowdown in our growth businesses and reinforcing our profit structure, and we recognized both as issues to be addressed in preparing the next plan.

We were able to steadily expand our core businesses by adroitly capturing the wave of outdoor leisure demand that materialized after the COVID-19 pandemic, mainly in our Motorcycles and Marine Products businesses. Particularly in Motorcycles, we successfully enhanced the appeal of our products, including in the premium segment, using the three-year period to reaffirm this business as a linchpin of our profits. In terms of structural reforms, we made significant progress in transferring or withdrawing from some businesses, such as snowmobiles and generators, and making their direction clear. Moreover, we made a full-scale start in building a global management structure for the Financial Services business, establishing a business management company in the United States as the first step.

On the other hand, there are some points that warrant careful reflection. Although our core businesses performed steadily, in large part because those results were buoyed by the positive impact of currency translation, we are still only partway toward building a robust earnings structure that is insulated from exchange rate fluctuations. In addition, the areas where we had high hopes as growth businesses—Robotics and SPV—both fell short of expectations. In the Robotics business, demand was highly volatile and growth was weak, especially in the Chinese market. However, we sense great potential for growth going

forward, and we are in a phase of strategic restructuring, including post-merger integration. In the SPV business, we were unable to respond appropriately to the drop-off in special demand after the COVID-19 pandemic ended. The situation was particularly tough for complete build-up (CBU) eBikes, and we will use Medium-Term Management Plan (2025–2027) as a time for a clean break and a new start. The recreational vehicle business also continued to fall short of its ROIC target. As of 2025, we have consolidated golf cars and other businesses that have their main market in the United States into the newly established Outdoor Land Vehicle Business Operations. We will reassess our positioning and strategy going forward, keeping in mind the connection to our integration strategy for the United States.

In terms of finances, we achieved a degree of success during the three years of the previous medium-term management plan, but the decline in business performance in the final year caused ROE and ROIC, which are our capital efficiency indicators, to fall slightly short of their three-year average targets. We are particularly conscious of the issue of improving return on sales (ROS), which is our profitability indicator, and inventory management. I believe we still have greater potential for growth in ROS than our competitors. When top-line growth is weak, we need to control the bottom line by becoming leaner in order to increase profitability. This includes how we deploy expenses.

We have dealt with our excessive inventory in some regions by reviewing the entire supply chain to redefine appropriate inventory levels. In my view, this is not a matter of simply optimizing inventories, but involves structural reform that requires our full attention.

We are therefore mapping out and consolidating our data infrastructure in the Y-DX1 phase of our digital transformation strategy, Yamaha Motor to the Next Stage. However, simply reforming a system does not mean that everything will go smoothly; its effectiveness is only apparent once it is linked to operational design. We will take a medium- to long-term





From the Chief General Manager of the Corporate Planning & Finance Center

perspective in moving forward with both our digital infrastructure development and our business reforms.

In addition, accounting for impairment losses on fixed assets of unprofitable businesses and inventory write-downs led to a downward revision of fiscal 2024 results. However, these are steps I consider necessary to clear the books so that we can take our position on a new starting line. I believe it will be essential to steadily post better results going forward.

A Financial Strategy and Growth Investment Policy Conscious of Cost of Capital

Although we achieved some results under the previous medium-term management plan, it would be difficult to claim we have fully met investors' expectations in terms of stock price movement. I realize that the lack of growth in our market valuation was due to the absence of clear results in our strategic business fields, along with the uncertain outlook for the industry as a whole. In light of this situation, we considered it important to present a clearer, more detailed growth strategy in the new medium-term management plan. In particular, it was incumbent upon us to present a well-defined strategy that includes inorganic growth.

Our balance sheet is sound, and we maintain a basic policy of maintaining an equity ratio of around 40%–45%. At the same time, we will further clarify our stance of concentrating funds on growth areas, taking advantage of our financial leverage to also utilize externally sourced funds. Our stance will not be simply reactive; we will be resolutely proactive when suitable opportunities arise. I think our

finance team will be expected to adopt this kind of decisive approach to fund allocation going forward.

The new medium-term management plan calls for significant increases in research and development expenses and capital expenditures compared with the previous plan. To raise the competitiveness of our core businesses, we plan to invest mainly in our premium segment strategy in Motorcycles and in large outboard motors and increased production capacity in Marine Products. We will also invest in developing platforms outside core businesses, implement our integration strategy in the United States, promote digital transformation, and step up investment toward achieving carbon neutrality in and outside Japan.

Furthermore, the new medium-term management plan sets an ROIC hurdle rate of 12.5% for each business to more fully ensure that management is conscious of the cost of capital. This level is based on the weighted average cost of capital (WACC), excluding the Financial Services business and before deducting corporate expenses at headquarters. We will work to ensure that all our businesses consistently exceed this hurdle rate.

Nevertheless, we are not just mechanically applying this figure to all investment decisions at this point. This approach is still in the developmental stage as a quantitative standard, particularly when evaluating individual projects. However, in discussions going forward I believe there will be ample room for considering how to use this ROIC indicator and incorporate it in management decision making. Even now, cash flow forecasts, positioning in the business portfolio, and the ROIC level of each business are considerations when evaluating and deciding on investments. I believe that setting this hurdle rate will be a stepping stone

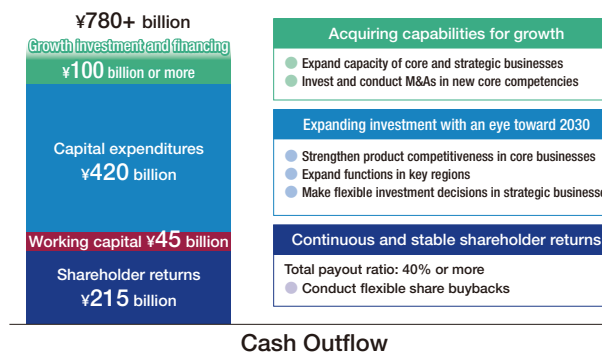
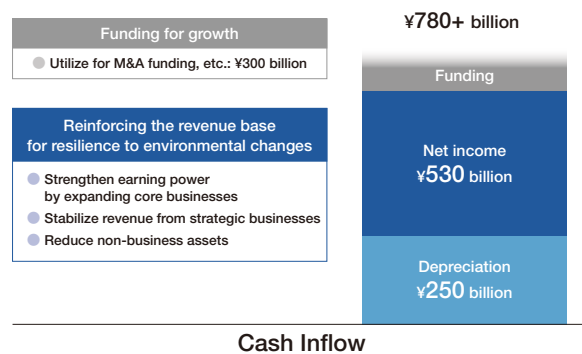
toward instilling greater awareness of capital efficiency throughout management.

Through more in-depth management based on cost of capital, we will strive to more realistically demonstrate to shareholders and investors Yamaha Motor's growth potential, the consistency of our underlying financial strategy, and our ability to execute each strategy.

Stance on Shareholder Returns and Dialogue

In the new medium-term management plan, we have set a total payout ratio of 40% or more as our shareholder return policy. This addition of "or more" to the 40% target in the previous plan is not just a difference in expression, but a change that is clearly demonstrative of our deeper intentions—that even in an increasingly uncertain operating environment, we will return profits to shareholders in line with our earnings and capital structure.

In 2025, I became Chief General Manager of the Corporate Planning & Finance Center. My foremost emphasis will be to honestly communicate the current situation of Yamaha Motor and the background of its strategies through dialogue with investors and shareholders to earn their trust. To ensure that the opinions received from stakeholders are reliably reflected in management decisions, I feel that it is essential for me to have a deep understanding and a firm grasp of our daily on-site activities, as well as our future direction. The Corporate Planning & Finance Center is positioned to serve as the ideal link between stakeholder dialogue and decision-making. The role of financial planning and analysis (FP&A) has become firmly established over the past few years, and the idea of driving management from a financial perspective resonates with me. FP&A goes beyond the framework of accountability to carefully and purposefully convey the essence of what a company values and where it is trying to go. I aim to facilitate exactly that kind of clear and earnest communication.



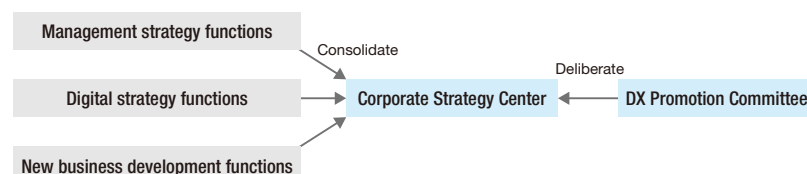


Digital Transformation Strategy

In order to achieve sustainable growth, we will utilize information technology (IT), digital technologies and data to simplify company systems and strengthen the competitiveness of our core and strategic businesses. We will move into the implementation stage of the Yamaha Motor to the Next Stage project to enhance brand value through new real-world and digital experiences, services, and products, and create lifelong Yamaha fans. This will lead to the next stage of growth.

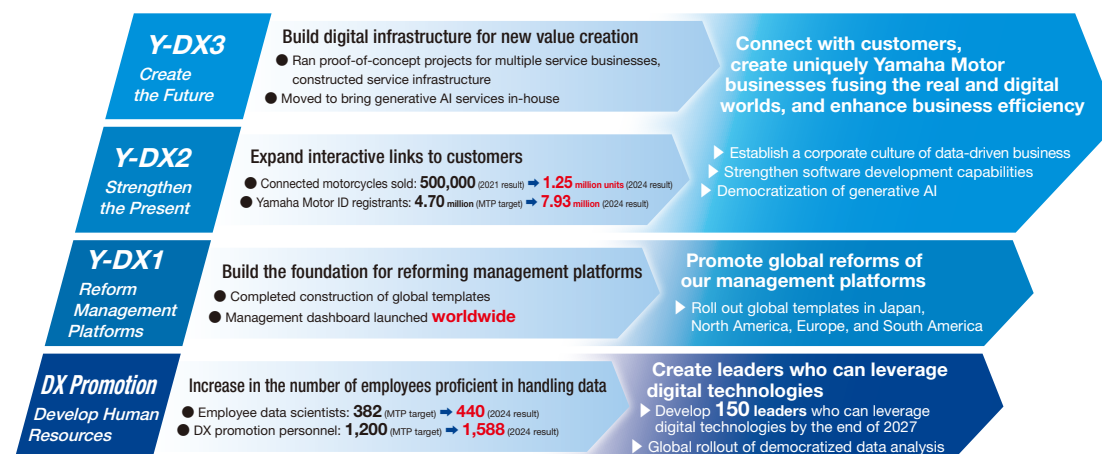
Promotion Structure for Digital Transformation

Yamaha Motor's Board of Directors sets digital transformation policies for growth businesses and for operational efficiency, and constantly reviews the status of their implementation. Management strategy, digital strategy, and new business development functions have been consolidated under the Corporate Strategy Center, which was newly established in January 2025 to accelerate Companywide business transformation and new business development using digital technology. As part of our management strategy, we also established a DX Promotion Committee (comprising mainly executive officers of Yamaha Motor), which comprehensively oversees the consistency between the management strategy and the digital transformation strategy for business growth and operational efficiency. To this end, the committee deliberates on specific policies, measures, and issues, prioritizes investments in digital transformation, and monitors their progress.



Foundation Building (2022–2024)

Implementation (2025–2027)



Using Digital Transformation to Reform Management Platforms (Y-DX1)

The aim of Y-DX1 is to reform business operations and standardize systems worldwide, using a data-based management dashboard to make management decisions in the most timely manner. Under the previous medium-term management plan, we constructed global templates as a set of standardized systems for speeding up system implementation, and began using them in each country where we operate. We also made steady progress in business reforms, including replacing our former budgeting process with one based on KPI commitments. Under the new medium-term management plan, we will steadily implement Y-DX1 in North America, Europe, Japan, South America, Australia, and elsewhere around the world as we work to complete the Yamaha Motor to the Next Stage project.

Using Digital Transformation to Provide Customer Value (Y-DX2/Y-DX3)

Our digital transformation activities are aimed at raising business revenue by providing customer-centric value. Under the previous medium-term management plan, the number of Yamaha Motor ID registrants increased to 7.93 million, and we sold 1.25 million connected motorcycles. We also strengthened ties with customers through our rewards program, but a low active user rate and underdeveloped digital user experience emerged as issues. In light of these issues, we will enhance the utilization of digital technologies and customer data to further strengthen ties with customers during the period of the new medium-term management plan. By skillfully combining digital technologies with physical products and services, we will provide value that exceeds customer expectations. We will also apply agile development methodologies to continuously update the services we provide. We aim to enhance business revenue by stepping up data integration in our main businesses and by standardizing operations and systems.

Developing DX Promotion Personnel

In terms of the personnel behind digital transformation, as of the end of the previous medium-term management plan, we had 440 employee data scientists and 1,588 DX promotion personnel, both of which exceeded our targets. In addition to training in data analysis, we conducted training for robotic process automation (RPA) by citizen developers. Furthermore, the Manufacturing Technology Center provided training to business partners about data utilization, leading to improvements in quality, cost, and delivery (QCD). Through these and other efforts, we fostered a culture in which general employees utilize digital technologies effectively. To broaden outcomes during the new medium-term management plan, by the end of 2027 we will train 150 leaders who can leverage digital technologies, as well as roll out data analysis by citizen data scientists globally. Furthermore, we will establish AI guidelines and prepare AI tools, aiming to develop human resources capable of using AI effectively.



Human Resources Strategy

The vitality of our workforce is a critical factor in achieving our Corporate Mission to be a *Kando* Creating Company, which is why we have made employee engagement a key performance indicator. We also promote diversity, equity, and inclusion as well as human resource development as initiatives for improving engagement.

Basic Approach

In its global business operations, the Yamaha Motor Group is striving to create an organizational structure with the agility required to respond to changing and evolving market needs. We believe that if individuals and the companies they work at share ambitious goals and work together to bring about not just business growth but also personal growth, we can continue to create *Kando*. We have therefore set the following three ideals for our personnel practices.

- 1 We will enact measures that enable all employees to boldly take on challenges, and foster a culture that encourages every person to tackle new things, irrespective of factors such as gender, age, nationality, race, ethnicity, and personal values.
- 2 For employees and executives who wish to pursue lifelong learning, we will also provide opportunities and support as needed.
- 3 We will distinguish ourselves from other companies in terms of human resources by training and cultivating our people in the unique style of Yamaha Motor based on the shared values of "Innovation," "Excitement," "Confidence," "Emotion," and "Ties."

Therefore, to achieve our vision, we seek to work with the following kinds of human resources.

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

To further the development of the kind of human resources described above and create the appropriate kind of workplace, the Yamaha Motor Group has established operational guidelines for human resource management and is undertaking a variety of initiatives.

In 2024, we established a Human Capital Management Committee to further strengthen governance and optimize our strategies for human capital management. Executive officers with titles and heads of overseas bases participate to proactively discuss key issues related to human capital, including human resource investment strategies, increasing engagement, and promoting diversity, on a global basis. We also established a Talent Management Committee to deliberate on human resource development plans, assignments, and the training status of Group management candidates. Through these efforts, we will increase employees' autonomy in their careers and transparency in their future career paths.

Challenge & Growth in Medium-Term Management Plan (2025–2027)

Premised on our fundamental belief that all corporate activities begin with people, we aim to create conditions in which diverse talent can be eager and inspired to take on ambitious goals without fear of failure, thus reinforcing their own growth as they pave the way for Yamaha Motor's growth and future in a rapidly changing operating environment. To achieve this objective, the new medium-term management plan that started in fiscal 2025 includes a mission statement for human resources of "Challenge & Growth: Provide employees of all stripes with opportunities to take on challenges! Spur growth of the individual as well as the company with uniquely Yamaha Motor challenges!" We will support the challenges and growth of employees throughout the Group, as a coordinated effort with Groupwide NEXT KANDO ACTIONS, an initiative focused on self-directed employee activities that will lead to the creation of new forms of *Kando*.

Increasing Global Engagement

We consider employee engagement to be a key indicator representing the practical application of our mission statement for human resources, "Challenge & Growth." Using the results of our annual engagement survey as a reference, we review the state of each company and organization as we work throughout the Group to create an environment where people can take on more of the diverse challenges that are unique to Yamaha Motor.

Under the new medium-term management plan commencing in fiscal 2025, we have set a shared global goal of maintaining a positive score of 80% or higher for engagement. In fiscal 2024, the score was 82% globally and 63% for Yamaha Motor Co., Ltd., so we are particularly focusing on initiatives at the parent company.

As a result of ongoing initiatives since 2020, we have seen a gradual improvement in the engagement score at the parent company, with efforts taking root Companywide and in individual workplaces. We are therefore continuing with our activities as we work for further improvement. We place great value on two of our strengths that the survey results made clear—our culture of "mutual support within the organization," in which "employees promote improvement." With these two items positioned as key drivers that are particularly highly correlated with engagement, we

Human Capital Management Policy

Mission

Challenge & Growth

Provide employees of all stripes with opportunities to take on challenges! Spur growth of the individual as well as the company with uniquely Yamaha Motor challenges!

Improve global engagement: Positive score of **80% or higher**

Talent Management

Expand the global training program to align with each talent's career development plan

Monozukuri Specialist Development

Aim for factory management centered on production personnel and provide diverse career paths and growth opportunities

Diversity, Equity, Inclusion

Global ratio of women managers
11% in 2024
▼
13% by 2027

Companywide undertaking through "NEXT KANDO ACTIONS" encouraging employees to take initiative

are further promoting Companywide measures to enhance overall engagement. We are also promoting autonomous development within each organization, continuing to incorporate initiatives to increase engagement as "Rev-Up Targets" for all line management, and to hold conversations within each organization based on the survey results.

Engagement Score

Scope of Coverage	FY2022	FY2023	FY2024
Yamaha Motor Co., Ltd.	62%	61%	63%
Major subsidiaries outside Japan (12 companies)*	-	80%	83%
Yamaha Motor Co., Ltd. and major subsidiaries outside Japan (12 companies)*	-	79%	82%

* Calculated by dividing the total engagement scores of all companies by the number of companies



Human Resources Strategy

Key Driver 1: Fostering expectations for the future

To communicate Yamaha Motor's challenges and the thoughts of its management, we hold "Revs Meetings" as a forum for dialogue between management and employees. These events, which encourage free and open dialogue across business areas and career level, were attended by a cumulative total of about 1,000 employees and 21 members of the management team in 2024.

In addition to increasing the motivation of participants, the meetings have been shown to help shift their perception of the Company, so we will continue holding them.



Key Driver 2: Creating rewarding workplaces

To create opportunities for all employees to take on new challenges, we have introduced a personnel system that abolishes the former general employee job category as of 2025. Other measures to encourage employees to take on new challenges include expanding our programs for internal job postings ("self-career challenge") and internal side jobs. In 2024, 136 employees used these programs to transfer to or concurrently take on internal side jobs. We have also introduced one-on-one training for all managers and are continuously expanding optional training to improve employee skills.

Talent Management

We will promote the early discovery of capable human resources, consideration of their career plans, and their development and promotion, regardless of gender, age, nationality, place of origin or other such attributes. Although we have been preparing successors for global core positions, we believe that going forward we must develop our next generation of management personnel more strategically and systematically, in line with each individual's career plan. Specific measures are as follows.

Visualization: We will review and expand our global human resources database for managerial and higher positions (which has been in place for some time), to enable us to manage and utilize more accurate, up-to-date data and to discuss and decide on high-quality placement and development.

Discovery and Development: We will create a process for early selection and systematic development of our next generation of management personnel. Specifically, we will prepare individual career plans for selected candidates, and conduct off-the-job training (mentoring, coaching, global selection training, and external training) according to each individual's career plan, experience, and skill set, and on-the-job training that incorporates challenging assignments.

Review: The Talent Management Committee will select the next generation of potential management personnel, monitor the training status of each candidate, and discuss and decide on issues and countermeasures for future training.

Global Selective Training Participants	2022	2023	2024
Global Executive Program ¹	16	—	18
Yamaha Business School Global ¹	—	24	—
Regional Development Program	39	71	—
Yamaha Business School Junior ²	—	25	25

¹ The Global Executive Program and Yamaha Business School Global are held every other year.

² Not held in 2022 due to the COVID-19 pandemic.

Developing *Monozukuri* Specialists

We consider it important to help employees feel joy and growth from working at Yamaha Motor in order to increase their engagement and thus improve production efficiency and new value creation at manufacturing and production sites. We therefore promote a cycle of acquiring, developing, assigning, maintaining, and retaining human resources based on a concept of *Monozukuri* in which people play the core role. In developing human resources, we aim for factory management centered on production personnel. By expanding career options based on motivation and ability, we accelerate the flow of skilled employees into managerial positions and career shifts to technical fields. We also consider it crucial to develop human resources at manufacturing and production sites, not just at the parent company but also at Group companies and suppliers. On an individual basis, we have been providing training to suppliers on the Yamaha Motor *Monozukuri* Way, our basic manufacturing and production philosophy. Starting in 2025, we are introducing this philosophy more systematically, with the aim of further improving the value of our products.

Furthermore, by 2028 we will introduce a framework for employees to develop skills and techniques through wide-ranging co-creation both inside and outside the Company, based on the three key themes of human resource development, digital transformation initiatives, and co-creation. Our intention is to accelerate new value creation through the interplay of diverse perspectives, while concurrently increasing engagement to enhance retention. In addition to enabling the transfer of skills, this will spur innovation through co-creation with multiple stakeholders both inside and outside the Company to realize sustainable *Monozukuri* in these changing times.

Promoting DE&I

To realize the Yamaha Motor Group's Corporate Mission of being a *Kando* Creating Company, it is essential that successful people from various backgrounds are able to maximize their value contribution through mutual recognition and growth. Moreover, we believe that the development and active participation of human resources with diverse perspectives and values is indispensable for achieving sustainable growth and continuing to create new value that exceeds customer expectations.

In September 2023, we established the Yamaha Motor Group Diversity, Equity & Inclusion (DE&I) Policy to foster an organizational climate where diverse human resources can come together, respect each other's perspectives and values, and link new insights and discoveries to value creation. The policy defines our five priority areas of gender, race/ethnicity/nationality/place of origin, disability, age, and LGBTQ+, and we are pursuing initiatives in each area.

In particular, as a gender-related initiative to promote the active participation of women, we have set a target of increasing the ratio of women managers in the Yamaha Motor Group to 13% by 2027. We will continue working to meet this target.

Ratio of Women Managers

Scope of Coverage	2022	2023	2024
Yamaha Motor Co., Ltd.	3.2%	3.7%	3.8%
Group Companies in Japan	—	5.5%	6.5%
North America	—	19.5%	20.3%
Europe	—	16.4%	20.5%
Asia	—	14.3%	16.0%
Other	—	17.7%	19.0%
Total	11.2%	11.1%	12.1%



Strategies by Business



Yasutaka Suzuki

Senior Executive Officer,
Chief General Manager of Land Mobility Business Operations

Strengths

- Customer base built on trust in Yamaha Motor technology and products
- Diverse and global product lineup that brings together high performance and quality based on the core competencies we have cultivated
- Established global brand position for motorcycles
- Strong presence in the premium segment in emerging markets
- Pedigree of constantly pioneering new markets by creating new forms of mobility
- High-quality worldwide sales network

Opportunities

- Expansion of upper-middle-income market in ASEAN and other emerging markets
- Evolution of marketing through digital technologies
- Enhancing support for safer riding based on user skills, technologies, and connectivity
- Growing global market for electrically power-assisted bicycles
- Addressing the needs of an aging society (for mobility and social participation)
- Government promotion of environmental policies (subsidies and infrastructure development)

Risks

- Prolonged pressure on product supply networks due to geopolitical risks
- Evolution of environmental regulations in each country
- Structural shift in the industry due to new technologies and competitors
- Intensifying trade friction and the spread of protectionism
- Competitors' strategies aiming to emulate successful models in the premium segment
- Decline in consumer spending due to rising prices and economic downturns

Issues

- Responding to profitability pressures from rising costs of raw materials, labor, logistics, and energy
- Securing sources of revenue beyond product sales in mature markets
- Establishing a foundation for B2B businesses (sales, after-sales service, etc.)

Land Mobility

Business Overview

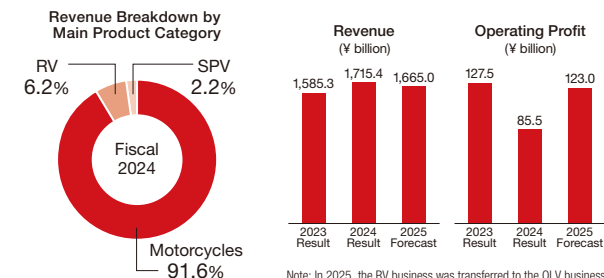
The Land Mobility segment primarily comprises the Motorcycles business and the Smart Power Vehicle (SPV) business, which covers products including electrically power-assisted bicycles (eBikes), e-Kits (drive units and components for eBikes), and electric drive units and system parts for wheelchairs. It has been a core segment since Yamaha Motor was established. Our Land Mobility product lineup covers a wide range of mobility solutions—from practical daily transportation and recreation to commercial use and motorsports. Through development and sales strategies tailored to the characteristics and needs of each market, we have delivered global convenience and value in mobility experiences. In January 2025, we split off recreational vehicle (RV) operations (comprising recreational off-highway vehicles (ROVs) and all-terrain vehicles (ATVs)) to form the Outdoor Land Vehicle (OLV) business. This move will strengthen our operating structure, providing enhanced functionality and flexibility.

Recently in the Motorcycles business, demand has been firm across many regions, especially in Brazil, India, Europe, and the U.S., and revenue increased due to higher shipment volumes and increased supply capacity for premium segment models. In the SPV business, the number of units sold declined due to ongoing inventory adjustments amid stagnant demand in Europe, which is our main market for e-Kits. In addition, profits decreased due to impairment losses on fixed assets and costs associated with restructuring the business with a view to the future.

In the Motorcycles business, we aim to achieve further growth by strengthening our presence in developed markets and advancing our premium segment strategy in ASEAN and other emerging markets. In the SPV business, resources will be allocated to the priority areas of e-Kits and complete build-up (CBU) eBike operations in Japan.

In recent years, changes in customer awareness of environment and lifestyle issues, along with stricter environmental regulations, have significantly altered the business landscape. Amid these changes, Land Mobility will continue to flexibly respond by creating synergies across businesses and delivering new forms of *Kando* to the world through Yamaha Motor's unique mobility solutions.

Main Products



Market Changes and Yamaha Motor's Positioning

	Main Markets	Market and Conditions at Yamaha Motor	Main Competitors
Motorcycles for emerging markets	ASEAN, India, and Latin America	These regions are the primary focus of our premium segment strategy, with units sold rising in Indonesia, India and Brazil in 2024. Although consumer demand in India has recently cooled, the premium segment strategy will continue targeting growth markets.	HONDA, SUZUKI, KAWASAKI, HERO, BAJAJ
Motorcycles for developed markets	Japan, Europe, and North America	In 2024, units sold increased in Europe and the United States in tandem with the continued recovery of supply chains. While the growth in demand that followed the COVID-19 pandemic is starting to show signs of slowing, our focus remains on enhancing market presence through the impact of new products.	HONDA, SUZUKI, KAWASAKI, HARLEY-DAVIDSON, BMW, DUCATI, TRIUMPH, KTM, APRILIA, PIAGGIO, KYMCO
SPV	Japan, Europe, and North America	Although the Japanese market remains solid, the European market continues to undergo prolonged inventory adjustments. In 2025, our focus in the e-Kit business will be on building a B2B business foundation to drive a recovery in units sold.	(e-Kit) BOSCH, SHIMANO (CBU eBikes) PANASONIC, BRIDGESTONE (JW) ALBER



Strategies by Business—Land Mobility

Motorcycles **Business Vision** Bringing joy into mobility and fun into holidays together with our stakeholders

Review of Medium-Term Management Plan (2022–2024)

In fiscal 2024, which is the final year of Medium-Term Management Plan (2022–2024), the Motorcycles business saw significant growth, with revenue approximately 1.5 times and operating profit 2.4 times higher than in fiscal 2021. The operating profit margin improved to 8.0%. During the period of the plan, the business responded to soaring raw material, labor, and other costs while tapping into the post-pandemic recovery in demand, particularly in high-growth markets such as India and Indonesia, to achieve strong profitability.

In India, we further expanded our network of Blue Square dealerships—designed to embody the brand image—opening 469 locations nationwide, which surpassed the target of 450. This is helping to reinforce the Company's sporty brand image and market presence in the region. On the other hand, the growth targets set for sales of premium segment models and connected vehicles—both designated as KPIs—were not achieved due to semiconductor supply constraints and slower-than-expected demand recovery. Going forward, we recognize that key challenges will include optimizing the sales mix and increasing the market penetration of high-value-added models to accelerate future growth.

Future Policies and Key Measures

The business operates under the business vision of “bringing joy into mobility and fun into holidays together with our stakeholders.” Under the new medium-term management plan, we aim to drive highly profitable growth by further advancing our premium segment strategy through a dual focus on product and marketing capabilities.

In ASEAN and other emerging markets, we will focus on Gen Z—a key demographic for future consumption demand—as our primary target, accelerating the rollout of products that resonate with such customers. Through a marketing approach that combines in-person events with digital experiences, we aim to deepen resonance and engagement with the Yamaha Motor brand.

In developed markets, we will further strengthen our brand presence by introducing new models and enhancing the quality of customer touchpoints via a more comprehensive lineup of peripheral services, such as financing and insurance.

In the electric vehicle (EV) business, we will advance both the development of our own platform and collaboration with external partners, aiming to strengthen competitiveness and accelerate business expansion.

Financial targets include revenue CAGR in the 6% range, return on sales (ROS) in the 10% range, and ROIC in the mid-20% range by 2027. We plan to increase R&D expenses by 1.2 times and capital expenditure by 1.4 times compared with the previous medium-term management plan. By enhancing production capacity at bases in emerging markets and investing in new models, as well as in EV and internal combustion engine environmental technologies, we aim to establish a sustainable and highly efficient business structure.

Input

R&D expenses	Capital expenditure	New models
1.2 times vs. previous plan	1.4 times vs. previous plan	At least 20 models

Key Themes and Specific Measures

ASEAN and other emerging markets

Drive the premium segment strategy with products that captivate the rising Gen Z demographic

- Indonesia: Create emotional value that fosters the desire to own and deepens ties with customers
- Philippines: Introduce reward programs to offer consistent, premium experiences
- India: Raise customer engagement by rolling out marketing targeting Gen Z and ramping up experiential events

Developed markets

Raise market presence and drive the brand for the whole Motorcycles business

- Launch new models and appeal to new customer segments by expanding sales of models equipped with Y-AMT*
- Use peripheral businesses (e.g., finance, leasing, and insurance) to create the ecosystem of choice for customers
- Strengthen customer touchpoints
 - Europe: Roll out reward programs
 - United States: Strengthen support for off-road riders with bLU cRU
 - Japan: Engage in personalized marketing through My YAMAHA ID

* Y-AMT (Yamaha Automated Manual Transmission): Newly developed automatic transmission that eliminates the clutch lever and shift pedal

Strengthen marketing capabilities

Create meaningful customer connections by combining real and digital experiences

- Conduct marketing that combines real and digital experiences
 - Deliver in-person experiences that foster affinity and resonate with customers, such as Blue Streaks and Track Day in India
 - Proactively expand reward programs in the Philippines, India and other countries
- Deliver personalized customer experiences
 - Engage in one-to-one communication via Yamaha ID (approx. 16 million registered users)
 - Support rider skill development with Y-TRAC (approx. 30,000 downloads)
- Further improve customer touchpoint quality
 - Globally standardize 3S (Sales, Service, and Spare parts) operations
 - Develop and deploy second-generation Y-Connect app, a customer touchpoint platform for quickly and flexibly responding to customer needs

Electric motorcycles

Pursue in-house platform development and external collaborations

- Develop in-house platforms
 - Acquire powerful platforms for global expansion
 - Establish core competencies and strengthen competitiveness
- Collaborate with external partners
 - Leverage partner expertise to pursue rapid business development

Business KPIs

Revenue growth	ROS	ROIC
CAGR: 6% range	10% range*	Mid-20% range*

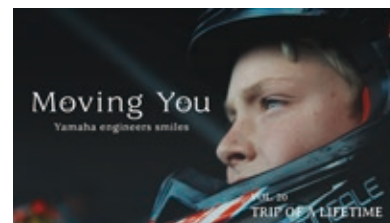
* Before HQ corporate expense allocations

Close-Up

In-Person Marketing Events in Each Country

Yamaha Motor emphasizes marketing through real-world experiences in the various countries it serves. In India, through campaigns such as “The Call of the Blue” and “Track Day,” the Company held over 1,500 touring events in 2024 to foster brand resonance and engagement. In Japan and the United States, the bLU cRU program offers racing support and schools for riders, aiming to cultivate fans and enhance experiential value in a format that is tailored to local characteristics.

*Moving You Vol. 20:
Trip of a Lifetime
(U.S.A.)*





Strategies by Business—Land Mobility

SPV Business Vision “Grow our business by supporting people’s challenges and offering eco-friendly mobility”

Review of Medium-Term Management Plan (2022–2024)

The SPV business recorded consecutive losses in the second and third fiscal years of the previous medium-term management plan. Following the outbreak of the COVID-19 pandemic, there was a temporary surge in demand driven by the need for socially distanced transportation and increased outdoor activities, which briefly revitalized the market. Although manufacturers expanded production capacity, demand peaked in 2022 and subsequently declined, leading to excess inventory throughout the bicycle industry. Production adjustments by manufacturers to whom we supply products led to a significant decline in orders for e-Kits—our core product line—causing a deterioration in revenue. Additionally, due to inventory write-downs and business impairments associated with the restructuring of overseas finished Yamaha eBike operations, losses grew significantly in fiscal 2024.

As a result, KPIs of the previous plan—such as a CAGR for units sold of 22% and doubling revenue—were not achieved. Nonetheless, the assembly and production of drive units in Europe commenced as scheduled. There was also progress on product development, including the development of new, smaller, and lighter drive units and the introduction of new models.

Moving forward, key challenges include building a B2B-oriented customer base for the e-Kit business and flexibly adapting to market changes. Enhancing the sales and service framework to strengthen relationships with existing customers as well as acquire new customers, along with optimizing production layouts to improve inventory and product management, will be essential.



Future Policies and Key Measures

The electrically power-assisted bicycle (eBike) market has entered a correction phase after peaking in 2022, and remains flat with ongoing inventory adjustments expected through 2025. However, as inventories normalize, the market is projected to return to a growth trajectory from the latter half of 2025. In particular, the European market is forecast to expand at a CAGR of 8% (units sold basis), driven by increasing environmental awareness and health consciousness, as well as government support policies. In the Japanese market as well, signs of demand recovery are emerging, with growth expected to be driven by expansion in commuting demand and demographic aging. Meanwhile, the business environment also includes uncertainties such as intensifying competition and risk related to demand due to economic fluctuations.

Against this backdrop, total annual global demand is expected to reach approximately nine million units by 2027, and the Company will promote strategies to steadily capture this growth. In March 2025, we signed an agreement with Brose, a German automotive parts manufacturer, to acquire its e-Kit business subsidiary. We will leverage Brose’s established network to strengthen our market presence in Europe, the largest market for this category. We aim to strengthen product competitiveness from the customer’s perspective and deepen relationships with customers to whom we supply products. Additionally, we will rebuild the supply chain and engineering chain to shorten supply lead times and improve development efficiency.

We will continue to implement the relevant structural reforms, which are already under way. Accordingly, we have set targets of revenue CAGR in the 15% range, return on sales (ROS) in the 8% range, and ROIC in the 18% range.

To achieve this, our planned allocation for R&D expenses is 1.6 times and for capital expenditures is 0.6 times, compared with the previous medium-term management plan. In research and development, we are planning to develop a new integrated control system for eBikes. This will enable us to connect with users and provide new value, while also strengthening collaboration, such as for after-sales services, with customers to whom we supply products.

Input

R&D expenses	Capital expenditure	Investment and financing
1.6 times vs. previous plan	0.6 times vs. previous plan	Utilize M&As

Key Themes and Specific Measures

Review focus areas and optimize resource allocation
Review focus areas and optimize resource allocation <ul style="list-style-type: none"> ● Restructure the overseas finished Yamaha eBike business and concentrate on the domestic market ● Concentrate resources on the e-Kit business
e-Kits
Capitalize on market recovery to restore revenue and ROIC <ul style="list-style-type: none"> ● Establish unique competitive advantages through a thorough customer-centric approach <ul style="list-style-type: none"> · Evolve model platforms and develop drive units with industry-leading performance · Bolster linkage with peripheral components · Strengthen European key account sales capabilities and direct service functions ● Supply chain and engineering chain reforms <ul style="list-style-type: none"> · Shorten supply lead times by reviewing production layouts · Integrate all Company electric development departments to raise development capabilities and efficiency · Strengthen operations and structures for customized development and production in Europe ● Innovate services for end users, dealerships, and customers to whom we supply products <ul style="list-style-type: none"> · PW-LINK next-generation system: Develop a system that integrates control of eBikes, including individual e-Kit components and leveraging motorcycle technologies · Direct services via our dealership network: Have eBike dealerships handle direct warranty support; provide direct services; expand services across all of Europe by 2030 · Portal site for manufacturers: Develop a portal site for customers to whom we supply products, enabling instant access to technical information, including product specifications and compatibility with peripheral components

Business KPIs

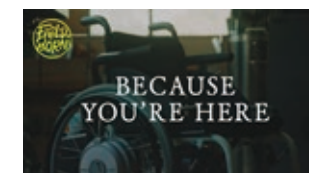
Revenue growth	ROS	ROIC
CAGR: 15% range	8% range*	18% range*

* Before HQ corporate expense allocations

Close-Up

Bringing the Joy of Play to All Children

Our Field-Born series of SDG-focused videos spotlights people as they face a range of issues, large and small, and take action to resolve them. The ninth installment tells the story of a clinical engineer in the field of rehabilitation who adds play-specific functionality to the JW Series of electric wheelchairs, thereby supporting children’s development and broadening their range of activities.





Strategies by Business



Toshiaki Ibata

Senior Executive Officer,
Chief General Manager of Marine Business Operations

Strengths

- Superior product reliability
- Integrated business strengths supported by operations in a wide-range of business fields and an expansive product lineup
- Sales and service capabilities spanning the global market
- Technology and expertise cultivated in Land Mobility and other businesses that can be applied to the Marine Products business

Opportunities

- Demand recovery driven by easing inflation and declining interest rates
- Growing demand for personal watercraft as their uses continue to diversify
- Growing global demand for large outboard motors

Risks

- Dramatic market shifts stemming from climate change, rapid technological innovation, or other factors
- Sudden changes in the global economy, exchange rates, and regulations, including additional tariffs under the new U.S. administration
- Rising labor and raw material costs

Issues

- Accelerating new product development
- Strengthening advanced technology development

Marine Products

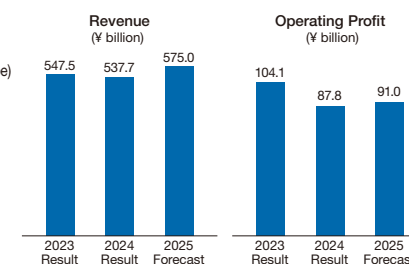
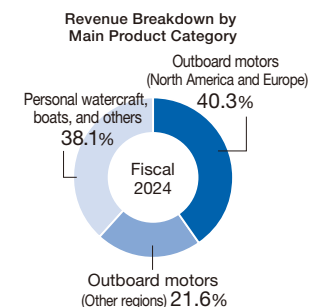
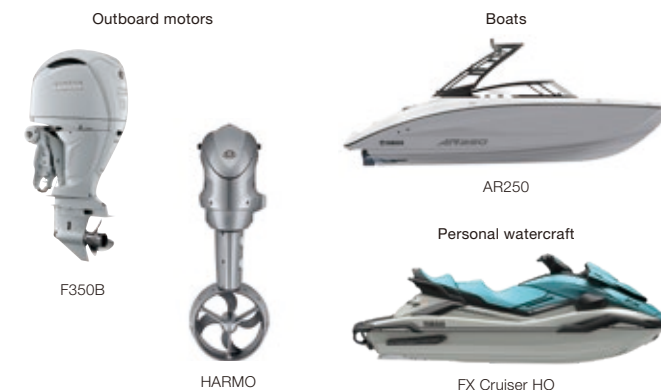
Business Overview

The Marine Products business offers a diverse product lineup, including outboard motors, personal watercraft, boats, fishing boats, and utility boats, meeting a wide range of needs from recreational to commercial use. This segment accounts for about 20% of the Company's consolidated revenue but contributes about 50% of operating profit, making it a highly profitable business. Our flagship product—outboard motors—commands a global-level market share and has secured a global leadership position founded on exceptional reliability.

Developed markets such as North America and Europe are the core markets for outboard motors. However, there is also steady growth in emerging markets, driven by uses such as fishing and tourism. Total demand for large outboard motors and personal watercraft is expected to grow during the period of the new medium-term management plan. In addition to offering an attractive product lineup, by integrating the entire value chain as a comprehensive marine product company, our aim is to be able to maximize customers' experiential value. Achieving carbon neutrality is also a medium- to long-term challenge; accordingly, we are promoting the development of small- and medium-sized electric propulsion systems and hydrogen engines under our multiple-pathway approach.

With a history of more than 60 years, this business, as a comprehensive marine product manufacturer, has set "Reliable and rich marine life: Toward further increasing the value of the ocean" as its long-term business vision. Leveraging the technological capabilities and intellectual property cultivated across our diverse businesses, we will further strengthen the Yamaha Motor brand's position as a comprehensive leader in the marine industry. At the same time, with a focus on people's lives and the future of society, we will continue advancing efforts to realize our long-term business vision.

Main Products



Market Changes and Yamaha Motor's Positioning

	Main Markets	Market and Conditions at Yamaha Motor	Main Competitors
Outboard motors	Worldwide	The market size remains stable at approximately 800,000 to 900,000 units annually, with a gradual increase in demand for large models of 150 horsepower and above. We will respond to market needs by strengthening our large-model lineup and raising production capacity. Additionally, by expanding related product offerings, we aim to enhance customers' experiential value as a comprehensive marine product company.	MERCURY, SUZUKI, HONDA, TOHATSU
Personal watercraft	United States	Although total demand in 2024 declined due to rising interest rates and inflation, a gradual recovery is anticipated going forward. Usage has diversified beyond traditional single-occupant models to include family-oriented options and models designed for other recreational purposes. We plan to introduce models based on a new platform designed to meet these evolving needs.	BRP, KAWASAKI
Boats	Japan, United States, and Europe	The domestic market remains stable, with a focus on high-value-added pleasure boats. With Sea-Style, our membership-based rental boat club, we are strengthening our development of services aligned with customer preferences.	YANMAR, TOYOTA, SUZUKI



Strategies by Business—Marine Products

Marine Products **Business Vision** Reliable and rich marine life: Toward further increasing the value of the ocean

Review of Medium-Term Management Plan (2022–2024)

The Marine Products business saw strong growth in fiscal 2022 and 2023, driven by increased leisure demand following the COVID-19 pandemic and favorable currency movements. However, in fiscal 2024, both revenue and operating profit declined year-on-year due to economic challenges such as inflation and high interest rates, mainly in developed markets.

In the core outboard motor segment, production capacity expansion to support a broader large outboard motor lineup—including the launch of the new F350—progressed as scheduled. Capacity increases to meet the expected rise in demand and lineup expansion for large outboard motors also advanced as planned. Under our Marine CASE Strategy, we have steadily built a solid strategic foundation, which includes completing M&As with companies that have strengths in each relevant domain. In the United States, we also established the Marine Innovation Center and an offshore testing facility, enhancing our development structure and making it capable of responding more swiftly to market needs.

On the other hand, we recognize that supply chain disruptions and limitations in our product lineup led to a decline in market share in some areas. This remains an issue to be addressed.

We will engage in two key measures going forward. The first is to further enhance the large outboard motor lineup and expand our production system. The second is to accelerate the development of advanced technologies such as assisted control systems. These efforts will serve as the foundation for reinforcing our business competitiveness.



Future Policies and Key Measures

In our Marine Products business, we have evolved from being a traditional supplier of engines and boats into an integrated systems supplier, encompassing peripheral equipment and control systems. Under the previous medium-term management plan, we advanced our Marine CASE Strategy and worked to build the necessary foundation for a next-generation marine industry through strategic M&As and other measures. Under the new medium-term management plan, we will shift into the execution phase, leveraging the progress made to date as we work toward realizing our long-term business vision.

Our fundamental policy is “Co-Creation.” This approach represents our commitment to contributing to customers and society by leveraging Yamaha Motor’s diverse assets—ranging from products and technologies, to services and manufacturing capabilities—in collaboration with other companies and business domains. Guided by this approach, we have defined four key focus areas: strengthening our presence in the large outboard and premium segments; enhancing customers’ experiential value; establishing global collaborations and ensuring business sustainability; and addressing societal issues.

On the investment front, we will increase spending on research and development as well as capital expenditure, while also strengthening our operations in both Japan and the United States. By achieving our 2027 targets of revenue CAGR in the 8% range, ROS in the mid-20% range, and ROIC in the 30% range, we will lay the foundation for sustainable growth.

Close-Up

New Product: Wireless Joystick Control System

At the Miami International Boat Show in February 2025, we unveiled our latest control device, a wireless joystick control system. This innovative product allows intuitive boat control using just the thumb and index finger—even when away from the helm. It enables smooth, one-handed control of complex maneuvers such as forward motion, turning, and docking, significantly enhancing operational freedom and comfort. As a gateway to a new marine experience, this system has attracted considerable attention.



Input

R&D expenses	Capital expenditure	Expansion of personnel
1.7 times vs. previous plan	1.8 times vs. previous plan	North America: 1.3 times; Japan: 1.1 times

Key Themes and Specific Measures

Strengthen presence in the large outboard and premium segments

- Revamp the product lineup and develop products that win out against the competition
 - Achieve rapid development by collaborating with external partners
 - Large outboards: Expand lineup of models 150 hp and higher and enhance performance for key characteristics
 - Personal watercraft: Introduce new platform models and offerings aligned with diversified uses (new models and accessories)
- Meet global demand by increasing production capacity
 - Large outboards: +15% capacity (vs. 2024)

Enhance customers’ experiential value

Evolve toward an integrated boat business

- Expand peripheral products
 - Promote development toward integrated control of the entire boat
- Broaden business scope to encompass the entire marine products ecosystem
 - Evolve into a service provider for the entire ecosystem by leveraging digital transformation and big data
 - Establish a platform that connects various marine stakeholders, including customers, dealerships, boat builders, rental operators, and marinas

Promote global collaboration and ensure business sustainability

Optimize global development functions

- Enhance R&D capabilities and speed up development
 - Japan: Engine development, manufacture, and testing
 - U.S.: Advanced technology development, and field evaluations
 - Europe: Electric model development, manufacture, and field evaluations

Initiatives to address societal issues

Promote sales and development of carbon-neutral products through a multi-pathway approach

- Advanced development domain
 - Promote development exploring various fuel options including hydrogen engines, and technologies to reduce water resistance for improved fuel efficiency
- Mass production and market expansion domain
 - Advance global expansion of Torqeedo electric outboard motors through Yamaha Motor’s sales channels
 - Expand sales of HARMO, an electric propulsion system developed in-house

Business KPIs

Revenue growth	ROS	ROIC
CAGR: 8% range	Mid-20% range*	30% range*

* Before HQ corporate expense allocations



Strategies by Business



Ayako Egashira

Executive Officer,
Chief General Manager of Solution Business Operations

Strengths

- Provision of products and services with value aligned to customer needs through unified production, sales, and technology operations
- Combined technology and sales network through business integration with Yamaha Robotics Holdings Co., Ltd. to provide customers with total solutions from semiconductor manufacturing to mounting
- Co-creation capabilities founded on strong relationships with business partners

Opportunities

- Expected market growth in tandem with technological innovation and increasing demand
- Demand for semiconductor parts driven by the expansion of generative AI
- Growth in semiconductor-related markets and shifting regional dynamics
- Growth of market share through acquisition of new customers and development of cutting-edge technologies

Risks

- Economic security and geopolitical risks
- Intensifying price competition
- Competition to develop new technologies in the SEMI segment

Issues

- Difficulty in securing profits due to rising costs; need to improve profitability
- Keeping up with short turnaround times and large shifts in demand volume (supply chain, inventory, and human resources)

Robotics

Business Overview

The Robotics business began when we applied the automation and labor-saving expertise that we had cultivated at our own manufacturing sites to the development of a business marketed to companies outside the Group, beginning with the launch of our industrial robot operations in the early 1980s. Today, the business primarily comprises four segments: SMT (surface mounting technology-related equipment), SEMI (semiconductor manufacturing equipment), FA (industrial robots and other factory automation solutions), and UMS (unmanned systems, primarily industrial-use unmanned helicopters and drones).

In the global manufacturing industry, the need for automation and labor-saving is expected to intensify due to labor shortages and other factors. Additionally, with the proliferation of generative AI, demand for semiconductor-related products is projected to rise, presenting significant opportunities for this business. Our strengths lie not only in our lineup of high-precision, reliable products—such as SMT-related equipment—but also in our ability to deliver comprehensive automation and labor-saving solutions through the integration of a diverse range of products across entire production processes. The Robotics business aims to provide solutions to customers' needs by optimizing entire factories, ultimately contributing to more fulfilling lifestyles for the end-users of their products.

In particular, in the high-growth SEMI segment, we will accelerate research and development as well as capital expenditure in cutting-edge semiconductor-related technologies. In February 2025, the decision was made to consolidate operations at our wholly owned subsidiary Yamaha Robotics Holdings Co., Ltd., including the absorption of its wholly owned subsidiaries Shinkawa Ltd., Apic Yamada Corporation, and PFA Corporation, with Yamaha Robotics Co., Ltd. as the surviving company. Through the merger, Yamaha Robotics will accelerate value creation beyond customer expectations, striving to become one of the world's leading total solution providers in semiconductor back-end processing and surface mount technology.

Main Products

SMT solutions



• SMT equipment
• Printers
• Systems and software, etc.

Semiconductor back-end processing equipment (SEMI)



• Bonding equipment
• Molding equipment, etc.

Industrial robots (FA)



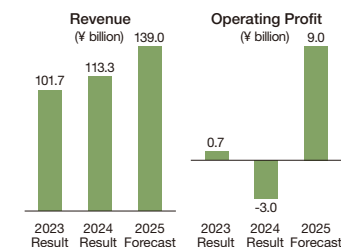
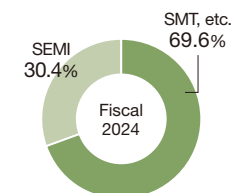
• Linear conveyor modules
• Selective Compliance Assembly Robot Arm (SCARA)-type robots, etc.

UMS



• Industrial-use unmanned aircraft

Revenue Breakdown by Main Product Category



Market Changes and Yamaha Motor's Positioning

	Main Markets	Market and Conditions at Yamaha Motor	Main Competitors
Surface mounting technology-related equipment (SMT)	Japan, Asia, Europe, and the United States	In markets worldwide where electronic device manufacturing is concentrated, demand relating to circuit board assembly is expanding. Our diverse product lineup, ranging from multifunctional, high-speed models to cost-effective options, has enabled us to secure a broad customer base.	FUJI, PANASONIC, ASM, JUKI, HANWHA
Semiconductor manufacturing equipment (SEMI)	Japan, Asia, Europe, and the United States	Our ability to propose one-stop solutions is one of our strengths, thanks to our full range of back-end processing equipment. Moving forward, we will increase investments in cutting-edge semiconductor technologies.	ASM, BESI, K&S, TOWA
Industrial robots (FA)	Japan, Asia, Europe, and the United States	With a global labor shortage driving increased demand for factory automation, we provide a lineup of high-speed, high-precision SCARA robots and linear conveyor modules. We aim to grow by enhancing our solutions for companies expanding worldwide.	EPSON, MITSUBISHI, DENSO, IAI, INOVANCE
Industrial-use unmanned helicopters and drones (UMS)	Japan, South Korea, and the United States	With a strong track record in agricultural applications such as pesticide spraying, we are expanding usage into infrastructure inspection, surveying, and post-disaster support. Our strengths lie in our small-engine technologies, fiber-reinforced plastic (FRP) molding technologies, and control technologies.	DJI



Strategies by Business—Robotics

Robotics Business Vision Supporting a rapidly digitalizing world and transforming the mobility production process with our One-Stop Smart Solution

Review of Medium-Term Management Plan (2022–2024)

From the second half of 2022, equipment demand slowed due to the pullback following the stay-at-home boom associated with the COVID-19 pandemic. This resulted in inventory buildup, which in turn triggered a pause in corporate capital expenditure. However, demand in SEMI (semiconductor manufacturing equipment)—mainly related to generative AI—has increased, and a gradual recovery began in 2023.

In 2024, revenue was below the initial plan due to factors such as inventory valuation losses on parts and increased development expenses, we recorded a consolidated operating loss. Furthermore, revenue CAGR was -2%, well below the +16% target KPI set in the previous medium-term management plan.

On the other hand, profit contributions from Group company Yamaha Robotics Holdings steadily expanded, and the long-term market growth trend remains robust.

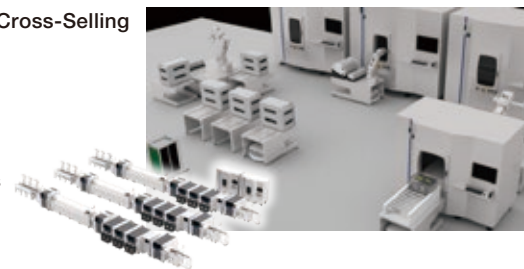
Despite a challenging business environment, we have steadily advanced initiatives for the next stage of growth, including the plant expansion at the Hamamatsu Robotics Office and the launch of a new SMT platform model. Additionally, we established a new company in Singapore to strengthen support for customers shifting manufacturing bases to Southeast Asia, India, and other areas, and we are also focusing on acquiring major internationals as customers.

Moving forward, we will prioritize improving profitability, building stable relationships with key customers, and accelerating advanced technology development in the SEMI segment to reinforce our foundation for sustainable growth.

Close-Up

Supporting Automation of Entire Processes and Factories through Cross-Selling

While automation has advanced in specialized equipment such as SMT lines and semiconductor back-end processing systems, many processes in neighboring fields or for factories as a whole still rely heavily on manual labor. To address this, we have launched a full-scale cross-selling initiative that creates links across our extensive product lineup—including SMT-related equipment, industrial robots, and semiconductor back-end processing equipment—to propose automation solutions for entire processes and factories. We have established a dedicated team to offer optimized solutions through seamless coordination between equipment categories. In 2024, orders from target customers increased by approximately 40% year on year as a result of cross-selling efforts.



Future Policies and Key Measures

In recent years, ongoing uncertainties have surfaced due to national policy measures related to economic security, growing geopolitical risks, and intensifying price competition across each segment. However, the robotics market as a whole is expected to experience steady growth over the medium to long term. The Company views the expansion of new demand associated with generative AI, shifts in the regional emphasis of corporate capital expenditure, and the transition to advanced technologies as significant opportunities.

Under the new medium-term management plan, we aim to balance both growth and profitability by leveraging our diverse product lineup to serve as a comprehensive solutions provider that supports the automation of production processes for customers worldwide. Our targeted revenue CAGR by segment is 15% for SMT, 18% for SEMI, and 14% for FA, with an overall target of 15% for the business as a whole. We will also work to improve ROIC and strengthen our earnings structure.

To support this growth, we plan to increase R&D expenses to approximately 1.3 times the level of the previous medium-term plan. We are especially focused on strengthening the development of cutting-edge semiconductor post-processing equipment in the SEMI segment and enhancing solutions for the automotive sector in the SMT segment. Moreover, we will increase capital expenditure in the SEMI segment to 2.2 times the level of the previous medium-term plan, significantly boosting production capacity. At the same time, we plan to increase the number of engineers supporting research, development, and manufacturing by 1.2 times.

Through this focused allocation of resources, we aim to establish a top-three position in the robotics industry, which we see as a long-term growth market, steadily executing a strategy concentrated on clearly defined priority areas.

Input

R&D expenses	Capital expenditure	Expansion of human capital
1.3 times vs. previous plan	0.7 times (SMT) 2.2 times (SEMI) vs. previous plan	1.2 times

Key Themes and Specific Measures

Surface mounting technology (SMT)

Establish a top-three position in the industry by focusing on acquiring major automotive and EMS customers

- Target areas: Automotive parts, communication devices, and network infrastructure-related sectors
- Acquire new major automotive and EMS customers
 - Strengthen coordination combining cross-selling and regional sales functions
 - Capture automotive parts and server-related investments by expanding coverage of selected components
- Improve profitability
 - Implement cost reforms centered on mainstay models
 - Shorten procurement and assembly lead times by updating, automating, and streamlining business systems
- Strengthen proposal and support capabilities for customers expanding worldwide
 - Strengthen sales and service systems in the United States, Southeast Asia, and Indian markets

Semiconductor back-end processing (SEMI)

Stay ahead of technological advances and redefine our market position

- Target areas: Cutting-edge semiconductors (AI), power semiconductors, and mainstream semiconductors
- Generate profits in our core areas and expand growth in the cutting-edge semiconductor field
 - Introduce new platform models in core areas
 - Introduce new processing technologies in the cutting-edge semiconductor field
 - Increase production capacity
 - Transition to an organizational structure that promotes structural reforms

Factory automation (FA)

Realize automation solutions in collaboration with the SMT and SEMI segments

- Rebuild business models to return to a growth trajectory
 - Establish a solutions business linking to the SMT and SEMI segments
 - Offer seamless, integrated environments centered on our linear conveyors and efficient systems
 - Strengthen account sales operations

Business KPIs

Revenue growth	ROS	ROIC
CAGR: 15% range	17% range*	15% range*

* Before HQ corporate expense allocations



Strategies by Business



Hiroshi Koike

Executive Officer,
Chief General Manager of Outdoor Land Vehicle Business Operations

Strengths

- Strong brand image, technological capabilities, and trusted quality cultivated through motorsports
- Strong brand image, technological capabilities, and trusted quality cultivated through the golf course business

Opportunities

- Rising demand for higher value-added recreational off-highway vehicles (ROVs) in the U.S. market
- Increasing demand for low-speed mobility in the U.S. market
- Used vehicle sales business utilizing off-lease golf course vehicles

Risks

- Rapid changes in the global economy, exchange rates, environmental regulations, and other external factors
- Further intensification of competition resulting from new players entering the market

Issues

- Need to strengthen the supply chain and B2C sales network
- Delays in updating the model lineup
- Lag in technological development to meet growing needs for higher value-added products

Outdoor Land Vehicle

Business Overview

The Outdoor Land Vehicle (OLV) business was established in January 2025 to drive foundational innovation for long-term growth and to realize synergy effects through the consolidation of businesses primarily targeting the U.S. market. OLV comprises the recreational vehicle (RV) and low-speed mobility (LSM) businesses, and serves diverse applications from commercial use to outdoor leisure. It offers a wide range of off-road vehicles, including all-terrain vehicles (ATVs) and recreational off-highway vehicles (ROVs), as well as low-speed mobility products including golf cars, utility vehicles, and (in the United States) low-speed vehicles (LSVs) and personal transportation vehicles (PTVs).

More than 50% of global demand for ATVs comes from the U.S. market, where we meet diverse needs with a wide-ranging lineup—from utility models to sport types. Similarly, the United States is the primary market for ROVs, which continue to see stable demand not only for outdoor leisure but also for commercial use, with the overall market showing a growth trend. In recent years, demand has been rising noticeably for greater versatility and enhanced passenger comfort. Going forward, we will need to pay close attention to how customer value expectations continue to shift.

The U.S. market accounts for nearly 80% of global demand in the LSM segment—including golf cars, utility vehicles, LSVs, and PTVs. The COVID-19 pandemic accelerated changes in people's lifestyles, resulting in a significant increase in demand for short-distance transportation other than at golf courses.

Among the many global players in the powersports and personal mobility industries, Yamaha Motor is the only brand that offers a full range of outdoor recreation products, spanning both land and water, that customers can enjoy throughout their lives. Working in collaboration with our motorcycle, marine product, and other operations, we aim to expand the market share of the OLV business in the United States.

Main Products

ROVs



VINKING



Wolverine RMAX4

Golf cars

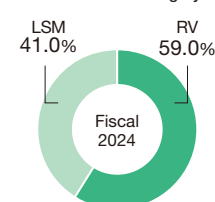


G30Es



UMAX

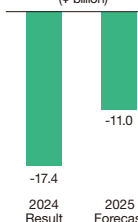
Revenue Breakdown by Main Product Category



Revenue (¥ billion)



Operating Profit (¥ billion)



Market Changes and Yamaha Motor's Positioning

	Main Markets	Market and Conditions at Yamaha Motor	Main Competitors
ATVs ROVs	North America	The North American market accounts for the majority of demand. The market has returned to the solid growth trend seen prior to the COVID-19 pandemic. Amid an industry-wide oversupply, we will continue marketing efforts aimed at gaining lifelong Yamaha Motor fans.	POLARIS, BRP, HONDA, KAWASAKI
Golf cars PTVs LSVs	North America	The North American market accounts for the majority of demand. Since the COVID-19 pandemic, LSM vehicles suitable for use on public roads have seen steady growth. We are targeting an early launch for our proprietary models.	CLUB CAR, E-Z-GO, ICON, STAR, EVOLUTION



Strategies by Business—Outdoor Land Vehicle

Outdoor Land Vehicle **Business Vision** Create synergy in outdoor leisure through two businesses centered on the North American market

Review of Medium-Term Management Plan (2022–2024)

In fiscal 2024, revenue for the OLV business amounted to ¥179.5 billion, with an operating loss of ¥17.4 billion. Sales declined and profitability deteriorated amid intensified competition, compounded by the recording of an impairment loss on non-current assets, leading to a year-on-year drop in both revenue and earnings.

In the RV business, the industry shifted from a supply shortage during the COVID-19 pandemic to a situation necessitating efforts to resolve excess supply, which led to intensified price competition and lower profitability. While working to improve supply chain management, we also reassessed market growth and expected profitability, which led to the decision to record an impairment loss on non-current assets in 2024. Consequently, the final results showed a significant deficit compared with the targets of the previous medium-term management plan.

In the LSM business, overcoming supply shortages caused by the COVID-19 pandemic and clearing backorders helped achieve record-high sales. However, with regard to profitability, due to concerns over the introduction of anti-dumping measures on Chinese products in the U.S., imports of these products have increased since 2024, leading to saturated market inventory and tougher price competition. Additionally, costs due to quality-related loss had a significant impact on profits.

Future Policies and Key Measures

The market, including ATVs, ROVs, and LSM vehicles, is expected to expand long-term through further increases in added value. To seize these growth opportunities, we will significantly increase R&D expenses to about 1.7 times and capital expenditure to about 2.2 times compared with the total for the previous medium-term management plan period. At the same time, we plan to bolster our human capital by increasing the number of engineers in the RV business by 1.2 times and in the LSM business by 1.1 times. The RV business will promote development of a new platform capable of meeting diverse needs, ranging from sports to recreation and multipurpose usage. The LSM business aims to expand its value offerings by developing a platform compatible with golf cars, PTVs, and LSVs.

In the U.S., our strategic market, we aim to achieve a 9% share for ROVs and an 18% share for LSM vehicles used outside of golf courses by 2030. As 2027 falls before the full benefits of the platform models take effect, business KPIs are expected to remain modest. Accordingly, we have set targets of revenue CAGR in the 5% range, return on sales (ROS) in the 2% range, and ROIC in the 3% range.

Going forward, we will continue to closely monitor market growth and the effectiveness of our integration strategy in the United States, and make a decision on additional investments in fiscal 2026.

Input

R&D expenses	Capital expenditure	Expansion of human capital
1.7 times vs. previous plan	2.2 times vs. previous plan	Engineers RV: 1.2 times; LSM: 1.1 times

Key Themes and Specific Measures

Build a foundation for the future through next-generation platform development

- RV: Develop a new platform capable of meeting cross-segment needs
- LSM: Expand value offerings in low-speed mobility by developing a new platform compatible with golf cars, PTVs, and LSVs

Make additional investment decisions during the medium-term management plan period

- Assess market growth and the effectiveness of the U.S. integration strategy to determine by 2026 whether to make further investments in North America
 - Expand OLV production capacity
 - Construct additional RV development facilities
 - Strengthen business management functions

Business KPIs

Revenue growth	ROS	ROIC
CAGR: 5% range	2% range*	3% range*

* Before HQ corporate expense allocations

Close-Up

Unveiling of a World-First Hydrogen Engine Golf Car

Yamaha Golf-Car Company, which sells golf cars in the United States, has developed the DRIVE H2, the concept model for a golf car equipped with a hydrogen engine. This model made its world premiere at the PGA Show held in Florida in January 2024. The PGA show is one of the world's largest golf industry events. The exhibition served as a platform to showcase the Yamaha Motor Group's latest initiative toward achieving decarbonization on a global stage.





Strategies by Business



Jeffrey Young

Executive Officer,
President & CEO of Yamaha Motor Finance Corporation

Strengths

- Providing stable services over the very long term, unaffected by economic conditions
- Building strong, lifelong bonds with customers
- Sustainable revenue growth

Opportunities

- Securing earnings and growth in new markets (Europe and Latin America)
- Expanding financing programs for marine products
- Expanding financial services to include extended warranties, insurance, and peripheral products

Risks

- Increase in financing costs due to interest rate changes, liquidity issues, and other factors
- Increase in bad debt
- Increase in operational risk

Challenges

- Global business risk management
Countermeasures: Establish a global governance structure based on business management company Yamaha Motor Finance Corporation (YMFC)
- Contributing more to product sales businesses
Countermeasures: Strengthen inter-business collaboration and use technology to raise business competitiveness
- Raising ROE
Countermeasures: Effective capital management within the Group through YMFC

Financial Services **Business Vision** Provide sound Financial Services that contribute new excitement and a more fulfilling life for Yamaha customers

Business Overview

In line with the business environment and applicable regulations, and in coordination with our sales companies, local partners, and other stakeholders, we operate globally using approaches tailored to each region. We aim to provide financial services that deliver new forms of *Kando* and support more fulfilling lives, primarily for Yamaha Motor customers.

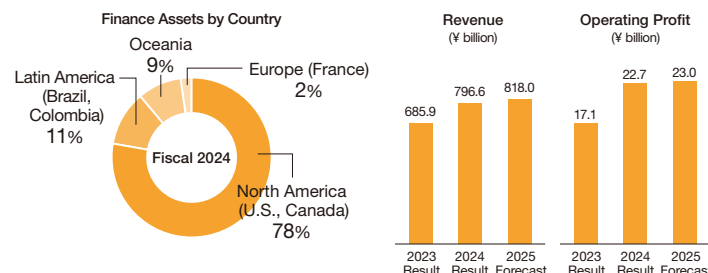
Review of Medium-Term Management Plan (2022–2024)

During the previous medium-term management plan, outstanding receivables in Financial Services increased to ¥796.6 billion (159% of our target), due in part to the impact of strong performance by our product sales businesses. Operating profit was ¥22.7 billion (150% of our target), partly due to the increase in receivables and a one-time gain on valuation of interest rate swaps. Despite the impact of external factors such as higher fundraising costs in the countries where we do business, ROA was 2.9% as a result of appropriate profit management.

In a highly uncertain economic environment, key challenges going forward will include keeping fundraising costs down, ensuring the quality of receivables, and addressing payment delays.

In addition, as part of our efforts to enter new markets under the previous medium-term management plan, we worked to expand our business by introducing a new marine product financing program in North America and establishing a financial services subsidiary in Colombia through a joint venture with a local sales company, among other measures.

To strengthen Financial Services, in 2022 we established Yamaha Motor Finance Corporation (YMFC) in the United States as the business management company for our global financial services, and began activities to build a global business management structure centered on YMFC and to enhance our business infrastructure.



Future Policies and Key Measures

We will roll out our unique, sustainable Financial Services business in the global market, aiming for ¥1 trillion in finance assets, ROA of 3.0%, and ROE of 10%. Based on a global governance structure, the plan will promote three objectives:

Competitiveness We will step up collaboration with product sales businesses and utilize technology to improve convenience for customers and strengthen their ties with the Group's products. We will also use the Financial Services business to further enhance the experience value of the Group's products so that more customers choose our services.

Growth Potential We will create new growth opportunities by broadening financial services to encompass peripheral products and ramping up the rollout of our extended warranty and insurance business.

Profitability We will build a sustainable business infrastructure by increasing the capital efficiency and thereby profitability of our financial services subsidiaries.

Underpinning these objectives, we will implement a three-line defense model and a global governance structure. We will accelerate growth and value creation globally and realize a sustainable and competitive Financial Services business.

Key Themes and Specific Measures

Measures to further enhance competitiveness of Financial Services led by business management company YMFC

- Through the effective cross-border utilization of management resources, further develop Financial Services in each country
 - Innovation: Ramp up application of fintech
 - Talent management: Financial human resources management that ensures the right people are in the right place at the right time
 - Increase the sophistication of global business risk management, compliance, and governance
 - Maintain ROA at an appropriate level and improve ROE

Contributing to product sales businesses

- Improve customer and dealership experience
 - Increase the ratio of customers using our Financial Services by strengthening ties and fostering lifelong Yamaha Motor fans
 - Through the aggregation of digital technology development, provide services that are appealing from the viewpoint of stakeholders
- Growth fields
 - Regional expansion (Europe, etc.)
 - Expanding financing programs for marine products
 - Extended warranties and insurance business

Business KPIs

Finance assets	ROA	ROE
¥1 trillion	3.0% level	10% level

Sustainability Strategies

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Sustainability Strategies

We believe that contributing to the sustainable development of society through business activities in line with our Corporate Mission to be a *Kando* Creating Company represents the kind of approach to sustainability expected of Yamaha Motor. The Company has positioned sustainability as a key pillar of its management and is kick-starting efforts aimed at building a more sustainable world.

Yamaha Motor Group Sustainability Basic Policy

The Yamaha Motor Group's Corporate Mission is to be a *Kando* Creating Company. We aim to offer 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 societal issues and sustainable development through innovative and diverse products and services, in ways that embody the unique style of Yamaha.

We ask our business partners to uphold this policy and act in accordance with it.

- 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 in any form.
- We will value our relationships with our stakeholders and disclose information in a timely and appropriate manner.

Sustainability Promotion Structure

The Management Committee, chaired by the President and Chief Executive Officer, and with executive officers with titles as members, deliberates on and determines the response to issues related to sustainability and risk compliance.

Furthermore, to enable discussions and consideration based on deliberations at the Management Committee, the Company has established subordinate committees for specialized deliberation and review: the Sustainability Committee, chaired by the Chief Strategy Officer (CSO) and with executive officers with titles (appointed by the CSO) as members, and the Global Risk & Compliance Management Committee, chaired by the Chief Risk and Compliance Officer (CRCO) and with executive officers with titles (appointed by the CRCO) as members. In addition, subordinate to these committees, the Company has established the Environment Committee, chaired by the executive officer in charge of environmental affairs and composed of personnel in charge of promoting activities at respective businesses and departments (appointed by the chairman), as well as the Global Risk & Compliance Steering Committee, chaired by the CRCO and composed of Risk and Compliance Officers (RCOs) from key regions (appointed by the CRCO).

The Sustainability Committee and Environment Committee deliberate on policies, visions, medium- to long-term environmental plans, investments, and monitoring related to sustainability, while the Global Risk & Compliance Management Committee and the Global Risk & Compliance Steering Committee review and consider, from a specialized perspective, policies, medium- to long-term plans, risk assessments, countermeasures, and monitoring concerning risk and compliance management.

Sustainability Promotion Structure



External Recognition

FTSE4Good Index Series
 FTSE Blossom Japan Index
 FTSE Blossom Japan Sector Relative Index
 MSCI ESG RATINGS (AAA rating)¹
 MSCI Japan ESG Select Leaders Index²
 MSCI Selection Indexes³
 CDP (Rated B in the climate change and water security categories for 2024)
 S&P Japan 500 ESG
 SOMPO Sustainability Index 2025
 Bright 500, 2025 Outstanding Organizations of KENKO Investment for Health Program (Large Enterprise Category)



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3. Note that MSCI ESG Leaders Indexes was renamed to MSCI Selection Indexes in February 2025.



Stakeholder Engagement

In its management, Yamaha Motor considers it important to co-create value with its diverse stakeholders—not just shareholders and investors, but also customers, employees, business partners, the global environment, and local communities. We will continue to promote appropriate collaboration through a multi-stakeholder approach.

	Policies	Fiscal 2024 Results
Customers	We will provide high-quality products and services that can be used safely and with peace of mind by anyone, work to educate people and spread knowledge on the proper ways to use our products, and create good environments for their use.	<ul style="list-style-type: none"> Operations in over 180 countries and regions Revenue: ¥2,576.2 billion CAGR: 12% (2022–2024)
Employees	We believe that the health and safety of our employees is fundamental to the Company's future growth. We will improve working environments, respect diversity, and work proactively so that our human resources can thrive. We will also respect the right to freedom of association and to collective bargaining.	<ul style="list-style-type: none"> Local hiring for core positions outside Japan: 57.5% Ratio of women managers: 12.1%
Suppliers	We will open our doors wide to all partners, regardless of country of registration or business scale, and work to achieve mutual prosperity with a long-term perspective.	<ul style="list-style-type: none"> Completion rate for risk assessments of direct material suppliers: 100%
Global environment	We will develop technologies with a view to preventing global warming, and work to minimize environmental loads. Furthermore, we will work to conserve biodiversity and use natural resources sustainably.	<ul style="list-style-type: none"> Scope 1 and 2: 71.7% reduction (emissions intensity; compared with 2010)
Local communities	We will respect the cultures and customs of each country and region, and work to achieve harmony with communities.	<ul style="list-style-type: none"> Social contribution activity expenditures: ¥2,528 million Number of Yamaha Riding Academy participants: 383,000 (2022–2024 cumulative total)
Shareholders and investors	We aim to enhance corporate value through stable long-term growth based on dialogue.	<ul style="list-style-type: none"> ROE: 14.6%* Total payout ratio: 46.9%* <p>* 2022–2024 three-year average</p>

Dialogue with Shareholders and Investors

To achieve sustainable growth and increase corporate value over the medium to long term, we proactively create opportunities for dialogue with shareholders and investors. These opportunities include actively holding briefings on our progress and Q&A sessions, covering such topics as financial results, medium- to long-term management strategies, materiality issues, and ESG, among other activities.

Summary of Stakeholder Dialogue by Fiscal Year

	Fiscal 2022	Fiscal 2023	Fiscal 2024
IR interviews	309	243	302
Roadshows	10	16	25
Conferences and events	16	30	34
Engagements	12	21	14
Total	347	310	375

Main Dialogue Topics (Fiscal 2024)

- Progress of the Medium-Term Management Plan (2022–2024) and direction of the new medium-term management plan
- Demand trends and growth potential in each business, and resource allocation policy to each business
- Strengthening governance
- Measures for carbon neutrality
- Progress of strategic investments for growth

Initiatives Based on Dialogue (Fiscal 2024)

Strengthening governance	<ul style="list-style-type: none"> As part of efforts to make the Board of Directors more representative of the Company's diverse nature, appointed a female non-Japanese director (independent outside director) Ended the reciprocal appointment of outside directors with related entities
Strengthening opportunities for dialogue with management	<ul style="list-style-type: none"> Held events focused on our core Marine Products and Motorcycles businesses to provide more opportunities for dialogue Please refer to our website for more details.



Environmental Management

We stay aware of and manage the opportunities and risks that environmental challenges pose to our businesses and incorporate measures for adaptation and mitigation into our business strategies. We promote initiatives under Yamaha Motor Group Environmental Plan 2050—which was revised in 2021—in our efforts to offer new excitement and a more fulfilling life for people all over the world.

Initiatives for the Global Environment

As global warming and resource issues become more serious, the Yamaha Motor Group will promote initiatives to achieve harmony with the global environment in all of its corporate activities. We aim to become carbon neutral and nature positive by reducing greenhouse gas emissions, conserving energy, preventing pollution, effectively using resources, and preserving biodiversity. We will also continue working to reduce our impact on the environment throughout our entire supply chain.

Yamaha Motor Group Environment, Health and Safety Management Policy

To realize its management principle of fulfilling social responsibilities globally, the Yamaha Motor Group has established a Group Environment, Health and Safety Management Policy based on its Sustainability Basic Policy and the Yamaha Motor Group OSH Basic Policy. The Group works to protect the global environment, prevent occupational accidents and health problems, and promote disaster prevention activities.

With regard to the environment, we strive to minimize environmental issues, including with regard to climate change and impact on biodiversity, in all areas of our business activities. To this end, we set goals for reducing environmental impact, continue making progress toward them, and manage and improve related activities, while also focusing on education and training to bring about further impact reduction.

Strengthening Environmental Governance through Unified Global ISO 14001 Certification

Under the “Global Environment” section of its Sustainability Basic Policy, the Yamaha Motor Group has built a globally unified environmental management system (the “Group Environmental MS”). We are promoting the acquisition of ISO 14001 environmental management systems certification, centering on our manufacturing companies in Japan, Asia, Europe, and North and South America. In this and other ways, we continue to raise the standard for environmental activities across the whole Group.

Under the Group Environmental MS, we promote effective environmental management activities. Top management personnel at each Group company have been given responsibility for determining roles and authority related to the Environmental MS, establishing promotion frameworks, conducting monitoring and

management reviews to ensure proper implementation of their company’s activities, and providing necessary instruction.

Furthermore, by compiling the results of management reviews from each Group company and presenting a Groupwide management report for review by the President and Chief Executive Officer of Yamaha Motor, we are strengthening 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 their business, and working to reduce environmental risks and prevent pollution. Moreover, we continuously improve the environmental management system through internal audits of environmental initiatives to verify their adequateness and effectiveness.

Through these efforts, 43 Group companies in and outside Japan obtained certification in 2024. In addition, over the five-year period from 2020 through 2024, no violations of environmental laws resulting in a fine occurred at any Group companies.

Moreover, to reinforce the Group’s environmental governance, we utilize G-YECOS* to roll out environmental policies, share environmental activities, and collect environmental data, thereby strengthening and streamlining the Group’s overall environmental management system.

* G-YECOS: Global Yamaha Motor EHS & Sustainability Communication System, an information network that we developed in-house

Identifying and Managing Environment-Related Risks and Opportunities

Each business and operational department categorizes short-term, medium-term, and long-term climate-related risks as well as nature-related risks into “risks related to transitioning to a low-carbon economy,” “risks related to physical changes caused by climate change,” and “nature-related dependencies and impacts.” As part of medium-term business planning, they identify risks and opportunities by considering the financial impacts that each risk could potentially have on the business, as well as the potential financial impacts of opportunities for management reform (through the implementation of climate change mitigation and adaptation measures and nature-related initiatives).

Companywide business continuity risks, such as climate-related risks (climate change, the circular economy, biodiversity, and other environment-related issues), violations of laws related to product quality, critical product accidents, and cybersecurity are incorporated into the activity policies of each headquarters

department and overseas Group company, and those that we particularly need to prevent and address are identified as significant risks at the Group level.

The Global Risk & Compliance Management Committee discusses and considers the Group’s significant risks from an expert perspective, including in terms of management policies, medium- to long-term plans, and risk assessment, countermeasures, and monitoring, while the Environment Committee, chaired by the executive officer in charge of the environment and comprised of promotion managers from businesses and divisions designated by the chair, evaluates specific initiatives being undertaken as business strategies related to the risks and opportunities identified by each business and operational department.

In this manner, environment-related risks are incorporated into the Groupwide system for risk management.

Raising the Environmental Awareness of Employees

Introduction of the Yamaha Eco Point System

In January 2008, Yamaha Motor introduced its Yamaha Eco Point System for employees. The system awards points for participation in environmental activities such as eco-commuting and cleanup programs. Based on the number of activities completed and points earned throughout the year, employees can choose from among various eco-prizes.

Using the Company Intranet to Foster an “Eco Mind”

Yamaha Motor uses its 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. This reporting serves to raise employee awareness concerning the environment and to encourage participation.

Distribution of ESG-Related Information by Email

Since January 2019, we have sent a monthly email to employees at Yamaha Motor and Group companies in Japan. This email contains ESG-related information including environmental information. Articles that are featured are also translated and 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.



Overview of Yamaha Motor Group Environmental Plan 2050

Action Themes	Overview	Risks	Opportunities	2050 Targets	Priority Actions	Results under Previous MTP
Climate Change	<p>For over 60 years since its founding, Yamaha Motor has used the lightweight, compact, durable and reliable concepts of its <i>Monozukuri</i> (engineering, manufacturing and marketing) as strengths 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 regions.</p> <p>CO₂ emissions associated with the use of our products (Scope 3, Category 11) account for 80% of the Yamaha Motor Group's CO₂ emissions. Through the priority actions listed to the right, we aim to achieve carbon neutrality when our products are used.</p>	<p>Short-term Development costs associated with addressing regulations may increase, with each country and region moving to tighten motorcycle emission standards. In terms of marine engines, in the U.S. more stringent emission standards are being introduced including the California Air Resources Board (CARB) and Environmental Protection Agency (EPA) emission standards.</p> <p>Medium-term Rising 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 taxes may increase operational costs.</p> <p>Long-term Heightened environmental awareness may lead to a drop in sales of products that use fossil fuels.</p>	<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 regions. Demand for electric models is growing, mainly in developed countries.</p> <p>Long-term Electric models may be widely adopted.</p>	<p>1 Reduce CO₂ emissions from products (Scope 3, Category 11: 88% or higher reduction compared with 2019)* * Per unit sold basis</p> <p>2 Reduce CO₂ emissions from business locations (Scope 1 and 2: Achieve carbon neutrality in 2035)</p>	<p>1 Improve fuel efficiency of the ICE¹ system Expand the battery electric vehicle (BEV) lineup Develop powertrains in response to the diversification of energy sources, such as CN fuels² 1. ICE: Internal combustion engine 2. CN (carbon-neutral) fuels: Fuels such as hydrogen, biofuels and e-fuels that have been produced using renewable energy sources</p> <p>2 Reduction of CO₂ emissions generated from production activities (t-CO₂/revenue) Reduction of CO₂ emissions in logistics</p>	<p>■ Market launch of 8 electric motorcycle models</p> <p>■ 4% electrification rate of outboard motors for developed countries in 2024</p>
Circular Economy	<p>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.</p> <p>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.</p>	<p>Short- to medium-term The worldwide push for carbon neutrality across entire supply chains makes initiatives for carbon-free raw material procurement increasingly important. As the electrification of mobility accelerates globally as a response to the issue of climate change, scarce resources such as nickel and cobalt required for storage batteries may face shortages, 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 increases.</p>	<p>Short-term From the perspective of the circular economy, demand may increase for mobility vehicles that save resources in terms of raw materials and energy used.</p> <p>Medium-term The rental business and sharing services may grow.</p> <p>Long-term Ultra-compact mobility vehicles that are small, lightweight, and resource-saving may be incorporated into the social infrastructure.</p>	<p>Use of sustainable raw materials: 100%</p>	<p>· 3R designs and promotion of product recycling · Qualitative improvement in recycling, zero landfill and reduction of waste generated, at the manufacturing stage · Reduction of water consumption based on water stress scenario analyses</p>	<p>■ Use of eco-friendly recycled polypropylene (PP) material in motorcycles</p> <p>■ First to use green aluminum in Japan-made motorcycles</p> <p>■ Use of plant-derived next-generation materials for personal watercraft parts (world's first practical use for vehicle parts)</p>
Biodiversity	<p>At Yamaha Motor, we understand that our business activities are dependent on the blessings of nature that biodiversity provides us with, and that those activities have the potential to impact ecosystems. Based on this understanding, we aim to create a sustainable society in harmony with nature, where humans and every other creature that lives on Earth can coexist and continue to enjoy the blessings of nature.</p>	<p>Short- to long-term Climate change may cause abnormal weather events that bring with them increased risk of wildfires, droughts, extreme temperature changes, storms, and snowfall, destroying the ecosystems of the oceans, mountains, and forests where our products are used.</p>	<p>Short- to long-term Increased awareness of the need to conserve the natural environment may drive growth in the outdoor recreation market where people seek and cherish interaction with nature.</p>	<p>Strengthening of environmental conservation and biodiversity promotion activities in various countries and regions</p>	<p>· Strengthening of compliance with environmental laws and regulations, strengthening of the control of chemicals in products · Contribution to the reduction of air pollution in various countries and regions · Reduction of volatile organic compound (VOC) emissions in production activities · Promotion of environmental activities in cooperation with suppliers · Building awareness of environmental conservation through global environmental education</p>	<p>■ Conducted environment-related events such as cleaning up the areas around business sites and at beaches, planting trees, and supporting environmental management for rural communities</p> <p>■ Ongoing implementation of protection of endangered species at test circuits and Eco-Mind activities for employees</p>



Climate Change Targets and Progress

We plan to obtain third-party assurance for Scope 1 and 2 and Scope 3, Category 11 emissions data.

▶ Please refer to our website for the latest information and calculation parameters.

Scope 1 and 2

	Fiscal 2010 (base year)	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Emissions (metric tons)	662,261	442,533	500,903	465,326	402,658	373,278
Emissions intensity (metric tons/billion yen in revenue)	512	301	276	207	167	145
Reduction rate (compared with fiscal 2010)	—	41.2%	46.1%	59.6%	67.4%	71.7%

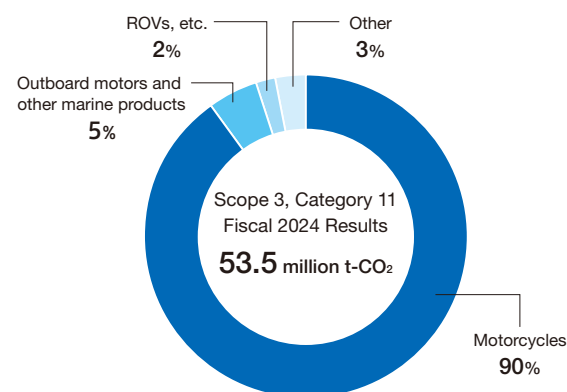
Organizations covered under Scope 1 and 2

- Major facilities at 146 companies, including Yamaha Motor Co., Ltd. and 138 consolidated subsidiaries
- Excluding fuel used in off-site transportation
- Excluding energy consumption by on-site suppliers
- Excluding acetylene

Scope 3, Category 11: Use of Sold Products

	Fiscal 2024 (base year)
Emissions (metric tons)	53,456,856
Emissions intensity (metric tons/units sold)	9.00

Scope 3, Category 11 CO₂ Emissions by Product



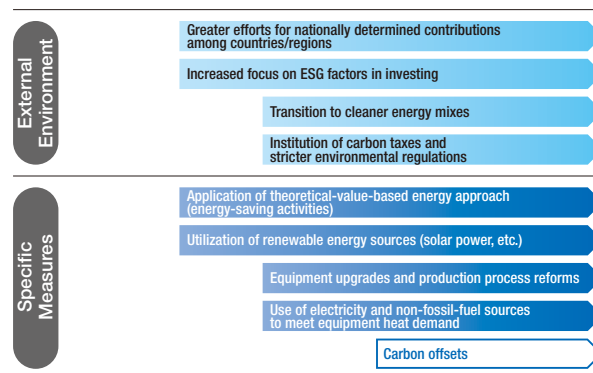
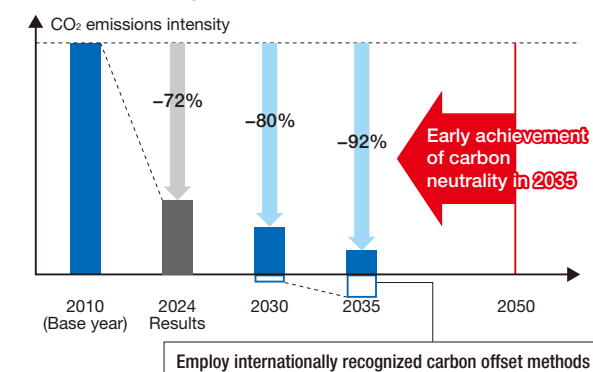
Note: Calculated using the Emissions Unit Value Database (Ver. 3.4) based on the Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 2.6) issued by Japan's Ministry of the Environment.

We have revised the calculation method for motorcycles and outboard motors, which account for a large amount of CO₂ emissions in Scope 3 Category 11.* In conjunction with this, we are currently revising the CO₂ emissions reduction targets of the Yamaha Motor Group Environmental Plan 2050 based on the new calculation method.

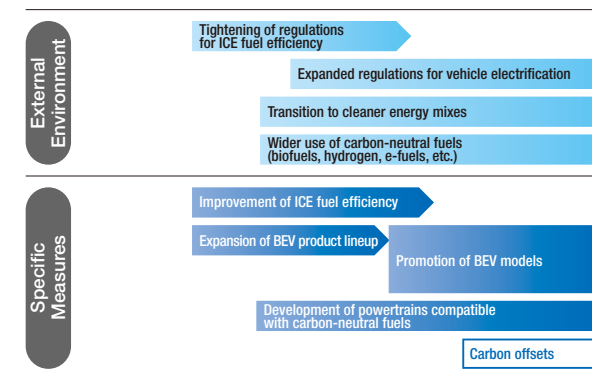
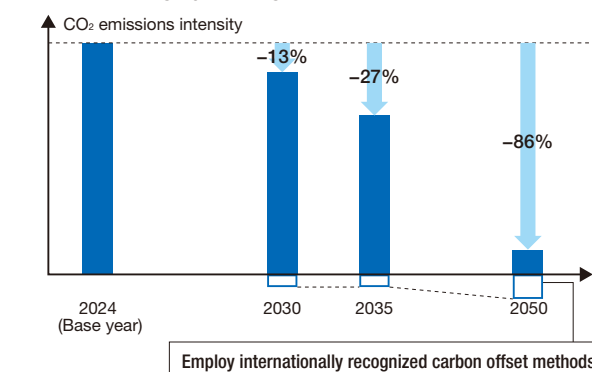
We are also revising reduction targets for 2030 and 2035 in light of recent market trends.

* Revised to reflect product life cycle parameters (such as annual mileage and expected service life) published by the International Energy Agency (IEA) and other international organizations.

Scope 1 and 2 Targets



Scope 3, Category 11 Targets





The Unique Carbon Neutrality Strategy of Yamaha Motor

Yamaha Motor began working to address climate change in the 1980s. We launched the PAS as the world's first electrically power-assisted bicycle (eBike) in 1993 and then proposed a new form of mobility with the Passol electric urban commuter model in 2002. In the years that followed, we proceeded to expand our lineup of electrified mobility options in various categories, including golf cars, wheelchairs, and outboard motors. The PAS in particular was developed based on the concept of a user- and eco-friendly personal commuter model, placing top priority on performance in tune with human sensibilities. It created an all-new market outside the categories of bicycles or motorcycles. Today, Yamaha eBikes are increasingly used in place of scooters and smaller automobiles in Japanese cities, while in Europe and the United States the market is growing for eBikes as a new genre of outdoor recreation. Toward achieving a carbon-neutral society by 2050, Yamaha Motor will continue to create new value not only with its motorcycles but also with new, uniquely Yamaha proposals for personal mobility.

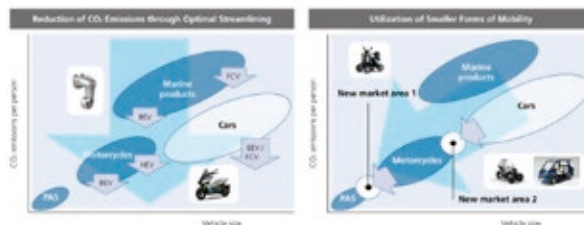
Basic Policy

Further reduce the amount of CO₂ emissions per person

- Transition to more efficient power sources as well as those with lower CO₂ emissions
- Promote compact mobility vehicles with low CO₂ emissions

Proposal of Smaller, Eco-Friendly Forms of Mobility

Yamaha Motor is proposing compact forms of mobility with small environmental footprints that produce fewer CO₂ emissions across the entire product life cycle, from raw material procurement to manufacturing, use, and disposal. Motorcycles, for example, use internal combustion engines (ICEs) that emit 70% less CO₂ throughout their life cycles than cars, and electric motorcycles emit 75% less than their electric car counterparts. In addition, it is possible to further reduce CO₂ emissions effectively by cutting down the emissions in battery manufacturing processes and introducing more charging facilities that use renewable energy.



We showcased the concept of a multiple technology solution approach to a broad audience, highlighting the importance of collaboration across industries to advocate for and implement a range of technologies to reduce CO₂ emissions. Yamaha Motor has collaborated with various partners to develop hydrogen-powered engines. These efforts align with our broader strategy to reduce CO₂ emissions and contribute to a more sustainable future. By exploring hydrogen as a clean and renewable energy source, Yamaha Motor is advancing environmental goals while maintaining performance and reliability.

Examples of Specific Initiatives

World's First Hydrogen-Powered Outboard Motor Exhibited at SEMA Show 2024

The Marine Products business unit of Yamaha Motor U.S.A. joined forces with Roush Industries, Inc. and Regulator Marine, Inc. to unveil the world's first hydrogen-powered outboard motor for recreational boats at the Specialty Equipment Market Association's (SEMA) annual show.

Featuring a hydrogen fuel system designed by Roush to power the outboard, and a custom boat hull from Regulator Marine, the Yamaha H2 outboard concept model was viewed by 160,000 registered attendees, including over 2,300 approved media representatives, during the course of the show.

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partners to develop hydrogen-powered engines. These efforts align with our broader strategy to reduce CO₂ emissions and contribute to a more sustainable future. By exploring hydrogen as a clean and renewable energy source, Yamaha Motor is advancing environmental goals while maintaining performance and reliability.

Investment in Electric Scooter Startup World of River

We have invested in World of River Limited, Inc., a startup that develops, manufactures, and sells electric scooters in India, the world's largest market for electric two-wheelers. World of River has established River Mobility Private Limited, a group company in Bengaluru, India, offering electric scooters that excel in both quality and design.

The Indian government is supporting electrification as part of its energy diversification initiatives to address environmental issues as well as to promote domestic manufacturing. The market for electric two-wheelers is growing rapidly.

Through this investment in World of River, we are collaborating to unearth new opportunities for business partnerships in India's EV market.



Acquisition of Electric Marine Propulsion Manufacturer Torqeedo

Yamaha Motor concluded a stock purchase agreement with Germany's DEUTZ AG to acquire 100% of the shares of Torqeedo GmbH, a manufacturer of marine electric propulsion systems.

Our aim in acquiring Torqeedo is to strengthen development capabilities in the "Electric" field as part of the Marine CASE Strategy, our medium-term management strategy for the Marine business.

This acquisition is also intended to accelerate our efforts for achieving carbon neutrality in the marine industry as well as aid in fast-tracking the establishment of a small electric propulsion lineup. By combining Torqeedo's assets with our many years of technical expertise and know-how in hull design, marine engines, and other areas, we will also generate synergies for creating mid-range electric outboard motors as we aim to become a leader in the growing market for electric boat propulsion.





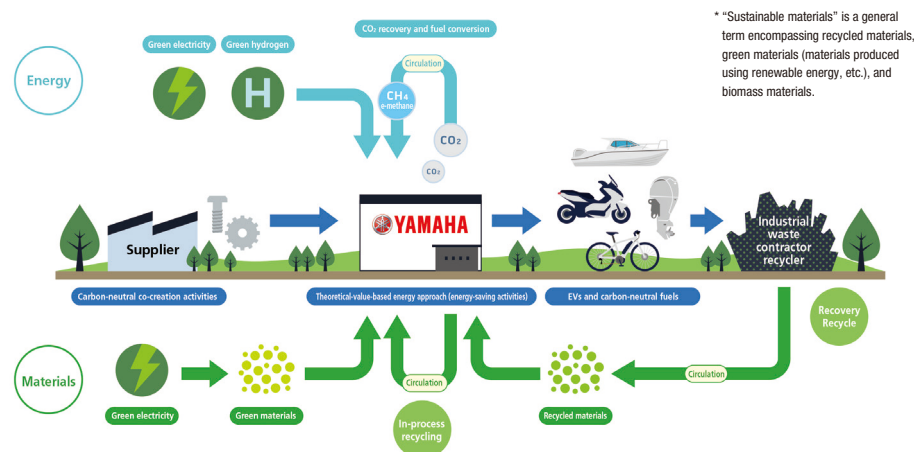
Circular Economy and Biodiversity

Switching to Sustainable Materials* with a Focus on Recycled Inputs

Yamaha Motor is conducting circular economy initiatives so that it can continue using resources long into the future. Initiatives we consider particularly important are applying the 3R principles, adopting materials that emit less CO₂ during manufacturing, and using materials derived from natural sources.

We have set medium- to long-term targets with regard to the circular economy, and a goal of switching 100% of the materials used in our products to sustainable materials by 2050.

Our basic approach is to promote a switch to materials that are easy to recycle after use, assuming that product recycling will utilize systems available in the market.



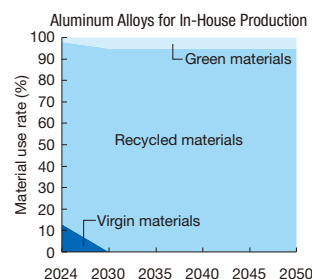
Aluminum Alloys

In terms of the switch to sustainable materials in aluminum alloys, 85% of current in-house production uses recycled materials, while 5% utilizes green materials.

The remaining virgin materials are used in components that require high functionality and strength, making it difficult to switch to recycled materials.

For one such component, we are developing recycled materials that have the same functionality and strength as virgin aluminum alloys for casting, with plans to switch in the future.

For the virgin materials used as wrought materials, since 2023 we have adopted some green materials refined using renewable energy, and plan to increase the amount used going forward. Through these activities, we plan to replace 100% of the aluminum alloys used for in-house production with sustainable materials by 2030.



Biodiversity

At Yamaha Motor, we understand that our business activities are heavily dependent on the blessings of nature that biodiversity provides us with, and that those activities have the potential to impact ecosystems. Based on this understanding, we aim to create a sustainable society in harmony with nature, where humans and every other creature that lives on Earth can coexist and continue to enjoy the blessings of nature.

Approach

We will address biodiversity independently, systematically, and continuously, based on our corporate philosophy, the Yamaha Motor Group Sustainability Basic Policy, and Environmental Plan 2050, from the perspectives of diversity of ecosystems, biological species, and genes; activities that supplement the benefits of nature; and minimizing impact.

Initiatives for Creating a Society in Harmony with Nature

We view environmental conservation activities that embody the unique style of Yamaha Motor 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 believe such activities are vital to the sustainability of our business.



Activities that make use of 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

Our business encompasses operations in various regions around the world. With the understanding that our business activities are based in the environment of these regions, we will also tackle regional environmental issues.



Thinning of m650 bamboo growing on Company-owned land adjacent to Lake Hamana to prevent unwanted effects on nearby land and the lake (organized by Yamaha Motor)



Ottanthangal Lake regeneration project and tree distribution (India Yamaha Motor Pvt. Ltd.)



We have signed a service agreement with YL Forest Co., Ltd. (Fukuoka City), which is implementing its proprietary mangrove planting method in the Republic of Indonesia, and are participating in a mangrove planting project in the province of South Sulawesi.

▶ Please visit our website for more information on our other environmental protection activities.



Safety and Reliability

Our *Jin-Ki Kanno* × *Jin-Ki Anzen* Safety Vision

As a means for centering our efforts to elevate safety around technologies, user skills, and connectivity, the *Jin-Ki Kanno* × *Jin-Ki Anzen* Safety Vision expresses Yamaha Motor's unique approach to the creation of a world free of accidents together with our customers—a world in which users can experience the joy and *Kando* that comes from progressing their own skills and abilities while having fun at the same time.

Our goal is to eliminate traffic fatalities by 2050. To this end, we believe that it is essential not only to have technology aid riders but also to improve user skills and to connect people to their machines. Specifically, we will work on risk prediction riding assists, preventing damage and defensive riding assists, emergency avoidance riding assists, and harm mitigation. To implement effective measures for reducing traffic fatalities, we are researching and analyzing data on accidents worldwide as we formulate plans.

In addition, safety initiatives for products other than motorcycles are being implemented in line with the *Jin-Ki Kanno* × *Jin-Ki Anzen* Safety Vision.

By steadily promoting these activities, we aim to realize safer riding and peace of mind, personal mobility that is fun, and a world free of accidents.

Technology: Expanding the Lineup of Models Featuring ARAS

The Tracer 9 GT+ Y-AMT model, a 2025 update to the Tracer lineup, incorporates Yamaha Motor's latest advanced rider assistance system (ARAS). It includes a range of features, not limited to those outlined below, and supports both the safe driving and enjoyment of riders.

Blind Spot Detection (BSD) Using rear-direction millimeter-wave radar, the BSD feature detects vehicles approaching from rear blind spots and flashes a warning in the mirrors.

Forward Collision Warning (FCW) Front-direction millimeter-wave radar tracks the distance to the vehicle ahead. When a heightened risk of collision is detected, the system provides a visual alert via the instrument panel or engages the rear brake to warn the rider.

Matrix Headlight Comprising multiple LEDs linked to a camera, this system assesses traffic conditions and automatically adjusts the illuminated area. It helps prevent glare for oncoming and preceding vehicles, thereby reducing the strain of night riding and supporting safe riding.



User Skills: Promoting Safety and Awareness through the Yamaha Riding Academy (YRA)

At the Yamaha Riding Academy (YRA), we conduct safety and awareness activities through which anyone can enjoyably acquire proper and safe motorcycle riding skills.

Launched in 1968, it is a global initiative focused on developing and delivering programs based on a philosophy of "Develop, Educate, and Connect." It also provides training to people seeking to become instructors. Since 2010 (the earliest year for which records are available), we have held 24,333 sessions across 87 countries and regions, reaching a cumulative total of 1,705,365 participants. Currently, there are 305 certified instructors in 49 countries and regions. In addition, 45 certified trainers capable of training and certifying new instructors are active in 18 countries and regions.

In recent years, we have been enhancing our training programs by incorporating the Yamaha Riding Feedback System (YRFS) as a means to evaluate riding skills, and updating our instructor certification framework. We aim to give participants a sense of accomplishment and personal growth, ultimately promoting a safe, enjoyable, and fulfilling motorcycling lifestyle that extends beyond skill improvement.

YRA was honored with the 2024 Good Design Award in recognition of more than 50 years of dedication to high-quality instruction, its global instructor development system, and its sustainable, effective training programs.





Occupational Health and Safety / Health and Productivity Management

As stated in our Sustainability Basic Policy, we consider the health and safety of our employees to be the foundation of our corporate growth and strive to improve our working environments. All employees are involved in ensuring health and safety while promoting the creation of more comfortable work environments, which in turn facilitates the smooth operation of business, leading to improved productivity.

Approach to Occupational Health and Safety / Health and Productivity Management

▶ Please refer to our website for more details.

The Yamaha Motor Group regards the health and safety of its employees as a core management issue that is indispensable for business operations and corporate growth. We have therefore established the Yamaha Motor Group OSH Basic Policy, which builds upon the content of our Sustainability Basic Policy, to foster a culture of “Safety and Health First” and embed activities aimed at achieving zero occupational accidents throughout the Group. With the participation of all employees, we continue to pursue the creation of safe and comfortable workplaces where all people working at the Yamaha Motor Group are physically and mentally healthy, can feel safe, and work actively.

Initiatives to Reduce Occupational Accidents to Zero

In May 2023, a workplace accident at Yamaha Motor resulted in the death of one employee. To ensure that such a serious workplace accident never happens again at any Group site, we have set targets and are working toward reducing all occupational accidents to zero in accordance with the Yamaha Motor Group OSH Basic Policy.

The Group is working to eliminate or reduce risks through thorough risk assessments, and will not let past accidents be forgotten as it promotes efforts to raise employee safety awareness in the ongoing pursuit of achieving zero workplace accidents.

Occupational Health and Safety Management

Yamaha Motor conducts risk assessments on an ongoing basis at its workplaces and systematically eliminates or reduces risks based on the assessment results. In 2023, as a further measure to prevent workplace accidents, we overhauled our previous occupational safety and health management system (OSHMS) and worked to obtain certification under ISO 45001.

As of December 31, 2024, 19 Group companies, mainly manufacturing companies, had obtained ISO 45001 certification. To raise the level of occupational health and safety and strengthen governance throughout the Yamaha Motor Group, going forward we will establish occupational health and safety management systems based on ISO 45001 at other manufacturing sites, and steadily proceed toward obtaining unified global certification.

Promotion Structure

At Yamaha Motor, 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 from each division, 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.

The committee also formulates medium-term and annual plans for activities aimed at achieving zero workplace accidents and for promoting health and productivity management. It also checks and evaluates progress in a cycle that leads to the next round of improvements.

Yamaha Motor Group OSH Accident Reduction Targets

Occupational fatalities and permanent disabilities	Zero cases
Number of occupational lost-time accidents	50% reduction compared with the previous year
Total number of occupational accidents	50% reduction compared with the previous year

Occupational Accidents

Details of occupational accidents that occurred in the Yamaha Motor Group in 2024 are shown below. We will continue to promote safety initiatives, including tracking and analyzing occupational accidents throughout the Group and sharing information to prevent recurrence, with the ultimate aim of reducing occupational accidents to zero.

Yamaha Motor (non-consolidated)		Yamaha Motor Group			
Occupational fatalities and permanent disabilities	0	Occupational fatalities	0	Permanent disabilities	1
Number of occupational lost-time accidents	11 10% increase from previous year	Number of occupational lost-time accidents		137 25% decrease from previous year	
Total number of occupational accidents	66 Same as previous year	Total number of occupational accidents		692 14% decrease from previous year	

Health and Productivity Management

▶ Please refer to our website for more details.

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

We will engage in health and productivity management with the participation of all employees, which will lead to improved health and productivity.

Initiatives for Health

We have prepared a Health and Productivity Management Strategy Map as a roadmap for promoting health and productivity management, and are conducting various strategic initiatives. Specifically, we are implementing measures focused on achieving a 100% annual health checkup rate, reducing the number of people who have or are at risk of developing metabolic syndrome, the ratio of smokers, and the incidence of mental health issues. We have set targets for 2030 related to presenteeism (with indicators including the ratio of employees receiving specific health guidance), and to absenteeism (with indicators including the ratio of employees on long-term leave). We are continuously monitoring the implementation of relevant measures and their progress. Through these initiatives, we are engaging in health and productivity management that both maintains the physical and mental health of our employees and achieves sustainable corporate growth.

External Recognition

Under the Japanese government's KENKO Investment for Health Program (previously the Certified Health and Productivity Management Organization Recognition Program), which certifies corporations that engage strategically in health and productivity management, Yamaha Motor was recognized as one of the Bright 500 in the 2025 Outstanding Organizations of KENKO Investment for Health Program (Large Enterprise Category). This is the third consecutive year since 2023 that the Company has received this recognition.





Respect for Human Rights

In 2017, the Yamaha Motor Group signed the UN Global Compact. We have also implemented the UN Guiding Principles on Business and Human Rights. Moreover, to earn greater trust from society, we comply with both the letter and spirit of domestic and international laws and regulations, and value communication with stakeholders as we contribute to the sustainable development of society through business activities based on our Corporate Philosophy. To this end, we recognize that respect for human rights is an issue of vital importance—one that also applies to our suppliers and other business partners.

Basic Approach to Human Rights

Ensuring respect for human rights is one of the most important issues for contributing to the sustainable development of society through our business activities based on our Corporate Philosophy of being a *Kando* Creating Company. We have declared to all stakeholders, including employees and business partners, that “We will respect human rights, will not discriminate, and will not use child labor or carry out forced labor in any form.” Furthermore, in 2023, we formulated our Human Rights Policy (based on the Yamaha Motor Group Sustainability Basic Policy), which serves as the foundation for all business activities of the Yamaha Motor Group.

▶ Please refer to our website for more details.

Human Rights Due Diligence

We have clarified our approach to respecting human rights in our Human Rights Policy and conduct human rights due diligence to identify, avoid (and mitigate) negative human rights impacts in the Group’s supply chain. In 2023, we designated human rights risk as one of the Group’s key risks and further strengthened our efforts in this area accordingly.

With reference to indicators published by the Walk Free Foundation and various public organizations, we are currently investigating operations at locations in seven countries that have been identified as having a high risk of human rights issues, prioritizing them based on 15 national, regional and job-type risk indicators related to issues including forced labor, labor rights, and gender discrimination. We determined 63 suppliers at these locations to be high-risk, distributed and collected self-assessment questionnaires (SAQs), and are now tabulating the survey results.

Initiatives in 2024

As part of Yamaha Motor Group’s human rights due diligence activities in 2024, we conducted risk assessments and administered a self-assessment survey of direct material suppliers. We completed all planned risk assessments. In the self-assessment survey, the response rate from high- and medium-risk suppliers exceeded our target by 49%, indicating that we were able to gather information from a wider range of respondents, including lower-risk suppliers.

We have begun making final determinations regarding the risks associated with each supplier, based on the results of both the risk assessments and the self-assessment survey. Ahead of tabulating this data, we conducted on-site visits to direct material suppliers in India and Indonesia that were already identified as operating in high-risk environments.

Although many of these suppliers recognized the importance of sustainability and human rights policies, they had not planned any specific activities, or they faced challenges in raising awareness of and/or rolling activities out internally and externally, most notably in the area of activities to ensure respect for human rights.

In light of these findings, the Group has reaffirmed the need to provide suppliers with guidance and support for improvement as a foundation for effective auditing and monitoring. Going forward, we will promote adoption at each company through on-site checks and a rollout throughout the supply chain.

Correction and Remedy

The Group has established various compliance hotlines for Group employees and a system for prompt reporting of actual or potential violations of laws, regulations, and internal rules, including human rights violations. We have also set up a Human Rights Hotline for External Stakeholders to correct or remedy negative impacts on human rights. In 2024, nine human rights-related cases were reported. Each was addressed appropriately and preventive measures against recurrence were put in place.

Initiatives for Employees

Under the Sustainability Basic Policy formulated in June 2021, we have positioned human rights as a top priority issue common to all stakeholders, and have been working to raise awareness and promote understanding throughout the Group.

The Code of Ethics, a set of guidelines for the ethics of Group employees, specifies that they must not engage in acts that abuse or deny a person’s character according to factors such as race, ethnicity, nationality, ideals, personal values, physical characteristics, personality, or family background, and must not engage in any form of harassment. We are also striving to enhance employee awareness through e-learning and various forms of training. In 2024, 15,015 employees (91% participation rate) took an e-learning course on the topic of respect for human rights.

Our risk management system, which covers all business units and subsidiaries under the Group umbrella, has a human rights-related component addressing associated risks in our own operations and across the supply chain. We monitor, assess, and formulate measures to mitigate such risks. In addition, we conduct a Groupwide compliance awareness survey every year to measure employee awareness of human rights. Average survey scores for awareness of respect for human rights and diversity activities have maintained a high level of around 4.5 (on a 1–5 scale) for the past three years through 2024.

Initiatives for Suppliers and Business Partners

We request that our suppliers support and act in accordance with the Yamaha Motor Group Sustainability Basic Policy. The Sustainability Guideline for Suppliers includes a Human Rights and Working Environment section that clearly states requirements including respect for human rights, prohibition of child labor, prohibition of forced labor, fair wages, and dialogue and consultation with employees.

In 2021 and 2022, we conducted a survey of non-Japanese technical intern trainees working in Japan. In addition, we interviewed and conducted follow-up surveys of management personnel and non-Japanese technical intern trainees at four Japanese suppliers in collaboration with a third-party organization. In 2023, we formulated a new Yamaha Motor Group Human Rights Policy, and rolled it out to Group companies. To strengthen compliance with the above policies and guidelines, we obtain written confirmation of agreement and a memorandum of understanding from each business partner. This initiative continued in 2024.

Results of Activities in 2024

Incorporation of human rights clauses into contracts	Dealerships: 81% (Target: 80%)
Memorandum of understanding return rate	Suppliers: 87% (Target: 80%)



Governance

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From the Outside Directors



Yuko Tashiro

Member of Nomination Committee
Time in office: 6 years

Q. As an outside director, in what ways do you contribute to corporate value?

In representing the perspective of shareholders and other external stakeholders, I draw on my experience at various companies in and outside Japan to support Yamaha Motor's management and its long-term strategies.

Q. What are the strong points and issues in Yamaha Motor's corporate governance system?

I feel that there is a framework in place to some extent for actively listening to the opinions of outside directors and Audit & Supervisory Board members. However, opinions from outside the Company are currently received as no more than advice and we are not always able to have in-depth discussions. Increasing corporate value requires setting up a forum where directors can exchange opinions frankly, regardless of their positions, and engage in deeper discussions.

Q. What is your opinion of the progress made in strengthening corporate governance over the past year?

In 2025, the Executive Personnel Committee was reorganized into the Nomination Committee and the Compensation Committee, with each chaired by an outside director. I expect this will increase transparency and objectivity. On the other hand, I feel there is insufficient discussion of Companywide management strategies and sustainability.

Q. What are the Company's priority management issues?

As I just mentioned, I believe that our foremost issue is establishing more sophisticated Companywide management strategies. What should Yamaha Motor's short-term priorities be? What about for the medium and long term? How can the Company sustainably increase profits? I am sure that having more structured Companywide management strategies that address a variety of questions such as these will bring greater clarity to our discussions.

Q. What message would you like to convey to shareholders and investors?

Yamaha Motor has maintained a certain level of profitability and its current financial and human resources are sufficient. However, remaining competitive and needed by society in such a rapidly changing world will require changes in both its business model and among its employees. We outside directors will support the Company in establishing a corporate culture that is always mindful of the world outside and ready to take on new challenges.



Tetsuji Ohashi

Member of Nomination Committee
Time in office: 5 years

Q. As an outside director, in what ways do you contribute to corporate value?

I use my many years of experience managing a manufacturing company with global operations to offer proposals from an external perspective that will help Yamaha Motor further develop its strengths. Above all, I believe that the key to raising corporate value is to create a virtuous cycle in which the executive team makes proposals they firmly believe in to the Board of Directors for us to discuss from a variety of perspectives.

Q. What are the strong points and issues in Yamaha Motor's corporate governance system?

One highly positive point is that the approach that we have been taking of dealing with bad news first has taken root, and we can hold open discussions with all facts on the table. On the other hand, I am well aware that some governance issues remain, as evidenced in last year's CEO selection process and the two downward revisions to the results forecast, among other matters.

Q. What is your opinion of the progress made in strengthening corporate governance over the past year?

In discussing the new medium-term management plan, we made some progress in talking about issues that had been singled out in the previous fiscal year's evaluation of the effectiveness of the Board of Directors, such as management strategy, sustainability, Group governance, and human resources strategy. We also ushered in organizational changes such as the new Nomination Committee and Compensation Committee, and made headway with our discussions regarding the Company's succession plan and the format and structure of the executive remuneration system. However, I think the Company needs greater precision in its performance forecasts and its financial position.

Q. What are the Company's priority management issues?

U.S. tariff policies are likely to impact Yamaha Motor to a certain degree. We cannot see the full picture right now, but I think besides closely monitoring developments going forward, the Company will have to respond both flexibly and appropriately, such as by cutting or passing on costs. As an outside director, I intend to get an accurate grasp of information from both inside and outside the Company and work with the executive team to get through this difficult situation. Moreover, with an even faster pace of change in the business environment expected going forward, I can see that Yamaha Motor will need to take a perspective that goes beyond short-term responses to ensure ongoing competitiveness.

Q. What message would you like to convey to shareholders and investors?

In March 2025, Yamaha Motor announced its new medium-term management plan and adopted a new leadership structure under a new president. The Company will need to strengthen its governance system even further and work to sustainably raise corporate value. While I respect the strong will and Spirit of Challenge displayed by the executive team, as an outside director, I will closely monitor their appropriateness and progress from an external perspective and offer constructive suggestions when necessary. You can continue to look forward to further transformation and growth from Yamaha Motor.



From the Outside Directors



Jin Song Montesano

Chair of Nomination Committee
Time in office: 3 years

Q. As an outside director, in what ways do you contribute to corporate value?

My previous global management experience with Fortune 500 companies* as well as my current concurrent role as executive vice president for a large Japanese manufacturing company allows me to bring many relevant lessons and points of expertise to Yamaha Motor. In today's complex operating environment, I believe my unique contributions are to support strategic transformation that can create new corporate value through the enhancement of purpose, people, and culture to become a more innovative, agile, and sustainable company.

Q. What are the strong points and issues in Yamaha Motor's corporate governance system?

The decision to transition from an Executive Personnel Committee to having respective Nomination and Compensation Committees is a positive step toward enhancing corporate governance. With these new committees, both chaired by outside directors, Yamaha Motor has the opportunity to develop a solid CEO succession planning process for the Company, as well as to strengthen processes for the selection and appointment of new outside directors, internal

directors, and Audit & Supervisory Board members, as well as to design an executive compensation system that rewards performance to support the Company's success. It is crucial for broader management to gain a better understanding of the importance of governance than they have at present, and to be committed to strengthening the organization not only from an internal perspective but also from an external market and stakeholder perspective. We will continue to enhance corporate governance through ongoing training for directors and Audit & Supervisory Board members to raise their collective level of knowledge and awareness of current trends and developments in corporate governance.

Q. What is your opinion of the progress made in strengthening corporate governance over the past year?

Our discussions of Companywide management strategies became more in-depth as we were drawing up the new medium-term management plan. Dialogue about management direction and priority areas has also become more engaged and dynamic at Board of Directors meetings, which I see as a healthy sign of good governance. Management has also embraced the importance of the need for a more comprehensive human capital management strategy, taking steps to create internal mechanisms for discussion. If Yamaha Motor steps up investment in its human resources and creates a more inclusive corporate culture to become a company that attracts and retains capable talent, its corporate value will increase substantially over the long term.

Q. What are the Company's priority management issues?

To remain competitive and agile during increasingly uncertain and complex times, the Company should regularly review and consider its organization system and decision-making processes. If the Company can make decision-making processes clearer and simpler, especially for overseas subsidiaries, it will enhance its agility with speedier, more accurate management decisions. We want to minimize the instances when it is unclear who has final decision-making authority. The Company would also benefit from enhancing its expertise in talent management, including identifying and developing candidates for future management roles—not just the roles existing today, but also for the roles it will need to remain competitive in the future. For example, establishing CxO level positions such as CHRO, with the CEO's support, could be an important consideration for Yamaha Motor to further enhance its future talent bench.

Q. What message would you like to convey to shareholders and investors?

Yamaha Motor's Corporate Mission is to be a *Kando* Creating Company, and it offers a broad portfolio of products that encourage people's use of leisure time and the creation of moments with loved ones. In an increasingly complex and stressful world, this mission is more important than ever. At Yamaha Motor, many talented people are working to bring joy and happiness to people's lives through innovative products and services. Join me in looking forward to the Company's future growth.

* The top 500 companies in the United States ranked by total revenue by the U.S. economic magazine *Fortune*



Keiji Masui

Chair of Compensation Committee
Time in office: 1 year

Q. As an outside director, in what ways do you contribute to corporate value?

I have many years of experience in procurement and production at an automobile manufacturer, as well as involvement spanning all areas of company management. I believe I can offer concrete advice to help enhance Yamaha Motor's corporate value, particularly with regard to product planning, development, and *Monozukuri*-related matters.

Q. What are the strong points and issues in Yamaha Motor's corporate governance system?

Basically, the Company has an open corporate culture, and I feel that our approach of dealing with bad news first is working well. On the other hand, there are many subsidiaries and affiliates in Japan and overseas, so the management arrangement is quite convoluted. As such, I feel implementing appropriate management on a global scale is a major issue.

Q. What is your opinion of the progress made in strengthening corporate governance over the past year?

We have held wide-ranging discussions on corporate governance in general. In particular, the reorganization of the Executive Personnel Committee into the Nomination Committee and the Compensation Committee has made our roles in discussing these topics clearer, and I consider it an important step toward strengthening governance.

On the other hand, I did notice that some discussions seemed to be limited to the formal aspects of structure and operations. Deeper, more substantive discussions will require setting agendas for Board of Directors meetings and providing outside directors with even more detailed explanations beforehand. I think that a shared understanding of medium- to long-term scheduling and a summary of the key points at hand can improve the quality of discussions.

Q. What are the Company's priority management issues?

The mobility industry is in the midst of dramatic changes that only occur once a century. Continuing on the same path provides no guarantees of Yamaha Motor's survival, so a bold business transformation is essential. At the same time, as a manufacturer, it is crucial that the Company never cease strengthening its *Monozukuri* capabilities. In my view, how we allocate resources between these two overarching themes will be a major issue.

Q. What message would you like to convey to shareholders and investors?

Yamaha Motor will call on its characteristic Spirit of Challenge to continue pursuits in new technologies and fields while offering appealing products to customers worldwide, and utilize its corporate management experience to consistently make transparent and effective management decisions.



From the Chairman

We will sustainably increase Yamaha Motor's corporate value through stronger governance and prompt decision-making.

Katsuaki Watanabe Chairman and Director

A Focus on Fostering an Open Culture Where All Directors Feel Free to Speak and Deliberate

Yamaha Motor is at the point where sustainably improving corporate value and strengthening global competitiveness are more important than ever. With this in mind, I feel a strong sense of responsibility as Chairman of the Board of Directors to advance our governance system and encourage prompt, effective decision-making. I am placing particular emphasis on stimulating discussion and questions at Board of Directors meetings and creating an environment where all members, whether internal or outside directors, feel free to speak up and deliberate on issues. Starting in fiscal 2024, in addition to our former method of sharing the details of proposals in advance via on-demand streaming video, we also provide detailed advance explanations from the secretariat and the departments proposing relevant agenda items, facilitating more in-depth understanding and discussion of proposals by directors.

A major achievement in fiscal 2024 was integrating sustainability strategies into Companywide strategy through an open exchange of opinions at Board of Directors meetings on the medium-term management plan, which is the foremost theme for management. Previously, we formulated and implemented medium- to long-term plans centered on our business strategy. However, for further growth going forward, we took the advice we received in the fiscal 2023 governance effectiveness evaluation and held discussions on the two topics of business strategy and corporate strategy in greater depth than before. Moreover, the Executive Discussion Meeting* (a forum for free dialogue separate from Board of Directors meetings) previously held once a year, convened twice in fiscal 2024 (in October and November), spending a full day each time on in-depth discussions of the direction and specific details of the new medium-term

management plan. Following the Company's reflection on the incidents of inappropriate handling of motorcycle testing and certification applications that occurred in 2024, the Board of Directors is discussing what must be done to raise the quality of its investigation into the cause and implement measures to prevent recurrence, and to continue to ensure fair and sound business operations going forward. I believe that these initiatives are leading to stronger governance.

* A day-long study group meeting for intensive discussions attended by directors, executive officers in charge of business operations, and other lower-level executives.

For More Effective Governance

I believe that Yamaha Motor is fully exercising its governance function of providing management with checks and advice. On the other hand, the increasing number of agenda items at the Board of Directors meetings has brought to the fore the issue of insufficient time for proactive discussion of important topics. Therefore, starting from fiscal 2025, we are reviewing the criteria for placing items on the agenda at Board of Directors meetings and further delegating various areas of responsibility and authority to the executive team. We have reorganized the executive structure—establishing the Corporate Strategy Center, which is responsible for formulating Companywide strategies, and the Global Risk, Compliance, Legal and IP Center, which is in charge of governance. Together with the aforementioned improvements to the process for providing information to directors, these initiatives have enabled the Board of Directors to focus on discussions of important business issues, and at the same time, I feel that management decision-making has become speedier.

In another major change, we reorganized the Executive Personnel Committee in March 2025 to establish a Nomination Committee and a Compensation Committee. The aim of this change is to impart greater transparency and objectivity in the appointment and dismissal of Company officers and the





From the Chairman

determination of their compensation. To select personnel in accordance with the written regulations for the appointment of officers, from fiscal 2025 we have transitioned to a new structure that separates the two aspects of nomination and compensation. The effective functioning of the Nomination Committee requires direct contact with the next-generation pool of leaders among the executive team. When providing advance explanations of important matters, the chief general manager from the executive team making a proposal participates in the process. This interaction provides the opportunity for committee members to familiarize themselves with the chief general manager's character and qualifications. I expect this to further increase the effectiveness of the appointment process. In addition, the experience we gained when we recently transitioned to a new president made me realize the need to not only have an appointment process for normal times, but also to prepare for emergencies. Going forward, in addition to refining our process for normal times, I intend to proactively discuss how to respond in an emergency.

For some time now, we have also held detailed discussions of our organizational design as it relates to governance. As a result, we have concluded that the Board of Directors should hold final decision-making power on nominations and compensation, and since the current Audit & Supervisory Board is functioning sufficiently, we have determined that it is best for now to retain our current structure under the Companies Act, i.e., that of a Company with an Audit & Supervisory Board.

The diversity of the Board of Directors was further increased with the appointment of Sarah L. Casanova as an outside director in March 2025. This is the Company's first experience of welcoming a director who resides outside Japan. As a manufacturing company, the ideas and orientation of Yamaha Motor employees tend to be technology-driven. I expect Ms. Casanova, who has extensive global B2C business experience, to provide advice from the perspectives of the market and our customers, in particular.

Increasing Management Transparency and Fairness to Earn Stakeholder Trust

I am aware that accelerating decision-making along the three axes of businesses, functions, and regions remains a key issue for further growth. There may not necessarily be a single correct solution to this issue, but I believe that the best approach for Yamaha Motor is to have the senior management in charge of each of the three axes engage in proactive discussions and make decisions on that basis.

Under the new medium-term management plan, strengthening functions in the North American market is an area of focus. How we effectively link the functions of these three axes to increase Yamaha Motor's presence will serve as an important test case for the future. Our new structure and initiatives are just starting to get under way. The Board of Directors will closely supervise their operations and efficiency, and provide advice and suggestions as necessary, working responsibly to enhance corporate value.

Another important topic for the Company is making further advances in sustainability management. In 2024, the Board of Directors discussed and redefined Yamaha Motor's unique value creation story. We will work to instill it in our management and business operations, and actively highlight specific value creation case studies in our internal and external communications.

We believe that people are the most important element in creating corporate value. We will therefore place greater emphasis on human capital management, address the development of management talent with a global perspective, and support the growth of junior and mid-career personnel to lead the next generation as priority management issues.

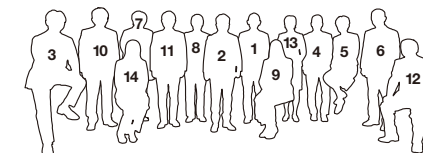
To continue growing as a *Kando* Creating Company, we will refine Yamaha Motor's unique value creation story and upgrade our management structure with the aim of being a corporate group that is trusted by all stakeholders. As Chairman of the Board of Directors, I am determined to ensure the transparency and soundness of governance, and to spearhead the realization of our Management Principles and growth of our corporate value. I look forward to your continued support.

Changes in Committee Membership Structure following the Establishment of the Nomination Committee and Compensation Committee





Directors and Audit & Supervisory Board Members (As of April 1, 2025)



Directors

- 1 Katsuaki Watanabe**
Chairman and Director
- 2 Motofumi Shitara**
President and Representative Director
- 3 Heiji Maruyama**
Director
- 4 Satohiko Matsuyama**
Director
- 5 Yuko Tashiro**
Director (Outside)
- 6 Tetsuji Ohashi**
Director (Outside)
- 7 Jin Song Montesano**
Director (Outside)
- 8 Keiji Masui**
Director (Outside)
- 9 Sarah L. Casanova**
Director (Outside)



Audit & Supervisory Board Members

- 10 Tadashi Tsumabuki**
Audit & Supervisory Board Member (Full-Time)
- 11 Takeo Noda**
Audit & Supervisory Board Member (Full-Time)
- 12 Masatake Yone**
Audit & Supervisory Board Member (Outside)
- 13 Eriko Kawai**
Audit & Supervisory Board Member (Outside)
- 14 Ayumi Ujihara**
Audit & Supervisory Board Member (Outside)

Executive Officers

President and Chief Executive Officer
Motofumi Shitara
CEO

Managing Executive Officers
Heiji Maruyama

Senior Executive Officer
Satohiko Matsuyama

Itaru Otani
Managing Director of Yamaha Motor India Pvt. Ltd., Managing Director of India Yamaha Motor Pvt. Ltd., and Managing Director of Yamaha Motor India Sales Pvt. Ltd.

Dyonisius Beti
President & CEO of PT. Yamaha Indonesia Motor Manufacturing

Toshiaki Ibata
Chief General Manager of Marine Business Operations, in charge of Overseas Market Development Operation Business Unit

Yasutaka Suzuki
Chief General Manager of Land Mobility Business Operations, in charge of Customer Experience Business Unit

Executive Officers
Takuya Kinoshita
Chief General Manager of Creative Center

Toyoshi Nishida
Chief General Manager of Motorcycle Development Center

Tatsuya Masuda
Chief General Manager of Procurement Center

Kenichi Muraki
Executive General Manager of Smart Power Vehicle Business Unit, Land Mobility Business Operations

Koutarou Ueda
Chief General Manager of Quality Assurance Center and Chief Quality Officer

Eishin Chihana
In charge of Corporate Strategy, Corporate Strategy Division, Corporate Strategy Center

Shin Yokomizo
General Manager of Electric Vehicle Business Development Section, Land Mobility Business Operations

Michael Chrzanowski
President & CEO of Yamaha Motor Corporation, U.S.A.

Jeffrey Young
President & CEO of Yamaha Motor Finance Corporation

Kenji Komatsu
Chief General Manager of Technical Research & Development Center

Ayako Egashira
Chief General Manager of Solution Business Operations

Mitsuru Hashimoto
Chief General Manager of Corporate Planning & Finance Center

Olivier Prevost
President of Yamaha Motor Europe N.V.

Hajime Aota
Chief General Manager of Corporate Strategy Center and Corporate Strategy Officer

Ben Speciale
President of Marine Business Unit, Yamaha Motor Corporation, U.S.A.

Hiroshi Koike
Chief General Manager of Outdoor Land Vehicle Business Operations

Takahiro Imanishi
Chief General Manager of Manufacturing Center

Yasumitsu Ibaragi
Chief General Manager of Manufacturing Technology Center

Takeo Kitanaka
Chief General Manager of Global Risk, Compliance, Legal and IP Center and Chief Risk & Compliance Officer



Corporate Governance

As a *Kando* Creating Company, part of our Corporate Mission is to offer new excitement and a more fulfilling life for people all over the world. To achieve this goal, Yamaha Motor aims to enhance corporate value through sustained growth attained via its medium- and long-term strategies and measures. To this end, the Company has put into place systems and frameworks that enable rapid decision-making and the proper supervision and monitoring of business execution.

Approach to Corporate Governance

To ensure the implementation of the Company's growth strategies for the future, Yamaha Motor's Board of Directors fosters an environment that supports appropriate risk-taking and decisive decision-making by management, and it works to comprehensively understand and appropriately oversee issues and risks associated with the implementation of the Company's management strategies from the viewpoint of its responsibility to various stakeholders, including shareholders and investors.

In terms of the Company's approach to corporate governance, this structure is designed to facilitate speedy and decisive decision-making as well as appropriate, transparent, and fair supervision and monitoring. Accordingly, we have formulated the Corporate Governance Guidelines and put them into practice in an appropriate manner.

▶ Please refer to the Corporate Governance Guidelines section of our website for more details.

History of Strengthening the Corporate Governance System

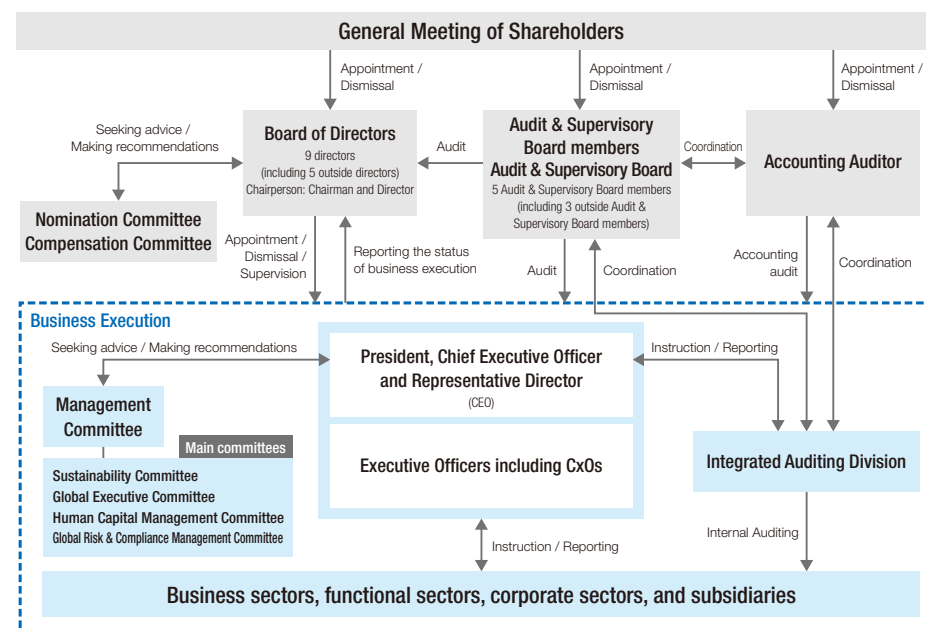
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Improvement of operating structure	2001: Introduction of Executive Personnel Committee (Nomination Committee/Compensation Committee)										From 2025: Nomination Committee/Compensation Committee			
				Establishment of Corporate Governance Guidelines										
				Implementation of Board of Directors effectiveness evaluation										
				Abolition of takeover defense measures										
Executive structure	2001: Introduction of executive officer system													
	2007: Appointment of outside directors													
	2009: Appointment of first woman director													
				Appointment of non-Japanese executive officers										
							Separation of chairman of the Board of Directors and chief executive officer (CEO) roles							
Number of directors	10	10	12	11	11	13	11	11	10	10	10	10	10	9
Of whom, independent outside directors	2	2	2	2	2	2	3	4	4	4	4	5	5	5
Of whom, women directors	1	0	0	0	0	0	0	1	1	1	2	2	2	3
Executive remuneration system	Inclusion of stock options in the stock compensation plan													
								Overall revision of the system (compensation further linked to performance and to provide long-term incentives)						
Summary of the medium-term management plan	Stabilization of a profitable structure (V-shaped recovery in results)	Toward sustainable growth (expansion of business scale and enhancement of profitability)			A unique company that continues to achieve challenging milestones (management emphasizing ROE and cash flows)			Taking on the renewed challenge of achieving net sales of ¥2 trillion			Strengthening of sustainability measures		Raising the competitiveness of core businesses once again	

Corporate Governance Structure

Yamaha Motor supplies various kinds of products and services to markets around the world, including personal mobility solutions, marine products, industrial robots, vehicle engines, and industrial-use unmanned helicopters. Overseas sales account for more than 90% of the Company's consolidated net sales. Starting with the principal concept of developing and producing locally where the products are used, we engage in development, procurement, production, sales, and other activities on the global stage.

To sustainably advance our business activities, we believe an effective approach is to structure a corporate governance system consisting of the Board of Directors, made up of internal directors (who are familiar with the Company's customer characteristics, products, business operations, and functions), outside directors (who have a wealth of knowledge in global corporate management), and the Audit & Supervisory Board (whose members include outside Audit & Supervisory Board members with professional knowledge in areas including accounting, legal affairs, and management administration). To ensure swift business execution under this corporate governance system, the Company appoints executive officers, to whom the Board of Directors delegates matters related to the timely execution of business.

Corporate Governance System





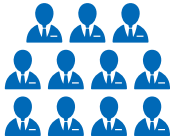






Corporate Governance

Main Boards and Committees

... Inside director
 ... Outside director, outside Audit & Supervisory Board member
 ... Executive officer

		Board of Directors	Audit & Supervisory Board	Former Executive Personnel Committee		Management Committee	Former Sustainability Committee	
				Nomination Committee	Compensation Committee		Sustainability Committee	Global Risk & Compliance Management Committee
Composition		9 directors including 5 outside directors	5 Audit & Supervisory Board members including 3 outside Audit & Supervisory Board members	3 outside directors 1 outside Audit & Supervisory Board member 1 chairman and director	2 outside directors 1 outside Audit & Supervisory Board member	11 executive officers (including the CEO)	CSO Executive officers appointed by the CSO	CRCO Executive officers appointed by the CRCO
								
Chairperson		Katsuaki Watanabe, Chairman and Director	Tadashi Tsumabuki, Audit & Supervisory Board Member (Full-Time)	Jin Song Montesano, Outside Director	Keiji Masui, Outside Director	Motofumi Shitara, CEO	Hajime Aota, CSO	Takeo Kitanaka, CRCO
Objective / Role		To ensure the implementation of growth strategies for the future, the Board of Directors fosters an environment that supports appropriate risk-taking and firm decision-making by management, and it works to comprehensively understand and appropriately oversee issues and risks associated with the implementation of management strategies from the viewpoint of its responsibility to various stakeholders, including shareholders and investors.	Based on its fiduciary responsibility to shareholders and as an independent body from the Board of Directors, the Audit & Supervisory Board conducts audits of the legality and appropriateness of directors' execution of duties, as well as the internal control systems, business performance, and financial position of the Company and its subsidiaries.	The Nomination Committee deliberates, decides and reports on proposals for submission to the Board of Directors regarding appointment or dismissal of the Chief Executive Officer (CEO), directors, and Audit & Supervisory Board members, and checks regarding process of appointment or dismissal of executive officers and fellows.	The Compensation Committee deliberates, decides, and reports on proposals for submission to the Board of Directors regarding the remuneration system for the CEO, directors, executive officers, and fellows.	The Management Committee deliberates on matters related to business execution and aims to expedite decision-making. In principle, meetings are held at least once a month and at other times as necessary.	The Sustainability Committee deliberates and considers ways to address and promote issues related to sustainability in order to promote the Group's sustainability management.	The Global Risk & Compliance Management Committee deliberates and considers ways to address issues related to the Group's global risk and compliance.
Activities in Fiscal 2024	Number of Meetings	14	19	11		24	6	
	Main Matters Considered	<ul style="list-style-type: none">• Business portfolio management• Sustainability management• Human capital management• Global Group governance	<ul style="list-style-type: none">• Audit policy, plan, and division of roles• Audit report and audit summary• Evaluation of the effectiveness of the Audit & Supervisory Board• Audit & Supervisory Board effectiveness evaluation	<ul style="list-style-type: none">• Appointment and dismissal of directors• Remuneration• Succession plan		<ul style="list-style-type: none">• New medium-term management plan• Large-scale investments and financing	<ul style="list-style-type: none">• ESG evaluation review• Risk compliance activities• Human rights initiatives• Value creation process• Materiality issues	



Corporate Governance

Approach to the Composition of the Board of Directors and Audit & Supervisory Board

The role of the Board of Directors is to support the Company's sustainable growth and corporate brand value according to the Corporate Mission to be a *Kando* Creating Company. To ensure the implementation of growth strategies for the future, we will foster an environment that supports appropriate risk-taking and firm decision-making by management. In addition, we will comprehensively work to identify issues and risks associated with implementing management strategies from the perspective of our responsibility to various stakeholders, such as shareholders and investors.

Based on its fiduciary responsibility to shareholders and as an independent body from the Board of Directors, the Company's Audit & Supervisory Board shall request business reports, investigate the state of operations and assets, exercise its authority over the process for selecting and dismissing outside accounting auditors and over audit fees, and attend Board of Directors meetings and other important meetings to provide opinions as necessary. In such ways, the Audit & Supervisory Board conducts audits of the legality and appropriateness of the directors' execution of their duties, internal regulatory structures, financial condition, and other matters regarding the Company.

Based on the above, the Company has determined that the respective compositions of the Board of Directors and the Audit & Supervisory Board as a whole should bring a balance of knowledge, experience, and abilities. They should also reflect the Company's commitment to diversity and scope. As such, we have identified the skills listed on the right as necessary.

Reasons for Selection and Definitions of Skills

Corporate Management	Under the Corporate Mission of being a <i>Kando</i> Creating Company, the Company is pursuing the development of several businesses, including motorcycles and outboard motors, in more than 180 countries and regions. In order to achieve sustainable growth in the midst of drastic changes in the business environment, such as those driven by CASE, the Company needs officers with experience of managing global companies and manufacturing companies.
New Business Development / M&A	In order to create the seeds of new growth, the Company needs officers with experience and insights in new business development and M&As.
Finance / Accounting	The Company uses revenue growth rate and ROIC to clarify the positioning of its businesses and implements portfolio management to allocate management resources appropriately. In order to promote its growth strategy and enhance shareholder returns, the Company requires officers with knowledge and experience in finance/accounting.
Procurement / Manufacturing	In order to promote break-even-point management, it is necessary to continue efforts to reduce costs and improve productivity in procurement and manufacturing, and the Company needs officers with knowledge and experience in procurement and production at manufacturing companies.
Technology / R&D	In order to address CASE-related trends and to grow new businesses described in the medium-term management plan into future core businesses, the Company needs officers with knowledge of basic and advanced technologies and experience in innovation.
Marketing / Branding	In order to accurately respond to diversifying customer needs, the Company needs officers who are familiar with each market and have experience in developing and executing strategies for marketing, branding, product planning, public relations and advertising, and sales.
IT / DX	In order to strengthen the management base and improve customer experience, the use of IT is essential, and the Company needs officers with knowledge and experience in IT/DX.
E Environment / Carbon Neutrality	The Company aims to achieve carbon neutrality by 2050, and in order to accelerate its efforts, it needs officers with knowledge and experience in the environmental field.
S DE&I / Human Resources Development	In order to respond to rapidly changing market needs in addition to the global business environment, it is necessary to secure diverse human resources and strengthen the skills of each employee. The Company needs officers with knowledge and experience in DE&I promotion and human resource development.
G Legal / Risk Management	Strengthening governance is important to the Company, which operates on a global scale. The Company needs officers who have knowledge and experience in domestic and international legal systems and respective regulations, who can properly assess the risks, and who can lead prevention and countermeasures.
Global Experience	The Company operates in more than 180 countries and regions, with overseas sales exceeding 90% of total sales. The Company needs officers who have experience working for multinational companies and in local markets, combined with knowledge and experience of foreign cultures and business practices.

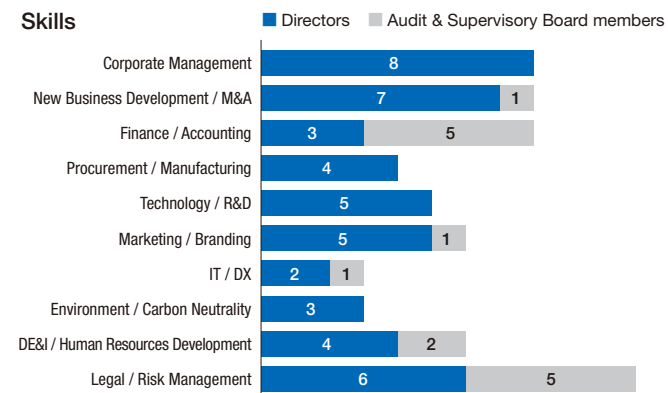


Corporate Governance

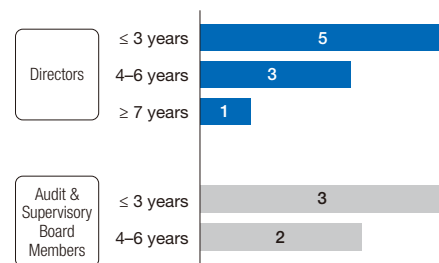
Skills Matrix and Skills Chart (As of March 25, 2025)

Position	Name	Years Served	Age	Gender	Independence	Global Experience	Corporate Management	New Business Development / M&A	Finance / Accounting	Procurement / Manufacturing	Technology / R&D	Marketing / Branding	IT / DX	E Environment / Carbon Neutrality	S DE&I / Human Resources Development	G Legal / Risk Management
Directors	Katsuaki Watanabe	11	65	Male		○	●			●	●	●				●
	Motofumi Shitara	3	62	Male		○	●	●	●				●		●	●
	Heiji Maruyama	4	63	Male			●	●			●			●		
	Satohiko Matsuyama	3	61	Male		○				●	●			●		
Outside Directors	Yuko Tashiro	6	71	Female	✓	○	●	●	●			●			●	●
	Tetsuji Ohashi	5	71	Male	✓	○	●	●		●	●	●	●			●
	Jin Song Montesano	3	53	Female	✓	○	●	●				●			●	●
	Keiji Masui	1	70	Male	✓	○	●	●	●	●	●					●
	Sarah L. Casanova	–	60	Female	✓	○	●	●				●		●	●	
Audit & Supervisory Board Members (Full-Time)	Tadashi Tsumabuki	2	63	Male		○			●			●				●
	Takeo Noda	–	60	Male		○			●				●			●
Outside Audit & Supervisory Board Members	Masatake Yone	6	70	Male	✓	○		●	●							●
	Eriko Kawai	4	66	Female	✓	○			●						●	●
	Ayumi Ujihara	2	63	Female	✓				●						●	●

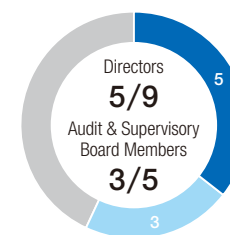
Skills



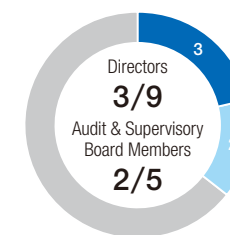
Years Served



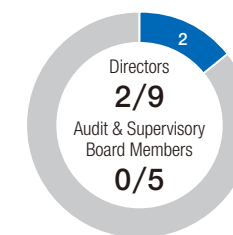
Outside Officers



Female Officers



Non-Japanese Officers





Corporate Governance

Board Effectiveness Evaluation

The Company conducts an annual analysis and evaluation of the overall effectiveness of the Board of Directors, including its roles and responsibilities, with the Corporate Governance Division serving as the secretariat, in an effort to drive continuous improvement.

Evaluation Process

- Subjects: All directors and Audit & Supervisory Board members
- Self-evaluation: Self-evaluation using the following four evaluation items, based on the framework of the contracted third-party organization
Evaluation items: (1) Roles of the Board of Directors (2) Composition of the Board of Directors (3) Deliberation at meetings of the Board of Directors (4) Accountability of the Board of Directors
- Survey consisting of questionnaires and interviews, conducted from an objective viewpoint by the third-party organization
- Sharing of the results of the effectiveness evaluation and deliberation on issues that need to be addressed at the Board of Directors meeting

Evaluation Results from Fiscal 2023

The evaluation confirmed that the Board of Directors has actively and continuously carried out effective discussions and refined initiatives to improve corporate value in the medium to long term and achieve sustainable growth amid the dramatic changes in the business environment, and is effective enough to achieve our Long-Term Vision for 2030 in addition to our medium-term management plan that began in 2022. A particular point that was highly evaluated is the way in which the Board of Directors has continued to respect the feedback of outside directors and outside Audit & Supervisory Board members. In doing so it has continued to foster a culture of open, constructive discussions and exchanges of opinion, as it did in fiscal 2022.

Issues Identified in Fiscal 2023 Evaluation

- Issue 1** Enhance discussions of comprehensive Companywide management strategies
- Issue 2** Conduct comprehensive discussions on sustainability
- Issue 3** Strengthen global Group governance
- Issue 4** Enhance discussions of human resource strategies to achieve effective human capital management
- Issue 5** Provide more opportunities for communication with outside and internal directors
- Issue 6** Deepen Executive Personnel Committee discussions and improve their transparency

Status of Response to Issues Identified in Fiscal 2023

To address these issues, the Company's Board of Directors deliberated on core businesses, growth businesses, new businesses, and businesses requiring structural reforms based on the direction of the business portfolio established in the medium-term management plan that started in 2022. The Board also discussed portfolio management in regard to the appropriate allocation and management of resources, as well as determining the direction of portfolio management for the new medium-term management plan. The Board thoroughly considered sustainability, global Group governance, and human capital management with the aim of sharing the big picture position and conducting comprehensive discussions.

As a result, the survey indicated that all issues were being addressed to a certain degree, but also identified some issues with room for improvement and recognized the need for continued efforts.

Evaluation Results from Fiscal 2024

The evaluation confirmed that the Board of Directors has actively and continuously carried out effective discussions and refined initiatives to improve corporate value in the medium to long term and achieve sustainable growth amid the dramatic changes in the business environment. In addition, by steadily addressing the issues identified in the previous year, the Board of Directors has ensured sufficient effectiveness, including in its discussions of the progress of the Long-Term Vision for 2030 and the formulation of the new medium-term management plan. While the survey indicated that the issues identified in fiscal 2023 were being addressed to a certain degree, it also identified some issues with room for improvement and recognized the need for continued efforts.

Points for Further Improvement of Board of Directors Effectiveness

- Issue 1** Enhance discussions of comprehensive Companywide management strategies
- Issue 2** Conduct comprehensive discussions on sustainability
- Issue 3** Strengthen global Group governance
- Issue 4** Enhance discussions of human resource strategies to achieve effective human capital management
- Issue 5** Provide more opportunities for communication with outside and internal directors

In addition, we will promote the following measures to improve the quality of discussions at Board of Directors meetings.

- Clarification of the future direction of the Board of Directors, including the institutional design
- Selection of appropriate agenda items
- Organization and clarification of issues in explanatory materials

Nomination Committee and Compensation Committee

In 2001, Yamaha Motor voluntarily established the Executive Personnel Committee as an advisory body concerned with the nomination and remuneration of members of the Board of Directors. It did so in order to improve the transparency and objectivity of executive appointments and dismissals, as well as the determination of their remuneration, among other objectives. To further enhance the effectiveness of committee deliberations, we decided to reorganize the Executive Personnel Committee to establish a Nomination Committee and a Compensation Committee as of March 25, 2025.

To ensure the independence of the two committees, as well as the transparency of the deliberation process and the objectivity and appropriateness of reports submitted to the Board of Directors, the chairpersons of both committees will be selected from among the outside directors, and the majority of committee members will be outside officers. In principle, both committees will meet at least six times a year.

Nomination Committee

Chairperson	Jin Song Montesano, Outside Director (Independent)
Member	Yuko Tashiro, Outside Director (Independent)
Member	Tetsuji Ohashi, Outside Director (Independent)
Member	Masatake Yone, Outside Audit & Supervisory Board Member (Independent)
Member	Katsuaki Watanabe, Chairman and Director

Compensation Committee

Chairperson	Keiji Masui, Outside Director (Independent)
Member	Sarah L. Casanova, Outside Director (Independent)
Member	Ayumi Ujihara, Outside Audit & Supervisory Board Member (Independent)



Corporate Governance

CEO Succession Plan

We have reorganized the Executive Personnel Committee to establish a Nomination Committee for proposing nominees to the Board of Directors. The Nomination Committee deliberates on the appointment or dismissal of the CEO, directors, and Audit & Supervisory Board members, and on checks regarding the process of appointment or dismissal of executive officers and fellows.

As a *Kando* Creating Company that operates globally, Yamaha Motor strives to make the most of its diverse human resources by implementing various initiatives such as building, evaluating, and developing candidate pools for each management strata in accordance with clearly defined internal rules. In doing so, we also ensure the transparency and appropriateness of the process by involving outside directors and utilizing knowledge from external organizations. We have established the following CEO succession plan, based on a recognition that it is an important management issue for the sustainable and stable increase of our corporate value.

CEO Requirements and Evaluation Criteria

In light of our business environment, the requirements expected of a CEO have been detailed in the categories of "achievements, experience, and skills," "abilities," and "qualifications" through deliberations by the Nomination Committee. As a *Kando* Creating Company, we have identified the following values as important.

- Embodying our Corporate Philosophy
- Demonstrating a greater spirit of challenge than other candidates
- Fairness and honesty
- Good character

CEO Selection Process

- (1) Draw up a list of CEO candidates
 - Obtain recommendations from directors who serve concurrently as executive officers
 - Undergo leadership assessment by an external organization
 - Decide on the list of CEO candidates after deliberation by the Nomination Committee
- (2) Develop and narrow down CEO candidates
 - The Nomination Committee deliberates and decides on the development plan for each CEO candidate
 - The current CEO advises each candidate on developing leadership
 - The Nomination Committee regularly confirms the development status of each candidate
- (3) Board of Directors resolution
 - Based on the development status and leadership evaluation of the CEO candidates, the Nomination Committee proposes one final candidate to the Board of Directors

CEO Resignation or Removal Process

Roles of the Board of Directors and the Nomination Committee

- The Board of Directors supervises the status of execution of the CEO's duties, and if it is deemed that the CEO is not fully fulfilling such functions based on the Company's business performance, objective facts regarding the CEO's execution of duties, or other criteria, or if the CEO announces his/her resignation, or if the CEO is responsible for a situation that significantly impedes the Company's management for other reasons, the Board will dismiss the CEO and promptly appoint a new CEO.
- If the situation described above occurs, the Nomination Committee will request the CEO to attend a hearing before the committee and report the results to the Board of Directors.

Remuneration System for Executives

In order to ensure the appropriateness as well as the transparency and effectiveness of the deliberation process regarding items relating to executive remuneration, the Compensation Committee (voluntarily established by the Company and composed of a majority of outside directors) conducts pertinent assessments and reports its findings to the Board of Directors. Decisions on remuneration for each individual director are made at Board of Directors meetings in accordance with the basic policy after discussions with and/or reports from the Compensation Committee. Moreover, Audit & Supervisory Board members discuss and determine the specific amounts of their own base compensation. In conjunction with the start of the Medium-Term Management Plan from 2025, we have expanded performance-linked compensation and changed the compensation ratio for directors and executive officers.

Basic Policy

- To be a *Kando* Creating Company, Yamaha Motor encourages its executives to the maximum extent possible to perform their professional duties in accordance with its Management Principles and Action Guidelines.
- Toward realizing the Company's Long-Term Vision for 2030, executive remuneration shall offer strong motivation for achieving targets in the medium-term management plan and other plans.
- Remuneration shall function as an incentive for achieving sustainable growth of corporate value, the benefits of which shall be shared by management and shareholders.
- Remuneration amounts shall be set at a level that enables the Company to secure and retain diverse, outstanding human resources suitable for the roles and responsibilities to be carried out by management.
- Yamaha Motor shall carry out initiatives befitting the Company to the greatest extent possible to address important societal issues (materiality issues).

Remuneration System

Remuneration for directors at Yamaha Motor is composed of base compensation (fixed remuneration), performance-linked bonuses, and performance-linked share compensation. In fiscal 2025, the proportion of performance-linked compensation was raised. Remuneration for the president and representative director is

generally 33% base compensation, 33% performance-linked bonuses, and 33% performance-linked share compensation, and remuneration for other executive officers will be set in line with that of the president and representative director.

Outside directors and Audit & Supervisory Board members receive only fixed base compensation as their roles require them to supervise and audit company management from an objective, independent perspective.

Base Compensation

Annual base compensation is set for each executive position, and is paid in cash on a monthly basis in twelve equal installments.

Performance-Linked Bonuses

The representative director shall only be paid a Companywide performance-linked bonus. Performance-linked bonuses for other directors and executive officers shall comprise a Companywide performance-linked bonus and an individual performance-linked bonus.

Performance-Linked Share Compensation

We have established a system for the issue of restricted stock, the number of which is determined in accordance with our total shareholder return (TSR) evaluation, with the aim of promoting value sharing between our directors and shareholders and achieving sustainable improvement in corporate value.

Breakdown of President and Representative Director Remuneration (Base Amounts)



Breakdown of Performance-Linked Bonuses

Companywide Performance-Linked Bonus Pool of funds Net income attributable to owners of parent × Fixed percentage of 0.105% (0.109% for executive officers who do not serve concurrently as directors)* × Variable evaluation coefficient based on ROA (range of 0–2x; including adjustments based on other business performance metrics)	Individual Performance-Linked Bonus 0–2x of base amount relative to achievement of and progress toward predetermined indicators	
	Financial Evaluation Takes into account year-on-year comparisons and degree of target achievement for revenue, operating profit, and ROA in the division for which the person is responsible	Non-Financial Evaluation Takes into account degree of progress on initiatives in the medium-term management plan, the development of future executive officers and candidates for senior management positions, and contributions to corporate value and brand value
	Ratio of Financial and Non-Financial Evaluation Directors: 1 to 1 (Executive officers: 1 to 1)	
Ratio of Companywide Performance-Linked Bonus to Individual Performance-Linked Bonus Representative director: 1 to 0 Directors: 2 to 1 (Senior Executive Officers: 2 to 1 and Executive Officers: 1 to 2)		



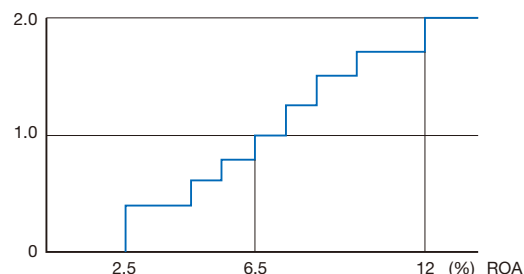
Corporate Governance

Companywide Performance-Linked Bonus

Indicators Related to the ROA Evaluation Coefficient

The Company sets the ROA evaluation coefficient based on the three-year average ROA based in accordance with the values indicated in the graph below. Adjustments are made according to each indicator after deliberations by the Compensation Committee.

- Level of achievement of targets for consolidated revenue and consolidated operating profit
- Employee bonuses compared to the previous period
- Level of progress on the medium-term management plan, aimed at realizing the Long-Term Vision for 2030
- Overall level of progress on initiatives addressing materiality issues and external ESG assessment
- Other events affecting corporate value and brand value



Performance-Linked Share Compensation

Total Shareholder Return (TSR) Evaluation Coefficient

Company TSR ÷ Growth rate of TOPIX Total Return Index

Company TSR =

Average closing share price in the month prior to the start of the TSR evaluation period (December) + Total dividends during the TSR evaluation period

Average closing share price in the final month of the final year of the TSR evaluation period (December)

Growth rate of TOPIX Total Return Index =

Average TOPIX Total Return Index closing price in the month prior to the start of the TSR evaluation period (December)

Average TOPIX Total Return Index closing price in the final month of the final year of the TSR evaluation period (December)

Executive Compensation in Fiscal 2024

In fiscal 2024, the Company's three-year ROA average was 9.9%. However, long-term loans payable urgently raised to address the impacts of the COVID-19 pandemic have been excluded from this calculation. In accordance with the officer remuneration rules, the ROA evaluation coefficient was set at 1.25 following a comprehensive assessment of business performance.

The pool of funds for Companywide performance-linked bonuses totaled ¥189 million (consolidated net income of ¥108.1 billion × 0.14% × ROA evaluation coefficient of 1.25), which have been distributed among directors.

Individual performance-linked bonuses were determined based on a comprehensive evaluation of each director that took pre-determined financial and non-financial evaluation indicators into account.

Officer Classification	Number of Eligible Officers	Base Compensation	Performance-Linked Bonuses		Performance-Linked Share Compensation	Total
			Companywide Performance-Linked Bonus	Individual Performance-Linked Bonus		
Directors (excluding outside directors)	5	244	189	16	120	570
Outside directors	6	99	-	-	-	99
Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)	2	76	-	-	-	76
Outside Audit & Supervisory Board members	3	59	-	-	-	59
Total	16	479	189	16	120	805

Notes: 1. The amount of base compensation mentioned above is the total compensation, etc., paid (monetary compensation) in fiscal 2024.

2. The amount of base compensation and number of eligible officers mentioned above include two directors who retired during the fiscal year.

3. The amounts of Companywide performance-linked bonuses and individual performance-linked bonuses mentioned above are the amounts paid (monetary compensation) in April 2025 based on performance, etc., in fiscal 2024.

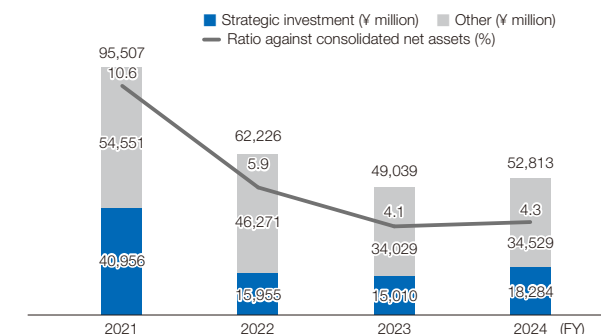
4. With respect to share compensation, Yamaha Motor previously issued shares of the Company's common stock (restricted stock) as share compensation to directors (except outside directors) and executive officers (excluding non-Japanese executive officers), based on the restricted stock compensation system with no performance conditions (hereinafter referred to as the "former system") and subject to the condition that such shares are non-transferrable for as long as the individual remains an officer of the Company. However, per the resolution of the 87th Ordinary General Meeting of Shareholders held on March 23, 2022, the Company introduced a performance-linked share compensation plan that determines the number of restricted shares to be awarded based on evaluation of the Company's total shareholder return (TSR), replacing the former system. In addition, the amount of performance-linked share compensation stated above is the amount granted in or after April 2025 (the full amount corresponds to monetary compensation claims held by recipients, which will be contributed as payment in kind for newly issued shares or treasury shares of the Company's common stock) in accordance with the Company's calculation method based on the results of the TSR evaluation, etc., for fiscal 2024. Note that while the amount expected to be paid on or after April 2024 disclosed in the business report for fiscal year 2023 was ¥153 million, the actual amount paid in April 2024 was ¥191 million.

Cross-Shareholdings

Yamaha Motor intends to hold shares as cross-shareholdings when it is deemed necessary and appropriate in order to enhance corporate value and achieve medium- to long-term growth. The Board of Directors annually examines each cross-shareholding to determine whether the significance of holding the shares is appropriate, and appropriately discloses a summary of the results. In addition, Yamaha Motor upholds a policy of reducing cross-shareholdings in cases where the rationale for holding such shares cannot be justified.

In fiscal 2024, based on this policy, Yamaha Motor examined the appropriateness of holding each stock issue at meetings of the Board of Directors and sold a portion of the shares held under cross-shareholdings. In addition, on February 18, 2025, Yamaha Motor sold 10 million shares of Yamaha Corporation stock.

Cross-Shareholdings





Risk and Compliance Management

Basic Approach: Global, Integrated and Agile

Based on a risk and compliance management policy supported by a commitment to being Global, Integrated and Agile, Yamaha Motor is promoting a risk and compliance system that advances Group management with the aim of instilling responsibility and authority at a global level for swiftly adapting to changes in the business environment. Specifically, we conduct each of our activities with the aim of conducting risk and compliance management that is better integrated into management plans and business strategies globally. This enables us to adapt to our expanding business environment and to contribute to the Company's value creation through agile identification and control of risks arising from changes in each region's regulations and environmental factors.

To that end, under Medium-Term Management Plan (2025–2027), we have strengthened accountability by appointing a Chief Risk & Compliance Officer (CRCO), deepened management deliberations by establishing a Global Risk & Compliance Management Committee, and ensured effectiveness by appointing Risk & Compliance Officers (RCOs) in major business regions, while promoting agility by establishing direct reporting from RCOs to the CRCO.

Risk & Compliance Management Policy: Global, Integrated and Agile

Vision

Advancing the Yamaha Motor Group's management to globalize responsibility and authority for swiftly adapting to business environment changes

Global

GLOBAL risk and compliance framework that adapts to the expanding business environment

Integrated

Risk and compliance management **INTEGRATED** into management plans and business strategies

Agile

AGILE control of risks arising from changes in each region's regulations and the environment

Mid-term plan

Strengthen Risk and Compliance Management Centered on CRCO

Identify and control risks that affect management plans including business operations, M&A, alliances and acceleration of digital initiatives.

Strengthen accountability

Appoint a dedicated Chief Risk & Compliance Officer (CRCO)

Deepen management deliberations

Establish a Global Risk & Compliance Management Committee

Ensure effectiveness

Assign Risk & Compliance Officers (RCOs) for major business regions

Accelerate agility

Establish direct reporting from each RCO to the CRCO

Changes in the business environment

Increased regulations and disclosures in the ESG domain including the environment, human rights, and DE&I
Economic security developments involving data security, foreign investment regulations, and economic sanctions

Increased market volatility

Acceleration of digital initiatives

Climate change

Diversification of values

Greater polarization

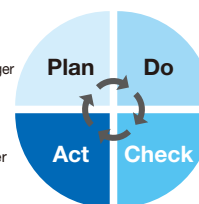
Risk and Compliance Management Structure

For risk management and compliance, Yamaha Motor has appointed a CRCO and established the Global Risk & Compliance Management Committee. The committee, chaired by the CRCO and composed of executive officers appointed by the CRCO, discusses Groupwide plans with regard to risk and compliance, and monitors their implementation, in accordance with the Rules of Risk Management and Compliance Management Rules. We have also established a Global Risk & Compliance Steering Committee, consisting of RCOs (appointed by the CRCO) who oversee major regions, and a Risk and Compliance Promotion Meeting, which is composed of the division managers of divisions responsible for risk at the headquarters. The committee deliberates on policies, plans, monitoring, and countermeasures with regard to risk management and compliance from various specialized perspectives. The results of these deliberations are then reported to the Board of Directors by the CRCO as appropriate, thus establishing a system for ensuring effectiveness.

Risk Management Activities

We conduct Companywide risk management activities using the following plan-do-check-act (PDCA) cycle. The Yamaha Motor Group has prepared a risk management ledger that identifies risks related to its management and business, and has deployed it globally throughout the Group. We control risks organizationally by conducting activities including risk assessment, risk selection, risk countermeasures, and monitoring based on the risk management ledger.

- Analysis of information from inside and outside the Company
- Designation of significant risks at the Group level
- Assessment of risk management ledger
- Formulation of activity policy and activity plan
- Review of risk management ledger
- Incorporation into activity plan for the next fiscal year
- Review of activity results



- Implementation of activities to address risks
- Monitoring of activities

Countermeasures for Significant Risks at the Group Level and Formulation of a BCP

Based on our risk assessment, we select significant risks at the Group level to be addressed on a priority Groupwide basis, plan countermeasures, and monitor their implementation to systematically reduce risk throughout the Group.

In fiscal 2025, we are promoting Companywide efforts to address risks relating to failure to comply with laws and regulations concerning product quality, fatal or serious occupational injuries resulting from the use of equipment and machinery, cybersecurity, factory shutdowns due to interruption of the supply chain, human rights violations, harassment, and leakage of confidential information.

In addition, to prepare against envisioned risks that could impact the continuity of our business, we have established Rules of Business Continuity and formulated a business continuity plan (BCP) that includes countermeasures for responding to a major earthquake in the Nankai Trough region, pandemics, and cyber incidents.



Risk and Compliance Management

Basic Approach toward Compliance

“Compliance Comes First—Never Tolerate Wrongdoing” is the key message from the highest level of management to the entire Yamaha Motor Group. We promote compliance globally as the foundation of our value creation as a *Kando* Creating Company.

Code of Ethics

Yamaha Motor 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. Following the establishment of our Sustainability Basic Policy, we revised the Code of Ethics in 2024 to include new provisions on human rights, diversity, and social responsibility. At subsidiaries outside Japan, the Code of Ethics has been translated into the local languages of the areas in which we operate and distributed, and we are also working to raise awareness using an educational video that is available in 11 languages.

Global Compliance Structure

The CRCO and the Global Risk, Compliance, Legal and IP Center, which was established in January 2025, oversee the Groupwide compliance and governance structure, identify relevant laws, regulations and compliance areas related to the Group's management and business, designate the main risk management departments, and promote the establishment and operation of a compliance system for all Group companies. This system covers management policies, management rules and processes, practical guides, educational activities, monitoring, and the investigation, correction, and prevention of recurrence of fraud.

In addition, a hotline has been introduced Companywide as a whistleblowing system. A total of 247 reports were received in 2024. In terms of reporting systems directly managed by headquarters, in addition to the compliance hotline in Japan, we operate a global compliance hotline that accepts reports on specified matters from all Group companies worldwide in 10 languages, a fair business hotline that accepts reports from business partners, and a human rights reporting hotline for corrections and remedies in the area of human rights.

Compliance Activities

We formulate an annual plan for compliance activities, based on which we systematically promote each of the activities.

1 Risk Assessment and Countermeasures

We conduct business worldwide, and there are numerous laws and regulations that must be complied with in those business activities. A Groupwide risk assessment is carried out each year to identify the common compliance risks that need to be addressed, including those relating to 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, and countermeasures are implemented and monitored.

2 Global Educational Activities

We provide wide-ranging education, from training specifically for new recruits and employees taking on new positions to compliance training for all employees. Our other distinctive educational measures that support global management include case studies from our own business. These case studies are used at meetings of the Global Executive Committee, which is composed of leaders from core Group bases, and the Global Compliance Meeting, which is held annually for management from each Group company.

We also promote “Compliance Comes First” Companywide through compliance messages from the President & CEO, e-learning and video training, which we stream globally.

3 A Culture of Compliance

As a way to ensure that compliance is incorporated into the corporate culture, we conduct Groupwide compliance awareness surveys each year to confirm the effectiveness of compliance measures, including the degree of understanding and scope of implementation of the Code of Ethics, hotline usage, and the effectiveness of training programs. Based on the survey results and social trends, we update our *Code of Ethics Guidebook* annually, adding explanations for employees and concrete examples.

Topics Covered in Fiscal 2024

The Global Executive Committee reviewed case studies and held discussions about how to prevent and respond to improper practices at subsidiaries, whistle-blowing procedures related to the conduct of executives, and Group governance, as well as a discussion of the vision for our global risk and compliance structure. Among significant risks at the Group level, the Global Compliance Meeting covered activities in areas in which the Group is ramping up global operations, such as respect for human rights and cybersecurity. These were addressed through on-demand video discussions among the heads of the divisions in charge of these areas. The meeting also served to promote understanding as a venue for live discussions held by managers of sites outside Japan. In addition, training for executive officers included a discussion of quality irregularities and corporate culture based on the case of inappropriate handling of motorcycle testing and certification applications.

Other training at the headquarters included respect for human rights, harassment prevention, compliance with antitrust laws when dealing with competitors, anti-bribery measures, personal data protection, technology exchange with other companies, hotline cases and the Code of Ethics, proper management of working hours, proper import/export procedures, and management of chemical substances contained in products. Furthermore, e-learning programs cover cybersecurity, security trade control, information management, sustainability, and other essential compliance areas in light of the Group's business activities and examples of past incidents.





Fact Data

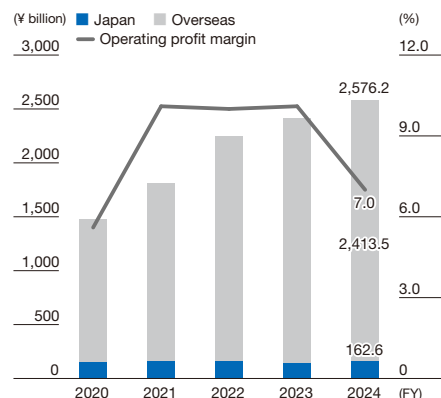
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Financial Highlights

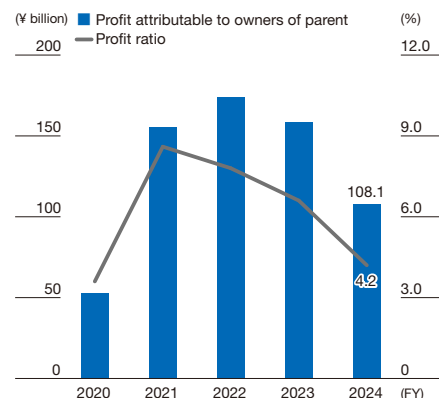
Note: Calculations are based on Japanese generally accepted accounting principles (J-GAAP) for years up to 2022 and International Financial Reporting Standards (IFRS) for 2023 and thereafter.

Revenue / Operating Profit Margin



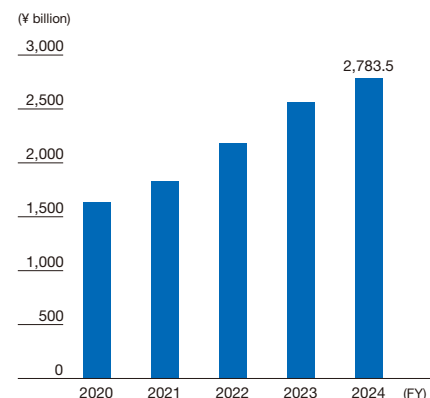
Revenue increased 6.7% year on year due to increased units sold and higher price per unit in Brazil and India in our core Motorcycles business.

Profit Attributable to Owners of Parent / Profit Ratio



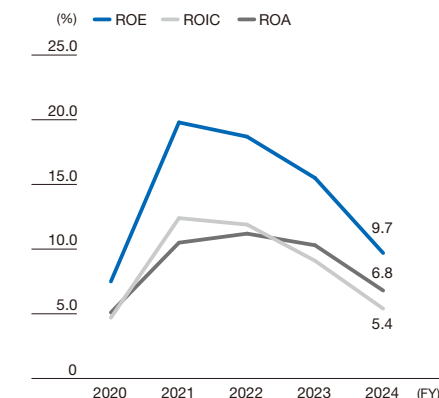
Profit decreased 31.8% year on year due to a decrease in operating profit caused by factors including an increase in selling, general and administrative expenses, expenses resulting from a review of the business structure, and impairment losses on some non-current assets.

Total Assets



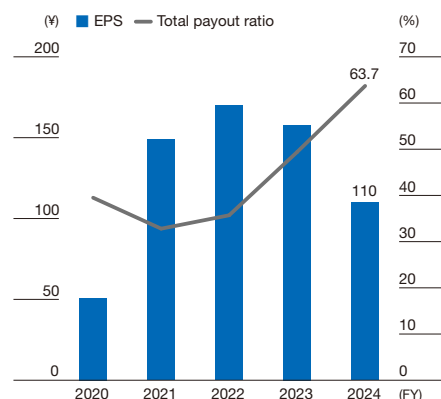
Total assets increased ¥219.9 billion from the end of the previous fiscal year due to an increase in sales finance receivables, among other factors.

ROE / ROIC / ROA



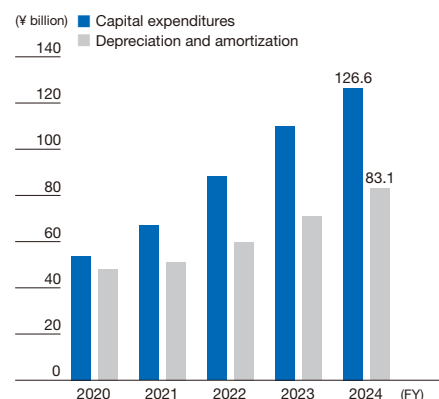
Average results for the period of Medium-Term Management Plan (2022–2024) were ROE of 14.6%, ROIC of 8.8%, and ROA of 9.4%.

EPS / Total Payout Ratio



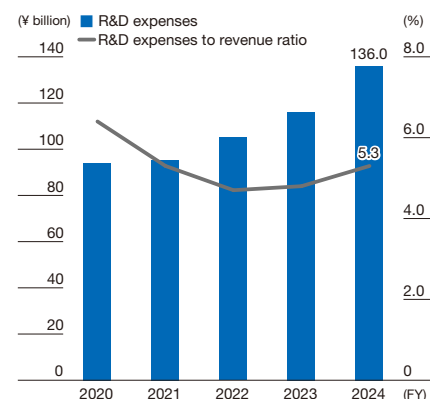
The total payout ratio for the period of Medium-Term Management Plan (2022–2024) averaged 49.6%.

Capital Expenditures / Depreciation and Amortization



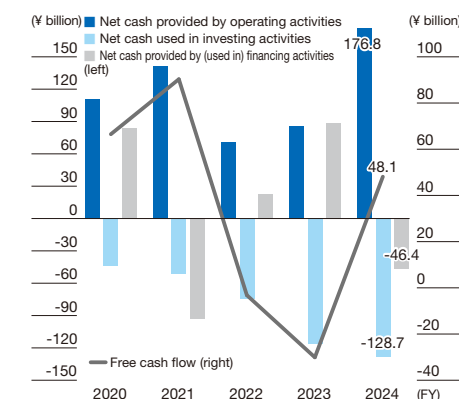
The Company made capital expenditures of ¥81.9 billion in the Land Mobility business, ¥29.9 billion in the Marine Products business, ¥7.1 billion in the Robotics business, and ¥7.7 billion in Others.

R&D Expenses / R&D Expenses to Revenue Ratio



The Company conducted research and development into new and growth businesses to raise the earning power of core businesses and contribute to a sustainable society, with R&D expenses totaling ¥136.0 billion in 2024.

Consolidated Cash Flow



Free cash flow for 2024 was an inflow of ¥48.1 billion, and cash and cash equivalents were ¥373.0 billion. Interest-bearing liabilities (excluding lease liabilities) as of December 31, 2024 totaled ¥952.0 billion.



Eleven-Year Summary

J-GAAP

IFRS

	2014	2015	2016	2017	2018		2019	2020	2021	2022	2023	2024	2024 / 2023	
For the year:						Millions of yen							% change	
Sales by product	Revenue [Net sales]	¥1,521,207	¥1,631,158	¥1,502,834	¥1,670,090	¥1,673,137	Revenue [Net sales]	¥1,664,764	¥1,471,298	¥1,812,496	¥2,248,456	¥2,414,759	¥2,576,179	6.7
	Motorcycles	977,580	1,032,560	930,112	1,045,211	1,022,174	Land Mobility	1,119,840	946,476	1,179,736	1,468,244	1,585,304	1,715,384	8.2
	Marine Products	276,367	309,337	297,216	323,838	344,658	Marine Products	350,059	328,344	391,130	517,040	547,500	537,739	(1.8)
	Power Products	142,204	169,495	152,310	151,622	153,778	Robotics	75,644	83,005	120,280	115,869	101,712	113,262	11.4
	Industrial Machinery and Robots	38,942	46,501	46,871	67,571	69,891	Financial Services	40,928	46,058	48,643	62,178	86,471	112,172	29.7
	Other Products	86,113	73,262	76,322	81,845	82,634	Other Products	78,292	67,412	72,704	85,123	93,769	97,620	4.1
Gross profit						Gross profit	442,331	371,812	506,840	633,745	812,244	821,964	1.2	
Operating profit [Operating income]						Operating profit [Operating income]	115,364	81,672	182,342	224,864	243,920	181,515	(25.6)	
Profit before tax [Income before income taxes]						Profit before tax [Income before income taxes]	120,626	84,990	199,704	245,798	236,073	183,175	(22.4)	
Profit attributable to owners of parent [Net income attributable to owners of parent]						Profit attributable to owners of parent [Net income attributable to owners of parent]	75,736	53,072	155,578	174,439	158,421	108,069	(31.8)	
Net cash provided by operating activities						Net cash provided by operating activities	99,127	110,487	141,336	70,921	86,031	176,847		
Net cash used in investing activities						Net cash used in investing activities	(79,662)	(43,950)	(51,026)	(74,160)	(116,126)	(128,748)		
Free cash flow						Free cash flow	19,465	66,537	90,309	(3,238)	(30,094)	48,099		
Net cash provided by (used in) financing activities						Net cash provided by (used in) financing activities	(36,760)	83,668	(93,488)	23,103	88,532	(46,426)		
Capital expenditures						Capital expenditures	58,053	53,756	66,963	88,206	109,991	126,584	15.1	
Depreciation and amortization						Depreciation and Amortization	49,689	48,241	51,129	59,824	71,041	83,067	16.9	
At year-end:						At year-end:								
Total assets						Total assets	¥1,532,810	¥1,640,913	¥1,832,917	¥2,183,291	¥2,563,561	¥2,783,501	8.6	
Total equity [Net assets]						Total equity [Net assets]	751,828	749,158	900,670	1,054,298	1,134,359	1,226,586	8.1	
Interest-bearing liabilities [Interest-bearing debt] (Excluding lease liabilities/debt)						Interest-bearing liabilities [Interest-bearing debt] (Excluding lease liabilities/debt)	364,951	466,935	458,514	602,689	843,808	951,974	12.8	
Ratios:						Ratios:								
Operating profit margin [Operating income margin] (%)						Operating profit margin [Operating income margin] (%)	6.9	5.6	10.1	10.0	10.1	7.0		
Return on equity [Return on shareholders' equity] (ROE) (%)						Return on equity [Return on shareholders' equity] (ROE) (%)	11.1	7.5	19.8	18.7	15.5	9.7		
Ratio of equity attributable to owners of parent to total assets [Equity ratio] (%)						Ratio of equity attributable to owners of parent to total assets [Equity ratio] (%)	46.0	43.6	46.9	45.9	42.0	41.7		
Price/earnings ratio (times)						Price/earnings ratio (times)	10.2	13.9	6.2	5.9	8.0	12.8		
Debt/equity ratio (times)						Debt/equity ratio (times)	0.52	0.65	0.53	0.60	0.78	0.82		
						Yen								
Per share amounts:						Per share amounts:								
Basic earnings per share [Net income per share—basic]						Basic earnings per share [Net income per share—basic]	¥72.28	¥50.63	¥148.56	¥170.49	¥157.89	¥110.12	(30.3)	
Equity attributable to owners of parent per share [Net assets per share]						Equity attributable to owners of parent per share [Net assets per share]	672.95	681.72	828.10	988.60	1,084.96	1,188.23	9.5	
Cash dividends						Cash dividends	90.00	60.00	115.00	125.00	145.00	50.00	(65.5)	
						Millions of yen, except per share data								
Share performance (at year-end):						Share performance (at year-end):								
Price per share (yen)						Price per share (yen)	¥734	¥701	¥920	¥1,003	¥1,280	¥1,405	9.8	
Market capitalization						Market capitalization	771,079	735,207	954,229	1,018,027	1,268,663	1,372,988	8.2	
Other data (at year-end):						Other data (at year-end):								
Number of shareholders						Number of shareholders	67,741	82,730	79,112	94,547	136,752	265,935	94.5	
Number of employees						Number of employees	55,255	52,437	51,243	52,554	53,701	54,206	0.9	

(Notes) 1. The fiscal year for each business is the 12-month period commencing on January 1 and ending on December 31. References to years other than fiscal years refer to calendar years.

2. With regard to amounts stated in million yen units, amounts less than ¥1 million are truncated. For amounts stated in 0.1 billion or billion yen units, amounts less than ¥0.1 billion or ¥1 billion, respectively, are rounded off.

3. From the fiscal year ended December 31, 2016, the presentation of sales finance-related income and expenses has changed from recording under "Selling, general and administrative expenses," "Non-operating income," and "Non-operating expenses" to recording under "Net sales," "Cost of sales," and "Selling, general and administrative expenses."

To reflect this change in the presentation method, the consolidated financial statements for the fiscal year ended December 31, 2015 have been adjusted.

4. From the fiscal year ended December 31, 2019, reporting segments have changed from "Motorcycles," "Marine Products," "Power Products," and "Industrial Machinery and Robots" to "Land Mobility," "Marine Products," "Robotics," and "Financial Services."

5. From the fiscal year ended December 31, 2020, the automobile engine and components business previously included in the Other Products segment is now included in the Land Mobility segment, thus figures for the fiscal year ended December 31, 2019 have been adjusted to reflect this change.

6. The Company conducted a 3-for-1 stock split of common stock on January 1, 2024. The "Per share amounts" and "Price per share" for prior fiscal years are listed while considering this stock split. The "Cash dividends" shows the actual dividend amount before the stock split.

7. The Yamaha Motor Group has adopted International Financial Reporting Standards (IFRS) from the fiscal year ended December 31, 2024. Consolidated financial figures for the fiscal year ended December 31, 2023 are also presented in accordance with IFRS.



Environmental and Social Data

SASB Requirements

	SASB Index ¹	Item	Unit	2024
Activity Metric	TR-AU-000.A	Number of vehicles manufactured	Thousands of vehicles	4,892
	TR-AU-000.B	Number of vehicles sold	Thousands of vehicles	4,961
Product Safety	TR-AU-250a.2	Number of safety-related defect complaints, percentage investigated	%	100
	TR-AU-250a.3	Number of motorcycles recalled (in Japan)	Vehicles	497,751
Labor Practices	TR-AU-310a.1	Percentage of active workforce covered under collective bargaining agreements	%	84
	TR-AU-310a.2	Number of work stoppages due to strikes and lockouts	Incidents	1
		Number of workers involved in work stoppages, multiplied by number of days idle	Work-days	87
Fuel Economy & Use Phase Emissions	TR-AU-410a.1	Asia	km/L	49
		Europe	gCO ₂ /km	87
		North America	mpg	38
		Japan	km/L	43
		Other	km/L	39
Fuel Economy & Use Phase Emissions	TR-AU-410a.2	Number of 1) zero emission vehicles (ZEVs) sold, 2) hybrid vehicles (HEVs) sold, and 3) plug-in hybrid vehicles (PHEVs) sold	Vehicles	Not applicable
	TR-AU-410a.3	Strategy for managing model-year fuel economy and emissions risks and opportunities	-	<ul style="list-style-type: none">• Evaluation of risks and opportunities• Yamaha Motor carbon neutrality strategies
Materials Sourcing	TR-AU-440a.1	Management of risks associated with the use of critical materials	-	<ul style="list-style-type: none">• Response to supplier human rights issues• Promoting sustainability
Materials Efficiency & Recycling	TR-AU-440b.1	Weight of end-of-life products recovered	t	67,371 ²
		Percentage of above waste recycled	%	— ³
	TR-AU-440b.2	Weight of end-of-life products recovered	t	— ³
		Percentage of materials recycled from end-of-life products	%	— ³
	TR-AU-440b.3	Recyclability of products	%	Over 90

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

2. Includes waste volume generated by all business activities, not limited to manufacturing processes

3. Excluded from calculation because the underlying data cannot be confirmed at present.



Corporate Information / Stock Information (As of December 31, 2024)

Company name	Yamaha Motor Co., Ltd.
Headquarters	2500 Shingai, Iwata, Shizuoka 438-8501, Japan TEL: 0538-32-1115 FAX: 0538-37-4250
Date of establishment	July 1, 1955
Capital	¥86,100 million
Number of employees	Consolidated: 54,206 Non-consolidated: 10,929

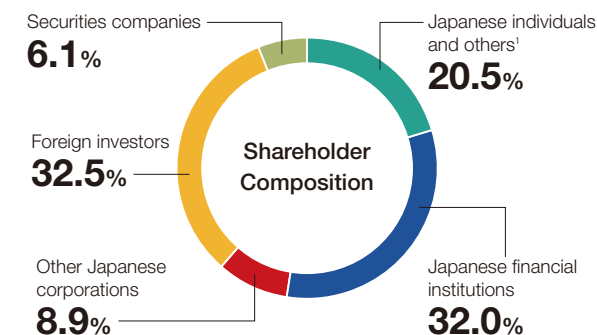
Stock listing	Tokyo Stock Exchange
Stock code	7272
Administrator of shareholder registry	Sumitomo Mitsui Trust Bank, Limited 3-15-33 Sakae, Naka-ku, Nagoya-shi, Aichi Prefecture 460-8685
Auditor	Ernst & Young ShinNihon LLC
Inclusion in major indices	Nikkei 225, JPX-Nikkei 400, JPX Prime 150 Index

Major consolidated subsidiaries

Yamaha Motorcycle Sales Japan Co., Ltd.
Yamaha Motor Powered Products Co., Ltd.
Yamaha Kumamoto Products Co., Ltd.
Yamaha Motor Corporation, U.S.A.
Yamaha Motor Manufacturing Corporation of America
Yamaha Motor Europe N.V.
PT. Yamaha Indonesia Motor Manufacturing
India Yamaha Motor Pvt. Ltd.
Yamaha Motor Philippines, Inc.
Yamaha Motor Vietnam Co., Ltd.
Thai Yamaha Motor Co., Ltd.
Yamaha Motor da Amazonia Ltda.

Capital Stock

Authorized	2,700,000,000 shares (common stock)
Issued	1,026,354,101 shares (includes 48,678,564 shares of treasury stock)
Number of shareholders	265,935



1. "Japanese individuals and others" includes 48,678,564 shares (4.7%) of treasury stock.

Principal Shareholders

Shareholder	Ownership (%)
The Master Trust Bank of Japan, Ltd. (trust account)	16.82
Custody Bank of Japan, Ltd. (trust account)	6.52
NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	3.24
Yamaha Corporation	2.96
SMBC Nikko Securities Inc.	2.19
State Street Bank West Client Treaty 505234	2.09
Toyota Motor Corporation	1.92
NORTHERN TRUST CO. (AVFC) RE U.S. TAX EXEMPTED PENSION FUNDS	1.84
Japan Securities Finance Co., Ltd.	1.74
The Shizuoka Bank, Ltd.	1.73

Note: Percentage of ownership is calculated excluding treasury shares.

Shareholder Notes

Fiscal year	January 1 to December 31
Reference date for allocation of surplus for dividends	Year-end dividends: December 31 Interim dividends: June 30
General Meeting of Shareholders	March
Share unit number	100 shares
Method of public notice	Public notices are provided by electronic notice. In unforeseen circumstances where electronic notices are impossible, public notice is made in the <i>Nihon Keizai Shimbun</i> .



YAMAHA MOTOR CO., LTD.

2500 SHINGAI, IWATA, SHIZUOKA, JAPAN

<https://global.yamaha-motor.com/>