

FACT BOOK 2026

Contents

Corporate Section

- 2 Corporate Profile/Corporate Philosophy/Brand Slogan
- 3 Operating Performance/Revenue Breakdown by Segment/Revenue Breakdown by Region
- 4 Organization
- 5 Board of Directors, Audit & Supervisory Board Members and Executive Officers
- 6 Subsidiary Companies
- 7 History
- 8 Number of Employees/Number of Recruited Graduates

Product Business Section

- 10 Land Mobility
 - 10 Motorcycles
 - 13 Electrically Power-Assisted Bicycles
 - 15 Electric Power Unit for Wheelchairs
- 16 Marine Products
 - 16 Outboard Motors
 - 18 Boats
 - 19 Personal Watercraft
- 20 Robotics
 - 20 Surface Mounters, Industrial Robots and Semiconductor Manufacturing Equipment
- 21 Outdoor Land Vehicles
 - 21 All-Terrain Vehicles & Recreational Off-highway Vehicles
 - 21 Golf Cars
- 23 Financial Services
 - 23 Sales Finance
- 24 Others
 - 24 Parts and Accessories/Clean Water Supply System/
Industrial-use Unmanned Aircraft/Performance Damper/CELL HANDLER 2/
Mobility Service Business

FACT BOOK 2026

Corporate Section

◆ Corporate Profile

Corporate name: Yamaha Motor Co., Ltd.
 Founded: July 1, 1955
 Headquarters: 2500 Shingai, Iwata, Shizuoka, Japan
 President: SHITARA, Motofumi (as of Dec. 31, 2025)
 Capital: 86,100 million yen (as of Dec. 31, 2025)
 Number of shares issued: 1,018,125,101 (as of Dec. 31, 2025)
 Number of employees: Consolidated basis: 55,176
 Non-consolidated basis: 12,082 (as of Dec. 31, 2025)

Group companies: Number of consolidated subsidiaries: 139 (Japan: 18 Overseas: 121)
 Number of non-consolidated subsidiaries accounted for by the equity method: 3
 Number of non-consolidated affiliates accounted for by the equity method: 22 (as of Dec. 31, 2025)

Lines of business: Manufacture and sales of motorcycles, scooters, electrically power-assisted bicycles, boats, sailboats, personal watercraft, utility boats, fishing boats, outboard motors, all-terrain vehicles, recreational off-highway vehicles, racing kart engines, golf cars, automobile engines, surface mounters, intelligent machinery, semiconductor post-processing equipment, industrial-use unmanned aircraft, electric wheelchairs, helmets. Import and sales of various types of products, management of leisure, recreational facilities and related services.



Yamaha Motor Co., Ltd.

◆ 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 Spirit of Challenge Persistence

Meeting change with swift and informed action
 Courage to set higher goals without fear of failure
 Working with tenacity to achieve desired results, and then evaluating them

◆ Brand Slogan



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.

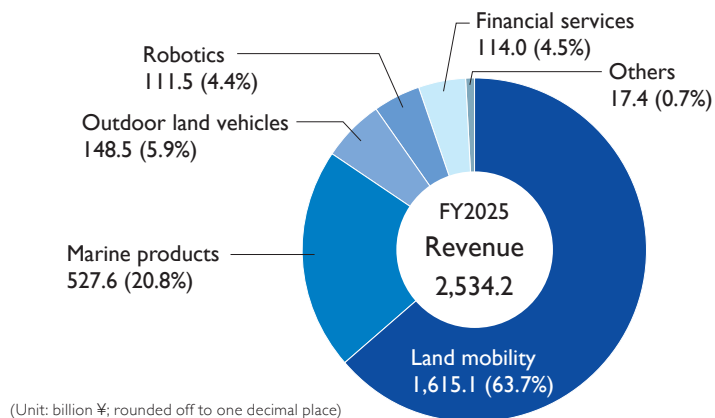
◆ Operating Performance (Consolidated Basis)

Note: The Company has adopted the International Financial Reporting Standards (IFRS) from the fiscal year ended December 31, 2024.

(Unit: billion ¥; rounded off to one decimal place)

	FY2024	FY2025	FY2026 (Plan)
Revenue	2,576.2	2,534.2	2,700.0
Operating profit	181.5	126.4	180.0
Profit attributable to owners of parent	108.1	16.1	100.0
Exchange rate (USD)	152 JPY	150 JPY	155 JPY
Exchange rate (EUR)	164 JPY	169 JPY	175 JPY
Capital expenditures	126.6	128.0	140.0
Depreciation expenses	83.1	88.8	89.0
Research and development expenses	136.0	159.1	170.0
Equity ratio	41.7%	39.0%	39.3%
Interest-bearing debt	952.0	1,044.3	—
Debt/equity ratio (gross)	0.82	0.92	—
ROE	9.7%	1.4%	8.7%
Cash and cash equivalents at the end of the year	373.0	398.9	—
Percentage of overseas revenue	93.7%	93.9%	—
Net cash provided by (used in) operating activities	176.8	138.6	—
Net cash provided by (used in) investing activities	(128.7)	(86.1)	—
Net cash provided by (used in) financing activities	(46.4)	(30.4)	—

◆ Revenue Breakdown by Segment (Consolidated Basis)



Major products in each segment

"Land mobility"

Motorcycles, intermediate parts for products, knockdown parts for overseas production, electrically power-assisted bicycles, electric wheelchairs, automobile engines, automobile components, etc.

"Marine products"

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

"Outdoor land vehicles"

All-terrain vehicles, recreational off-highway vehicles, golf cars

"Robotics"

Surface mounters, semiconductor post-processing equipment, industrial robots, etc.

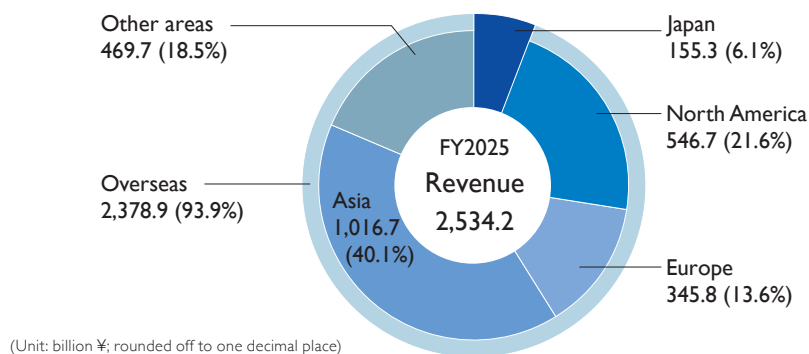
"Financial services"

Sales finance and lease related to the Company's products

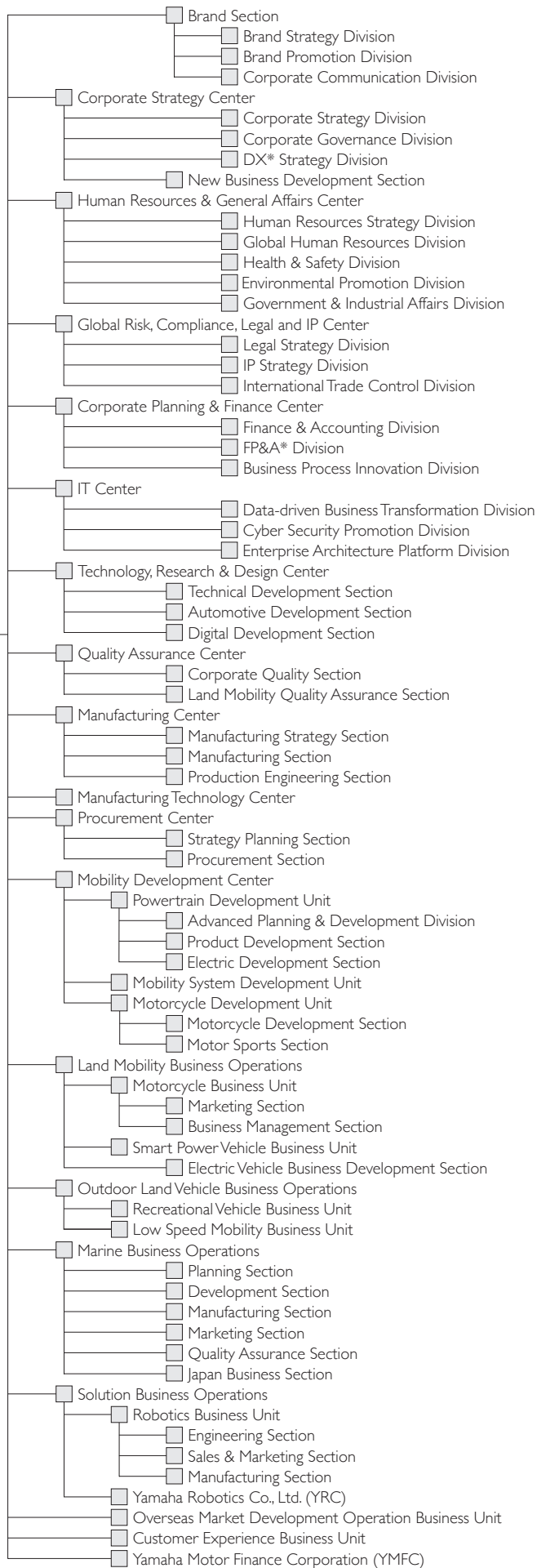
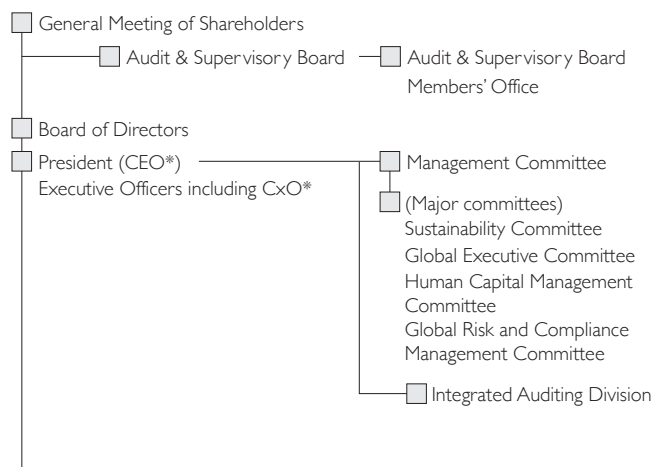
"Others"

Generators, small-sized snow blowers, multi-purpose engines, industrial-use unmanned aircraft, etc.

◆ Revenue Breakdown by Region (Consolidated Basis)



◆ Organization (As of April 1, 2026)



* Abbreviations:

CEO: Chief Executive Officer

CxO: Chief Officer

DX: Digital Transformation

FP&A: Financial Planning & Analysis

◆ Board of Directors, Audit & Supervisory Board Members and Executive Officers

(As of April 1, 2026)

Board of Directors

President and Representative Director

SHITARA, Motofumi

In charge of Corporate:
Brand, Corporate Strategy,
Human Resources & General
Affairs, Risk, Compliance,
Legal and IP, Corporate Planning
& Finance



Director

IBATA, Toshiaki

In charge of Marketing:
Land Mobility, Outdoor Land Vehicle, Marine, Solution,
Overseas Market Development, Customer Experience,
Financial Service

Director

KINOSHITA, Takuya

In charge of Technology:
IT, Technology, Research & Design,
Mobility Development

Director

MURAKI, Kenichi

In charge of Manufacturing and Procurement:
Quality Assurance, Manufacturing,
Manufacturing Technology, Procurement,
and Executive General Manager of Smart Power
Vehicle Business Unit

Director (Outside)

Jin Song Montesano

Director (Outside)

MASUI, Keiji

Director (Outside)

Sarah L. Casanova

Director (Outside)

ONO, Naoki

Director (Outside)

SUNAGA, Junko

Audit & Supervisory Board Members

Audit & Supervisory Board Member

TSUMABUKI, Tadashi

Audit & Supervisory Board Member

NODA, Takeo

Audit & Supervisory Board Member
(Outside)

YONE, Masatake

Audit & Supervisory Board Member
(Outside)

UJIHARA, Ayumi

Audit & Supervisory Board Member
(Outside)

KOBAYASHI, Etsuko

Executive Officers

President and Chief Executive Officer

SHITARA, Motofumi

Senior Executive Officer

IBATA, Toshiaki

Senior Executive Officer

KINOSHITA, Takuya

Senior Executive Officer

MURAKI, Kenichi

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

Senior Executive Officer

Dyonisius Beti

President & CEO of PT. Yamaha Indonesia Motor
Manufacturing

Senior Executive Officer

SUZUKI, Yasutaka

Chief General Manager of Land Mobility Business
Operations, and Executive General Manager of
Motorcycle Business Unit, Land Mobility Business
Operations, and in charge of Customer
Experience

Executive Officer

UEDA, Koutarou

Chief General Manager of Quality Assurance
Center (CQO)

Executive Officer

CHIHANA, Eishin

Yamaha Motor Corporation, U.S.A.

Executive Officer

YOKOMIZO, Shin

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

Executive Officer

Michael Chrzanowski

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

Executive Officer

Jeffrey Young

President & CEO of Yamaha Motor Finance
Corporation

Executive Officer

EGASHIRA, Ayako

Chief General Manager of Solution Business
Operations

Executive Officer

HASHIMOTO, Mitsuru

Chief General Manager of Corporate Planning &
Finance Center

Executive Officer

Olivier Prevost

President & CEO of Yamaha Motor Europe N.V.

Executive Officer

AOTA, Hajime

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.

Executive Officer

Ben Speciale

Deputy Executive Officer
Senior Vice President of Marine Business Unit,
Yamaha Motor Corporation, U.S.A.

Executive Officer

KOIKE, Hiroshi

Chief General Manager of Outdoor Land Vehicle
Business Operations

Executive Officer

IMANISHI, Takahiro

Chief General Manager of Manufacturing Center

Executive Officer

IBARAGI, Yasumitsu

Chief General Manager of Manufacturing
Technology Center

Executive Officer

KITANAKA, Takeo

Chief General Manager of Global Risk,
Compliance, Legal and IP Center (CRCO)

Executive Officer

OKAMOTO, Tomohiko

Chief General Manager of Human Resources &
General Affairs Center

Executive Officer

NOZAKI, Tatsuya

Chief General Manager of Marine Business
Operations

Executive Officer

ONO, Toyoto

Chief General Manager of IT Center, and
General Manager of Cyber Security Promotion
Division

◆ Subsidiary Companies

JAPAN

Yamaha Motorcycle Sales Japan Co., Ltd.
YAMAHA MOTOR ENGINEERING CO., LTD.
SUGO CO., LTD.
Yamaha Marine Co., Ltd.
Yamaha Marine Hokkaido Manufacturing Co., Ltd.
Yamaha Marina CO., LTD.
Y'S GEAR Co., Ltd.
YAMAHA MOTOR POWERED PRODUCTS Co., Ltd.
Nishi Nippon Skytech Co., Ltd.
YAMAHA MOTOR PRECISION PARTS MANUFACTURING CO., LTD.
HAMAKITA INDUSTRY CO., LTD.
YAMAHA MOTOR HYDRAULIC SYSTEM Co., Ltd.
Yamaha Motor Biz Partner Co., Ltd.
YAMAHA MOTOR MIRAI CO., LTD.
YAMAHA MOTOR SOLUTIONS Co., Ltd.
Yamaha Robotics Co., Ltd.
APIC YAMADA PRECISION CORPORATION
CourieMate Co., Ltd.
Shizuoka Blue Revs Co., Ltd.
Tuning Fork Bio Japan K.K.
JUBILO CO., LTD.

NORTH AMERICA (Abbreviations)

United States

Yamaha Motor Corporation, U.S.A. (YMUS)
Yamaha Motor Manufacturing Corporation of America (YMMC)
Yamaha Marine Systems Company Inc.
Siren Marine, Inc.
Siren IOT, LLC
Connected Boat, LLC
Torqeedo US
Skeeter Products, Inc.
Yamaha Jet Boat Manufacturing U.S.A., Inc. (YJBM)
Yamaha Golf-Car Company (YGC)
INDUSTRIAL POWER PRODUCTS OF AMERICA, INC.
Yamaha Motor Exploratory Fund GP, L.L.C. (YFGP)
Yamaha Motor Exploratory Fund II GP, L.L.C. (YFGP2)
Yamaha Motor Sustainability Fund GP, L.L.C. (YSFGP)
Tuning Fork Bio, Inc. (TFB)
Yamaha Motor Finance Corporation, U.S.A. (YMFUS)
Yamaha Motor Golf-Car Lease Receivable Corporation (YGCR)
Yamaha Motor Receivables Corporation (YMRC)
Yamaha Motor Credit-Card Receivables Corporation (YMCR)
Yamaha Motor Installment Receivables Corporation (YMIR)
Yamaha Motor Ventures, Inc. (YMV)
Yamaha Motor Distribution Latin America, Inc. (YDLA)
Shinkawa U.S.A., Inc. (SKW-US)
Yamaha Motor Finance Corporation (YMFC)
Yamaha Agriculture, Inc.

Canada

Yamaha Motor Finance Canada Ltd.

Mexico

Yamaha Motor de Mexico, S.A. de C.V. (YMMEX)

EUROPE (Abbreviations)

The Netherlands

Yamaha Motor Europe N.V. (YMENV)

Germany

ENYRING GmbH (ENYRING)

Torqeedo GmbH

Yamaha Motor eBike Systems GmbH (YMESG)

Italy

Yamaha Motor Research & Development Europe S.r.l. (YMRE)

Yamaha Motor Racing S.r.l. (YMR)

France

Yamaha Motor Manufacturing Europe S.A.S. (YMME)
YAMAHA MOTOR FINANCE FRANCE SAS (YMFF)

Spain

Motor Center BCN S.A.

Turkey

Yamaha Motor Sanayi ve Ticaret Limited Sirketi

Finland

Inhan Tehtaat Oy Ab

Yamaha Motor Connected Innovation Oy (YMCI)

Russia

LLC Yamaha Motor CIS (YMCIS)

AFRICA (Abbreviations)

Nigeria

MOTO BUSINESS SERVICE NIGERIA LIMITED (MBSN)

Tanzania

CourieMate Tanzania Limited (CMTZ)

Uganda

CourieMate Uganda WBPF Consultants LTD. (CMUG)

OCEANIA (Abbreviations)

Australia

Yamaha Motor Australia Pty Limited (YMA)

Ficeda Pty Limited

Yamaha Motor Australia Holdings PTY. LTD. (YMFHAH)

Yamaha Motor Finance Australia Pty Limited (YMFA)

Australian Motorcycle and Marine Finance Pty Ltd.

Yamaha Motor Insurance Australia Pty. Ltd.

Yamaha Agriculture Australia Pty. Ltd.

New Zealand

Yamaha Motor New Zealand Limited (YMNZ)

Yamaha Motor Finance New Zealand Limited (YMFNZ)

Yamaha Motor Insurance New Zealand Limited

Robotics Plus Limited

Micronesia

TriFork Reinsurance Corporation

ASIA (Abbreviations)

Indonesia

PT.Yamaha Indonesia Motor Manufacturing (YIMM)

PT.Yamaha Motor Parts Manufacturing Indonesia (YPMI)

PT.Yamaha Motor Nuansa Indonesia (YMINI)

PT.Yamaha Motor Electronics Indonesia (YEID)

PT.Yamaha Motor Mold Indonesia (YMMID)

PT.Yamaha Motor R&D Indonesia (YMRID)

The Philippines

Yamaha Motor Philippines, Inc. (YMPH)

LIYAM Property, Inc.

Yamaha Robotics Philippines, Inc. (YRPH)

Thailand

Thai Yamaha Motor Co., Ltd. (TYM)

Yamaha Motor Parts Manufacturing (Thailand) Co., Ltd. (YPMT)

TYMA Co., Ltd.

Yamaha Motor Asian Center Co., Ltd. (YMAC)

Yamaha Robotics (Thailand) Co., Ltd. (YRTH)

Yamaha Robotics Manufacturing Asia Co., Ltd. (YRMA)

Malaysia

HL Yamaha Motor Research Centre Sdn. Bhd. (HLYR)

Yamaha Robotics (Malaysia) Sdn. Bhd. (YRMY)

Vietnam

Yamaha Motor Vietnam Co., Ltd. (YMVN)

Yamaha Motor Parts Manufacturing Vietnam Co., Ltd. (YPMV)

Yamaha Motor Electronics Vietnam Co., Ltd. (YEVN)

Yamaha Robotics Engineering Asia Co., Ltd. (YREA)

India

Yamaha Motor India Pvt. Ltd. (YMI)

India Yamaha Motor Pvt. Ltd. (IYM)

Yamaha Motor India Sales Pvt. Ltd. (YMIS)

Yamaha Motor Electronics India PVT. Ltd. (YEIN)

Yamaha Motor Research and Development India Pvt. Ltd. (YMRI)

Yamaha Motor Solutions India Pvt. Ltd. (YMSLI)

MOTO BUSINESS SERVICE INDIA PRIVATE LIMITED (MBSI)

Pakistan

Yamaha Motor Pakistan (Private) Limited (YMPK)

Singapore

Yamaha Motor Asia Pte. Ltd. (YMAP)

Yamaha Motor Distribution Singapore Pte. Ltd. (YDS)

Yamaha Robotics Asia Pte. Ltd. (YRAP)

Yamaha Robotics Solutions Asia Pte. Ltd. (YRSA)

Taiwan

Yamaha Motor Taiwan Co., Ltd. (YMT)

Topmost Consulting Co., Ltd. (TCC)

Yamaha Motor R&D Taiwan Co., Ltd. (YMRT)

Yamaha Motor Taiwan Trading Co., Ltd. (YMTT)

Yamaha Motor Electronics Taiwan Co., Ltd. (YETW)

Yamaha Robotics Taiwan Co., Ltd. (YRTW)

China

Yamaha Motor (China) Co., Ltd. (YMCN)

Shanghai Yamaha Jianshe Motor Marketing Co., Ltd. (YMSM)

Yamaha Motor R&D Shanghai Co., Ltd. (YMRS)

Yamaha Motor Electronics Suzhou Co., Ltd. (YESZ)

Yamaha Motor Solutions Co., Ltd. Xiamen (YMSLX)

Yamaha Motor IM (Suzhou) Co., Ltd. (YIMS)

South Korea

Yamaha Robotics Korea Co., Ltd. (YRK)

CENTRAL and SOUTH AMERICA (Abbreviations)

Brazil

Yamaha Motor do Brasil Ltda. (YMDB)

Yamaha Motor da Amazonia Ltda. (YMDA)

Yamaha Motor Componentes da Amazonia Ltda. (YMCDA)

Yamaha Motor Electronics do Brasil Ltda. (YEBR)

Yamaha Administradora de Consorcio Ltda. (YAC)

Yamaha Motor do Brasil Servicos Financeiros Participacoes Ltda.

Banco Yamaha Motor do Brasil S.A. (BYMD)

Yamaha Motor Do Brasil Finance LTDA

Yamaha Motor do Brasil Corretora de Seguros Ltda. (YMDCS)

Yamaha Motor do Brasil Logistica Ltda. (YMBL)

BLUSTAR

Argentina

Yamaha Motor Argentina S.A. (YMARG)

Yamaha Motor Plan Argentina S.A.

Uruguay

Yamaha Motor Uruguay S.A. (YMUY)

Peru

Yamaha Motor del Peru S.A. (YMDP)

Yamaha Motor Selva del Peru S.A. (YMSP)

Colombia

Industria Colombiana de Motocicletas Yamaha S.A. (Incolmotos)

Yamaha Motor Finance Colombia S.A.S. (YMFCO)

(As of April 20, 2026)

◆ History

- **1955**
Yamaha Motor Co., Ltd. is founded with KAWAKAMI, Genichi as the first President. Production of our first motorcycle, the 125cc Yamaha "YA-I," commences. YA-I wins the 3rd Mount Fuji Ascent Race and captures first, second and third place at the 1st All Japan Autobike Endurance Road Race.
- **1958**
Takes 6th place in first attempt at Catalina Grand Prix in the U.S. (Yamaha's international racing debut). Yamaha de Mexico S.A. de C.V. is established with investment by Nippon Gakki (presently Yamaha Corporation) and commences sales of Yamaha Motor products.
- **1960**
Yamaha International Corporation (YIC) is founded in U.S. as subsidiary of Nippon Gakki and commences sales of Yamaha Motor products. First Yamaha outboard motor "P-7" is released. First Yamaha FRP boat models "CAT-21" and "RUN-13" are released.
- **1961**
New listing on First Section of Tokyo Stock Exchange. First appearance in World GP road race. CAT-21 wins 1st Pacific 1,000 km Motorboat Marathon.
- **1963**
Pearl Yamaha is founded in India. Wins first 250cc class race in World GP road race (Belgium GP).
- **1964**
Captures first manufacturer and rider titles in 250cc class of the World GP road race. Siam Yamaha Co., Ltd. is founded in Thailand.
- **1965**
Tie-up with Toyota Motor Co. to develop and manufacture "Toyota 2000GT." Model is displayed at the Tokyo Motor Show. First Yamaha FRP fishing boat is built.
- **1966**
Full export operations are transferred from Nippon Gakki to Yamaha Motor. Technical assistance agreement is signed with Kong Hsue Sheh to produce motorcycles in Taiwan.
- **1968**
YMENV is founded in the Netherlands. First Yamaha snowmobile "SL350" is exhibited at Chicago Trade Show. First Yamaha FRP utility boat models "W-16" and "W-18" are released.
- **1969**
First Yamaha multipurpose engine model "MT100" is released.
- **1970**
YMDB is founded in Brazil.
- **1971**
Haraban Motor Co. is founded in Indonesia.
- **1972**
Headquarters is moved to present location in Iwata City. First win in Motocross World GP at Swedish GP (250cc class) and Luxembourg GP (500cc class).
- **1973**
YMCA is founded in Canada. Joint venture agreement is signed with Brunswick Co. (U.S.). Wins first manufacturer and rider titles in 250cc class of the Motocross World GP. First Yamaha portable generator model "ET1250" is released. First Yamaha racing kart model "RC100" is released.
- **1974**
KOIKE, Hisao is appointed as second YMC president. Wins manufacturer titles in all classes of World GP road race, 125cc, 250cc, 350cc and 500cc. YIMM is founded in Indonesia as motorcycle parts maker. Manufacture and sales of FRP pools commence.
- **1975**
First Yamaha golf car model "YG292" is released.
- **1976**
First Yamaha industrial robot model, an "arc welding robot," is released. First Yamaha marine diesel "MD35" is released.
- **1977**
YMC-related divisions of Yamaha International Corporation are separated to found Yamaha Motor Corporation, U.S.A. Captures manufacturer and rider titles for the first time in 500cc class of the Motocross World GP.
- **1978**
First Yamaha land car model "GI-9AD" is released. First Yamaha snow blower model "YT665" is released.
- **1979**
Yamaha's first ATV model "YT125" is released in the U.S. "XT500" wins 1st Paris-Dakar Rally.
- **1981**
SEMSA is founded in Spain.
- **1982**
Motorcycle production and marketing tie-up with Motobecane (France).
- **1983**
EGUCHI, Hideto is appointed as third YMC president. YMDA is founded in Brazil. Technical assistance agreement for motorcycle production is signed with China North Industries Group. YMA is founded in Australia. Technical assistance agreement for motorcycle production is signed with Escorts Ltd. in India.
- **1984**
Contract is signed to develop, produce and supply automobile engines to Ford Motor Co. (U.S.). Technical assistance contract is signed with Italy's Motori Minarelli.
- **1986**
YMMC is founded in the U.S. YMT is founded in Taiwan. Technical assistance contract for motorcycle technology is signed with Italy's Belgarda S.p.A. First Yamaha personal watercraft (PWC) "WaveRunner 500" is released.
- **1987**
First Yamaha-made surface mounter "21 Series" is released. First Yamaha gas heat pump (GHP) model "YGC401W" is released. Limited production of Yamaha's first commercial-use unmanned helicopter "R-50" (20 units) is released.
- **1989**
Machine mounting the Yamaha "OX88" racing engine competes in FI for the first time.
- **1990**
Corporate Mission and long-term management vision are announced. YMP is founded in Portugal.
- **1991**
YMF is founded in France. YMMEX is founded in Mexico.
- **1992**
CJYM is founded in China. YMAG is founded in Austria. YMH is founded in Hungary.
- **1993**
NYM is founded in China. Regionally limited release of the electrically power assisted bicycle "PAS."
- **1994**
HASEGAWA, Takehiko is appointed as fourth YMC president. LYM is founded in China.
- **1995**
Wheelchair electric power unit "JW-I" is released. EYML is established in India.
- **1996**
YMARG is founded in Argentina.
- **1997**
YMNI is founded in Indonesia.
- **1998**
YMVN is founded in Vietnam. YMAP is founded in Singapore. YMDP is founded in Peru.
- **2000**
Corporate ties with Toyota Motor Corp. are strengthened.
- **2001**
HASEGAWA, Toru is appointed as fifth YMC president.
- **2002**
Limited regional release of the electric commuter motorcycle "Passol." Manufacture of 50cc Japanese-market scooters is shifted to Taiwan.
- **2004**
Wins 1st MotoGP rider championship title.
- **2005**
KAJIKAWA, Takashi is appointed as sixth YMC president. YMCIS is founded in Russia. Life Science Laboratory is opened as research and development center for YMC's biotechnology business. Yamaha captures MotoGP triple crown by winning the rider, team and manufacturer titles.
- **2006**
Motorcycle manufacturing factory YMMWJ is founded in Indonesia. Mass-production of microalgae as a source for the high-potential health additive Astaxanthin commences. Yamaha Motor Foundation for Sports is founded.

◆ History (Continued)

- **2007**
YMPH is founded in the Philippines.
- **2008**
YMKH is founded in Cambodia.
IYM is founded in India.
- **2009**
TOGAMI, Tsuneji is appointed as seventh YMC president.
Yamaha Marine Co., Ltd. is merged into YMC.
YMTR is founded in Turkey.
- **2010**
YANAGI, Hiroyuki is appointed as eighth YMC president.
- **2011**
YIME and YIMA Group companies are founded in Europe and the U.S. for Intelligent Machinery product sales.
Commences increased production of Japanese fishing boats to aid in recovery efforts from the Great East Japan Earthquake and Tsunami.
Iwata South Factory engine assembly line is integrated into Iwata Main Factory.
- **2012**
Design Center is established.
ASEAN Integrated Development Center (Thailand) and India Procurement Center are established.
Commences OEM supply of electrically power assisted bicycle drive units to European market.
Company founder KAWAKAMI, Genichi is inducted into Japan Automotive Hall of Fame.
- **2013**
The "Revs your Heart" brand slogan is established.
Cumulative Yamaha outboard motor production passes 10 million mark.
YMRI is founded in India.
YIMS is founded in China.
Kikugawa Test Course is completed.
- **2014**
First leaning multi-wheel motorcycle "TRICITY" is released.
Aggregate production of automobile engines reaches 3 million units.
New motorcycle manufacturing plant in Argentina is completed and commences operations.
Next-generation compact, high-performance engine "BLUE CORE" is developed.
- **2015**
Yamaha Jubilo Rugby Football Club wins the All-Japan Rugby Football Championship for the first time.
Motorcycle manufacturing and sales company YMPK commences operations in Pakistan.
Motorcycle development company YMRID commences operations in Indonesia.
New company for new business development YMVSV is founded in Silicon Valley, USA.
New company Yamaha Motor MIRAI is founded to promote hiring of persons with disabilities.
- **2016**
Aggregate production of Yamaha Performance Damper reaches one million units.
- **2017**
Yamaha Motor Innovation Center is opened.
New Hamamatsu IM Base is opened.
Achieves 500th win in world championship road race.
CELL HANDLER is released to provide solutions in the medical field.
- **2018**
HIDAKA, Yoshihiro is appointed as ninth YMC president.
"TY-E" electric trial bike competes in first international competition.
Yamaha Motor Advanced Technology Center is opened in Yokohama.
Long-term vision to 2030 is announced.
- **2019**
Businesses of SHINKAWA LTD. and APIC YAMADA CORPORATION are integrated and YAMAHA MOTOR ROBOTICS HOLDINGS CO., LTD. is established.
Aggregate production of drive units for electrically power-assisted bicycles reaches 5 million units.
Aggregate production of motorcycles in India reaches 10 million units.
- **2020**
Forms technology partnership with Tokyo Robotics Inc. to enter the "collaborative robot" field.
Begins accepting orders for high-performance electric motor prototype.
eve autonomy, Inc., a joint-venture company for autonomous transportation service, is established with Tier IV, Inc.
- **2021**
Implements workplace vaccinations for COVID-19.
Announces a revision of the goals of "Environmental Plan 2050," aiming to achieve carbon neutrality for the entire life cycle of products by 2050.
- **2022**
Moves up to 2035 the goal of achieving carbon neutrality at company factories.
Establishes the Safety Vision of *Jin-Ki Kanno* × *Jin-Ki Anzen*.
Establishes an investment fund specialized in the environment field.
- **2023**
Adopts green aluminum and plant-derived cellulose nanofiber for products.
Establishes Tuning Fork Bio Inc., a new company in the medical and healthcare field specializing in antibodies.
Establishes ENYRING GmbH, a new company in Europe for battery management in compact electric vehicles.
- **2024**
WATANABE, Katsuaki is appointed as 10th YMC president.
Forms technical partnership with Lola Cars for development and supply of powertrains for Formula E.
Begins producing drive units for electrically power-assisted bicycles in Europe.
Opens the "Yamaha E-Ride Base" showroom in Yokohama.
- **2025**
SHITARA, Motofumi is appointed as 11th YMC president.

◆ Number of Employees

Fiscal year	2021	2022	2023	2024	2025
Yamaha Motor Co., Ltd. (average age)	10,154 (43.8 years old)	10,193 (43.8 years old)	10,366 (43.5 years old)	10,929 (43.1 years old)	12,082 (42.7 years old)
Consolidated companies	41,089	42,361	43,335	43,277	43,094
Total	51,243	52,554	53,701	54,206	55,176

◆ Number of Recruited Graduates (Yamaha Motor Co., Ltd.)

Fiscal year	2023	2024	2025	2026	2027 (Plan)
College graduates*	217	212	205	174	205
(For office work, marketing)	(67)	(75)	(68)	(50)	(55)
(For engineering, production-related work)	(150)	(137)	(137)	(124)	(150)
High school graduates	88	95	107	92	95
Total	305	307	312	266	300

* Includes graduate schools, two-year/technical colleges and specialized schools

FACT BOOK 2026

Product Business Section

Motorcycles



YZF-R1M



YZF-R9



MT-09 Y-AMT



TRACER9 GT+ Y-AMT



XSR900GP



XSR155

Product Profile

Motorcycles are used and loved by people all around the world as a practical means for commuting as well as partners for recreation and sport. Yamaha Motor caters to a wide range of needs with a diverse product lineup that includes scooters, used primarily for day-to-day mobility like commuting, shopping and commerce; motorcycles, with models suiting everything from city streets to long-distance touring; and even machines meant exclusively for closed-course competition.

Background of the Business

During World War II, Nippon Gakki Co., Ltd. (today's Yamaha Corporation) used its technology and expertise in musical instrument manufacturing to produce aircraft propellers. After the war ended, the company began searching for ways to use its propeller manufacturing facilities and equipment for peaceful enterprise, and from among several candidate industries, the company decided to enter the motorcycle business. At the time, there were already some 200 motorcycle companies active in Japan, and Nippon Gakki was among the very last to enter the market. However, the company's first motorcycle, the 125cc YA-I released in 1955, took successive debut victories in Japan's biggest motorcycle races at the time, send-

ing a loud and clear message of its high performance and quality to dealerships and motorcyclists nationwide. Then in 1958, Yamaha Motor took its business overseas for the first time by opening an office in Mexico. "It isn't a product if it isn't world-class." As if seeking to realize founding president KAWAKAMI, Genichi's words, the company gradually built and expanded its customer base to markets in countries around the world.

Current Market Conditions

Japan

The Japanese market is broad, spanning a range of categories from recreational sport bikes with high added value to scooters for practical use. In addition, the market is unique in allowing for a license for operating motorcycles that are automatic transmission only. In recent years, large-displacement motorcycles purely for fun and highly practical 125cc scooters have been popular.

Europe

As one would expect from the birthplace of motorcycles, they have a well-established place in European culture and daily life. Usage and

Japan Motorcycle License Types and Regulations

Displacement	50cc and under	Over 50cc to 125cc and under		Over 125cc to 250cc and under	Over 250cc to 400cc and under	Over 400cc
		Maximum output: 4.0 kW or less				
Road Traffic Act designation	Moped		Regular motorcycle			Large motorcycle
Road Transport Vehicle Act designation	Class I moped		Class II moped	Light two-wheeled vehicle	Compact two-wheeled vehicle	
License required	Moped license		Limited compact license	Regular motorcycle license		Large motorcycle license
Speed limit on normal roads	30 km/h		60 km/h			
Legal number of riders	1		2 (excluding vehicles with no rear seat)			
Highway usage	Prohibited			Allowed		
Two-step right turn	Required		Prohibited			
Curbside lane usage	Required		Not required			
Vehicle inspection	Not required				Required	



the customer base is widespread, with riders of all ages and genders using them not only for getting around town, but also for dynamic tours that cross the continent and trackdays at racing circuits. Motorsport is popular and over half the rounds of the MotoGP World Championship—the premier series of motorcycle road racing—are held in Europe.

North America

Motorcycling is loved in this market mainly as a hobby and for recreation. Cruisers and touring bikes suited for riding long distances and off-road models meant for unpaved roads, mountainous terrain, desert sand and the like are very popular. Motorcycle racing and motorsports in general also enjoy a massive following in North America.

Southeast Asia

In the countries that comprise the Association of Southeast Asian Nations (ASEAN), motorcycles are a vital mode of transportation for commuting to work or school as well as for use in business and daily life, and form part of the transportation infrastructure. Utilitarian motorcycles around 125cc make up the majority of demand, but more recently, there has been a rise in demand for sporty, more recreational models. Among other steps, Yamaha was quick to introduce automatic-transmission models to this market and is building its image as a cutting-edge and sporty brand.

India

India is the world's largest motorcycle market and the scooter category in particular has shown remarkable growth in recent years, now accounting for roughly one-third of total demand. With the country's motorization now proceeding at a rapid pace, Yamaha is leveraging its strong support among urban youth as well as focusing its efforts on sales of sport models.

Initiatives in Electrification

Since launching the all-electric Passol in 2002, Yamaha Motor has released a variety of electric vehicles (EVs) to market as a pioneer of electric commuter models. At the same time, we have proactively worked to facilitate the spread of electric motorcycles. In Europe, we have released the NEO'S, a scooter equipped with a removable battery. In Taiwan, we have released the EC-05 and EMF, which can use the Gogoro Energy Network's battery swapping stations. In November 2025, we released two new electric scooter models in India: the AEROX E developed in-house, and the EC-06 electric scooter creat-

ed in collaboration with River Mobility Private Limited in India. In these ways, we are moving forward with EV development in every direction while envisioning vehicles and environments that best suit each region.

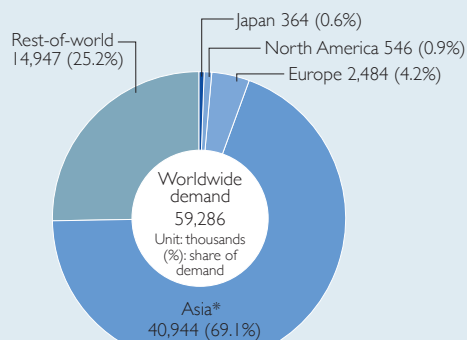
Production

Country		Name of company (Factory)
Japan		Yamaha Motor Co., Ltd. (Iwata Main Factory)
Europe	France	Yamaha Motor Manufacturing Europe S.A.S.
Asia	Indonesia	PT. Yamaha Indonesia Motor Manufacturing
	Thailand	Thai Yamaha Motor Co., Ltd.
	Vietnam	Yamaha Motor Vietnam Co., Ltd.
	Philippines	Yamaha Motor Philippines, Inc.
	Malaysia	Hong Leong Yamaha Motor Sdn. Bhd.
	Taiwan	Yamaha Motor Taiwan Co., Ltd.
	China	Chongqing Jianshe Yamaha Motor Co., Ltd.
		Zhuzhou CF Yamaha Motor Co., Ltd.
	India	India Yamaha Motor Pvt. Ltd.
Central and South America	Pakistan	Yamaha Motor Pakistan Private Ltd.
	Brazil	Yamaha Motor da Amazonia Ltda.
	Mexico	Yamaha Motor de Mexico, S.A. de C.V.
	Colombia	Industria Colombiana de Motocicletas Yamaha S.A.
Africa	Argentina	Yamaha Motor Argentina S.A.
	Nigeria	CFAO Yamaha Motor Nigeria Ltd.

Motorcycles (Continued)

FY2025 worldwide demand

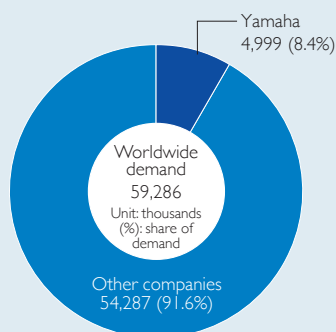
Note: Yamaha Motor surveys



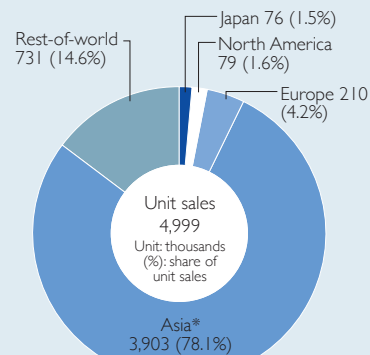
* Asia excludes Japan

FY2025 worldwide demand and Yamaha Motor unit sales

Note: Yamaha Motor surveys



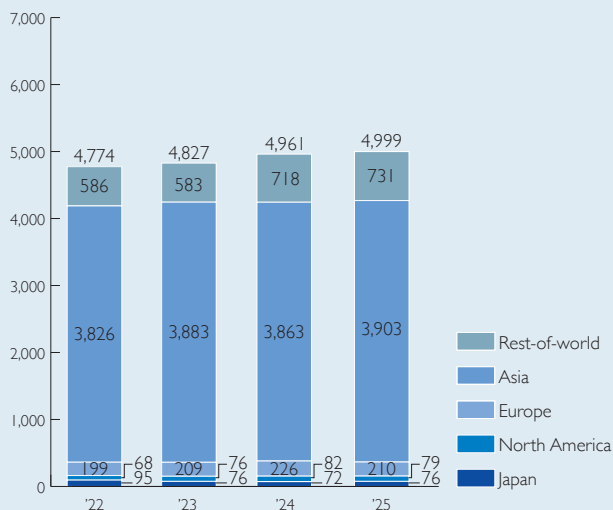
FY2025 Yamaha Motor unit sales



* Asia excludes Japan

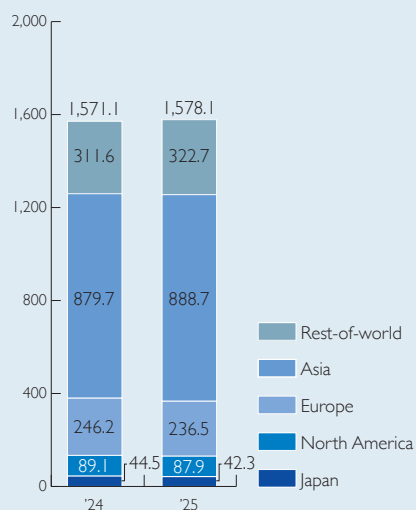
Yamaha Motor unit sales

Unit: thousands



Yamaha Motor revenue

Unit: billion ¥



► Electrically Power-Assisted Bicycles



PAS With



PAS CRAIG ALLEY



PAS Babby



PAS Carigo



CROSSCORE RV

Product Profile

Electrically power-assisted bicycles (or e-Bikes) are bicycles equipped with an electric motor and battery that send supplementary power to the rider's pedals. Yamaha pioneered this product with the 1993 release of the PAS (Power Assist System) model, the first electrically power-assisted bicycle in the world. In addition to the ease of use and convenience of a conventional bicycle, e-Bikes gained widespread acceptance thanks to effectively addressing the drawbacks of bicycles, like the difficulty of riding uphill, against the wind or with cargo. They are now used as a form of personal mobility for people of all ages for a variety of uses, from commuting to work or school and ferrying children to and from kindergarten to shopping trips and deliveries in cities. More recently, sport e-Bikes designed for hobbyists have become popular and the eBike market in Europe is showing growth.

Background of the Business

As awareness of societal issues like the global climate crisis and Japan's aging population grew in the 1980s, Yamaha began developing a new vehicle under the concept of "an eco-friendly and people-friendly vehicle that puts human perceptions first." We then

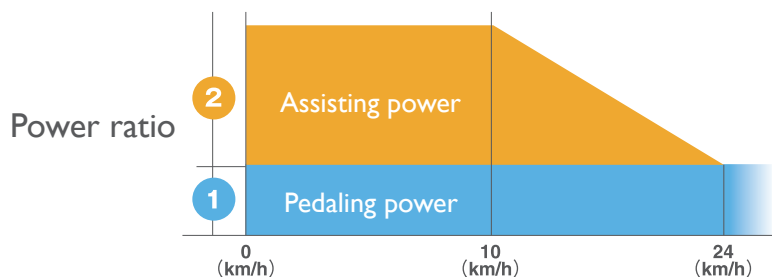
launched the PAS in 1993 as the world's first electrically power-assisted bicycle. Since then, Yamaha has continued working to grow the customer base and expand usage possibilities by refining its products and promoting the benefits of e-Bikes to the public. In 2015, we launched the YPJ-R road bike model and followed up by adding other sport e-Bikes to the lineup. Yamaha also began exporting its drive units to bicycle makers overseas as an OEM supplier in 2013, and achieved an aggregate production of five million units in 2019. In addition, in 2025, we acquired the eBike drive unit business subsidiary of German automotive parts manufacturer Brose and established a new company, Yamaha Motor eBike Systems (YMESG).

Current Market Conditions

In addition to a larger number of users and usages, the e-Bike market is expanding domestically and internationally against the backdrop of societal developments that include a heightened awareness of health and environmental issues and changes in transportation environments. In the European market, where Germany and the Netherlands are posting particularly strong growth, demand for Yamaha drive units continues to rise each year.

➤ Electrically Power-Assisted Bicycles (Continued)

Assistance Ratio as Set by Legal Standards in Japan



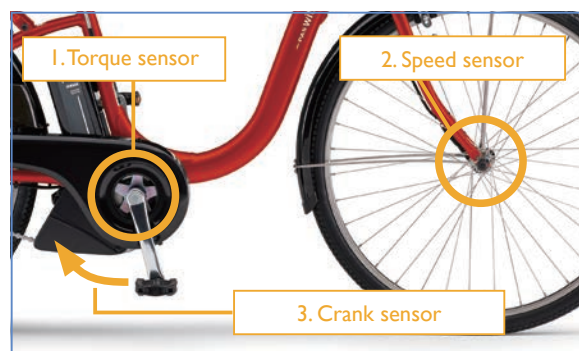
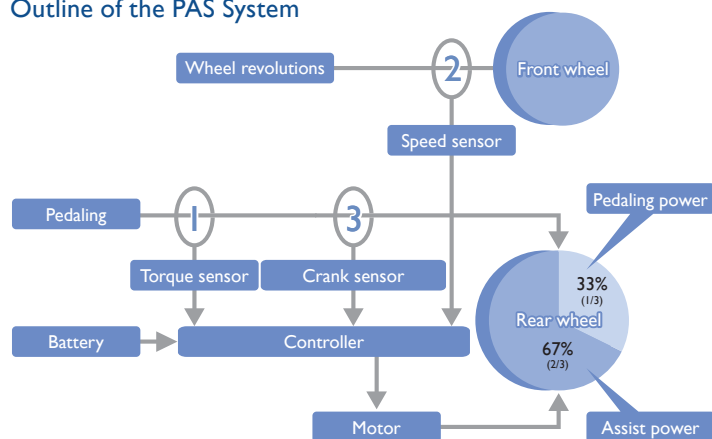
Up to 10 km/h, electric power assists pedaling at a maximum ratio of 1:2*

Above 10 km/h, electric power assist is moderated to keep the bicycle from going too fast

Above 24 km/h, electric power assist is cut off

* The maximum ratio set by legal standards in Japan

Outline of the PAS System



1. Detects the amount of force applied to the pedals
2. Detects the speed of the bicycle while in motion
3. Detects the rotation speed of the pedals (crank)

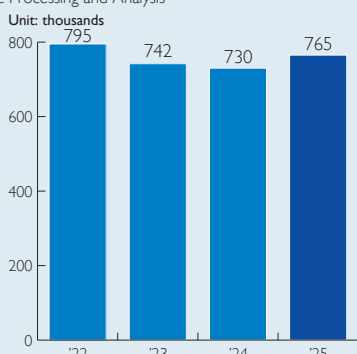
Note: For the pedaling power of 33%, the assist power of 67% is the maximum ratio set by legal standards.

Production

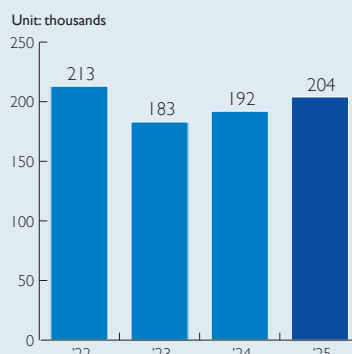
	Name of company	Location
e-Kit drive units	Yamaha Motor Co., Ltd. (Morimachi Manufacturing Division)	Morimachi, Shizuoka, Japan
	Yamaha Motor Manufacturing Europe S.A.S.	France

Domestic shipments of electrically power-assisted bicycles

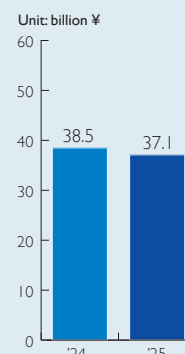
Source: Ministry of Economy, Trade and Industry (METI)
Current Production Statistics Survey, Japan Bicycle Promotion
Institute Processing and Analysis



Yamaha Motor unit sales of CBU* models in Japan



Yamaha Motor revenue (CBU* models and OEM)



* CBU: Completely Built Up

► Electric Power Unit for Wheelchairs



JWG-I wheelchair electric power unit

Product Profile

Wheelchairs facilitate the mobility of the elderly and persons with disabilities, and are broadly divided into manual and electric types. Yamaha manufactures and sells electric power units and wheels that can be after-fitted to manual wheelchairs to supplement their light weight and flexibility with the convenience of electric power. Our after-fit electric power units come in two types: electric units to convert a manual wheelchair into a fully electric one, and power-assist units that make manual wheelchairs easier to use.

- Electric Type -

These units preserve the benefits of manual wheelchairs while converting them to electric power. These power units can be attached to a variety of wheelchair models and use a joystick for smooth operation.



JWG-I electric power unit and unit mounted on wheelchair

- Power-Assist Type -

Adapting the technologies used for our electrically power-assisted bicycles, the electric motor supplements the user's turning of the handrims with corresponding electric power. Using the dedicated software, the assistive force to the handrims can be adjusted according to the user's physical condition and/or operating environment, such as settings to move the wheelchair forward in a straight line even on a horizontal slope or altering the length of the assisted distance for each push or pull on the wheel.



JWX-2 electric power assist unit and unit mounted on wheelchair

Background of the Business

As part of contributing to the health and social welfare sector and as a response to an aging population, Yamaha Motor began limited region-based sales of power units for manual wheelchairs in 1995 (followed by nationwide sales in 1996). Since then, we have applied our proprietary control and drive technologies to create and offer products that are not only comfortable and convenient for users, but also help alleviate the effort required by caregivers.

Current Market Conditions

Primarily in Japan, the United States and Europe, in addition to being used by persons with disabilities, electric wheelchairs are being rented by the growing number of elderly through systems in those areas.

Production

Name of company (Site)	Location
Yamaha Motor Co., Ltd. (Iwata Main Factory)	Iwata, Shizuoka, Japan

► Outboard Motors



F450A



F350B



F225L



F70B



F25G



F8F



F2B



M-15

Product Profile

Outboard motors are used around the world especially to propel small and medium-size boats because of their excellent affordability, eco-friendliness, ease of maintenance and high space efficiency. Outboards can be found in waters all around the world; in developed markets like Europe and North America, they are primarily used for marine leisure, while they play a role in both industry and daily life in emerging markets, chiefly fishing and water-based transport/transportation.

Background of the Business

Adapting the small-engine technology garnered through its motorcycles, Yamaha Motor developed and released its first marine engine in 1960, the P-7. In the more than 60 years since, we have expanded our marine engine lineup with models suiting the myriad of applications and environments found in the various regions they are used, all under the banner of reliability. In 2022, cumulative production of Yamaha outboard motors reached 13 million units.

Current Market Conditions

Yamaha's outboard motor lineup spans small 2 horsepower models to mammoth 450 horsepower units, all emphasizing light weight, compactness and excellent reliability and durability. Used on waters spanning the globe, eco-friendly 4-stroke models comprise most of the lineup while the rugged Enduro Series caters to the rigorous uses and environments of emerging markets. Complementing the engines is an extensive range of peripheral equipment to better enjoy the boating life, like the Yamaha Command Link Plus system for monitoring engine status and more, and the Helm Master EX boat

control system that assists in maneuvering the craft. More than 90% of Yamaha outboard motors are exported out of Japan and sold in roughly 180 countries and territories, with North America as the biggest market.

Next-Generation Electric Propulsion System

In June 2025, Yamaha launched on the Japanese market the new HARMO boat control system, which integrates an electric propulsion unit and steering system. Retaining the signature quiet operation of electric motors and the high-efficiency electric rim-drive propulsion* setup from the previous HARMO, the model is now integrated with Yamaha Motor's next-generation, cutting-edge Helm Master® EX boat control system. This arrangement enables intuitive joystick-based maneuvering as well as additional aids like the SetPoint™ and Autopilot™ suite of features, enhancing overall convenience.

* Rim-drive propulsion: A system of driving a propeller with a motor mounted on the rim (edge) of the propeller blade.

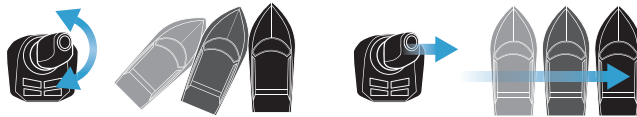
Production

	Name of company (Factory)	Location
Medium-size and large 4-stroke outboard motors and large 2-stroke outboard motors	Yamaha Motor Co., Ltd. (Fukuroi South Factory)	Fukuroi, Shizuoka, Japan
Small and medium-size 4-stroke outboard motors and small and medium-size 2-stroke outboard motors	Yamaha Marine Co., Ltd.	Yatsushiro, Kumamoto, Japan

Helm Master EX



The Helm Master EX digitally controls all the steering, gear shifting and throttle work of twin or triple mount large-class Yamaha outboards. Complementing the standard steering and remote control unit, the single joystick control enables fore-aft, port-starboard and diagonal motion as well as in-place rotation of the bow. The autopilot function also allows the boat's course to be maintained automatically even in wind or tidal conditions.

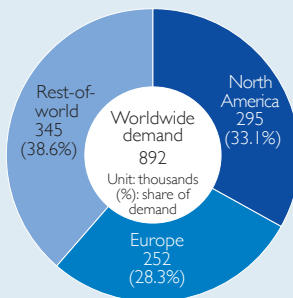


HARMO Next-Generation Electric Propulsion System



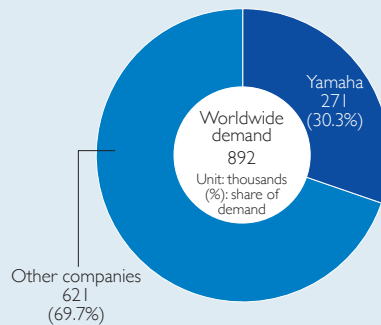
FY2025 worldwide demand for outboard motors

Note: Yamaha Motor surveys

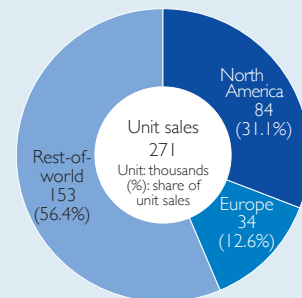


FY2025 worldwide demand and Yamaha Motor unit sales of outboard motors

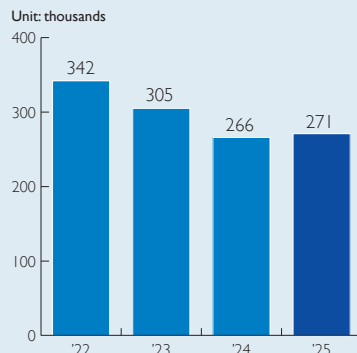
Note: Yamaha Motor surveys



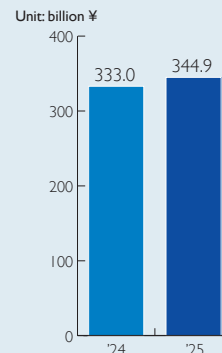
FY2025 Yamaha Motor unit sales of outboard motors



Yamaha Motor unit sales of outboard motors



Yamaha Motor revenue from marine engines



Boats



PRESTIGE F4.3 cruiser



YFR330 fishing boat



DY-48I-0A fishing boat



SR330 Sea-Style membership-based boat



SKEETER FXR2I bass boat



G3 Boats Diamond Elite 326RC pontoon boat

Product Profile

Yamaha boats are used primarily for either recreation or commercial operations. For commercial boats, the lineup includes Japanese-style utility boats and fishing boats, both of which are indispensable parts of the everyday lives of fishermen. Recreational boats include our powerboats and sailboats, which are used for sport fishing, cruising and other forms of fun on the water.

Background of the Business

In Yamaha Motor's earliest days, we began R&D into fiber-reinforced plastic (FRP), becoming in 1960 the first company in Japan to produce and sell FRP boats. Until then, boats had been made mostly of wood. In 1965, we also started production of FRP fishing boats.

On the service front, we launched Boat License School in 1971, and in 1997 we began providing boat-sharing services. Through both our hardware and our services, we continue to promote the joy of the sea.

In the United States and Europe, the main hubs of pleasure-use boats, we have brought leading boat manufacturers into the Group, promoting our boat business worldwide.

Since 2020, we have also enriched our lineup of luxury-class boats for the domestic market by importing and selling France's PRESTIGE brand.

With more than 60 years of marine business, we have now become a marine life leader for people around the world as a comprehensive manufacturer providing everything from hulls, engines and peripheral equipment to services.

Current Market Conditions

In recent years, Japan's boat market grew due to rising interest in outdoor recreation driven by the pandemic. The years 2020 through 2021 saw a boat recreation boom, and the number of boat license holders and boat users grew rapidly. However, this momentary surge ceased after the pandemic ended, and demand has now returned to pre-pandemic levels.

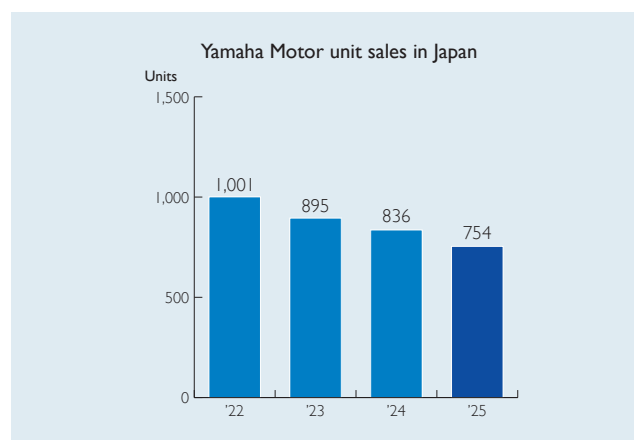
Marine activities that are enjoyed by the whole family have become more popular of late, and more and more women are obtain-

ing boat licenses.

The number of members in YAMAHA Marine Club Sea-Style, our membership-based boat club, is growing. To be sure, opportunities for boat-sharing are increasing all around the world.

Production

	Name of company	Location
Fishing boats, utility boats	Yamaha Marine Hokkaido Manufacturing Co., Ltd.	Yakumo, Hokkaido, Japan
Medium-size and small boats, utility boats	Yamaha Marine Co., Ltd.	Kamiamakusa, Kumamoto, Japan
Bass boats	Skeeter Products, Inc. *Group company	Texas, U.S.A.
Pontoon boats	G3 boats *U.S. subsidiary boat brands	Missouri, U.S.A.





WaveRunner "FX Cruiser SVHO"

Product Profile

Personal watercraft (PWC) can be largely divided into either stand-up or sit-down models, and their engines provide the power to draw in water through an inlet on the bottom of the hull and propel it out the back for propulsion. Sport boats using the same jet-propulsion system are also popular, particularly in North America.

Background of the Business

In 1986, Yamaha launched its first PWC, the WaveRunner 500. The product's concept was "a vehicle anyone can ride safely and easily to enjoy the water;" and was welcomed by markets as a new category expanding the range of ways for enjoying marine recreation. PWCs enjoy a large fanbase, especially in North America.

Current Market Conditions

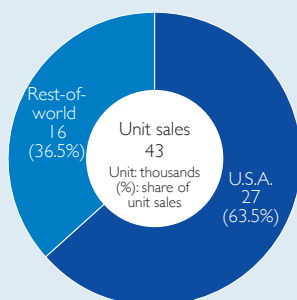
Yamaha PWCs feature streamlined, high-stability hull designs leveraging technology from boat development, and powerful, compact

and lightweight engines reflecting our motorcycle and marine engine expertise. Most Yamaha PWCs employ 4-stroke engines that clear all the Environmental Protection Agency (EPA) regulations in the United States—our main market—and the voluntary regulations stipulated by the Japan Marine Industry Association.

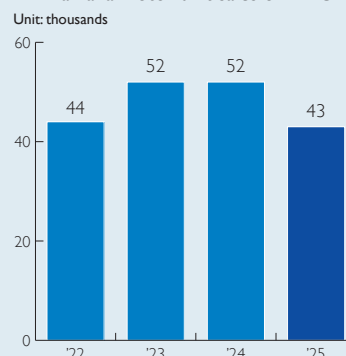
Production

	Name of company (Factory)	Location
Engines	Yamaha Motor Co., Ltd. (Iwata South Factory)	Iwata, Shizuoka, Japan
Assembly	Yamaha Motor Manufacturing Corporation of America	Georgia, U.S.A.
	Yamaha Jet Boat Manufacturing U.S.A., Inc.	Tennessee, U.S.A.

FY2025 Yamaha Motor unit sales of PWC



Yamaha Motor unit sales of PWC



➤ Surface Mounters, Industrial Robots and Semiconductor Manufacturing Equipment



Full lineup of mounting lines



Linear conveyor module



SCARA robots



Wire bonder

Product Profile

Surface mounters are industrial robots that mount electronic components onto the printed circuit boards used in various electric and electronic products, including the electrical components for smartphones and automobiles. Yamaha Motor has an expansive lineup of industrial robots that includes single-axis robots, Cartesian robots, SCARA robots and linear conveyor modules. These contribute toward automating and streamlining a variety of manufacturing processes, from transfer and supply to assembly and inspection.

In 2019, Yamaha started handling semiconductor post-processing equipment such as bonding equipment and molding equipment.

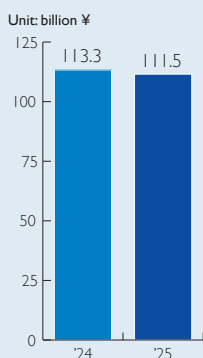
Background of the Business

Yamaha Motor began research and development of industrial robots in 1974 to streamline the production of its motorcycles and improve machining precision. In 1976, we incorporated SCARA robots into our production lines and began developing products for external sale in 1981, entering the industrial robot business. In 2020, cumulative production of Yamaha surface mounters reached 50,000 units.

In 2019, YAMAHA MOTOR ROBOTICS HOLDINGS CO., LTD. (YMRH) was established. Through the business integration with SHINKAWA LTD. and APIC YAMADA CORPORATION, we made a full-scale entry into the semiconductor post-processing equipment business. In the following year, 2020, YMRH became a wholly owned subsidiary of Yamaha and changed its corporate name to Yamaha Robotics Holdings Co., Ltd. (YRH) in 2021. In July 2025, to accelerate value creation and become the world's leading total solutions provider, YRH merged with companies such as SHINKAWA LTD. and APIC YAMADA CORPORATION to form Yamaha Robotics Co., Ltd. (YRC).

By combining the technologies and products of each other, we are building a system that provides total solutions from semiconductor post-processing to the surface mounting process and the automation/FA area of peripheral processes.

Yamaha Motor revenue from robotics



Current Market Conditions

Yamaha surface mounters are high-speed modular units that boast superior mounting speed and accuracy. Using a “one-stop smart solution” concept, our lineup of surface mounters is capable of handling everything from high-speed high-volume production to high-mix operations requiring flexibility. Yamaha's mounting equipment offerings also include printers, dispensers and inspection equipment. Our single-axis robots and SCARA robots are used in a number of fields, including the automotive, electric, electronic and food industries, contributing to the automation of various manufacturing processes.

In the semiconductor manufacturing equipment field, with our wide lineup extending from bonding equipment, molding equipment and inspection equipment to camera module assembly equipment, we are contributing to the improvement of productivity and the realization of new manufacturing processes in the semiconductor and electronic components markets, where applications continue to grow, including those for PCs, smartphones, vehicles, 5G, data centers, etc.

Collaborative Robot (Cobot) Launch

Yamaha began selling cobots designed to interact with human operators in 2025. The 7-axis collaborative robot “Yamaha Motor Cobot” is capable of tasks requiring varying applications of force, such as polishing, insertion and assembly work. It also immediately detects the presence of any intruding human limbs and ceases operation, ensuring it has the high level of safety required of cobots. Demand is expected to grow in the food, pharmaceutical and cosmetics industries in particular.

Production

	Name of company (Site)	Location
Surface mounters/ Industrial robots	Yamaha Motor Co., Ltd. (Hamamatsu Robotics Base)	Hamamatsu, Shizuoka, Japan
Semiconductor post- processing equipment (molding equipment, etc.)	Yamaha Robotics Co., Ltd. Nagano Site	Chikuma, Nagano, Japan
Semiconductor post- processing equipment (bonding equipment)	Yamaha Robotics Manufacturing Asia Co., Ltd.	Thailand
	Yamaha Robotics Co., Ltd. West Tokyo Site	Musashimurayama, Tokyo, Japan

► All-Terrain Vehicles & Recreational Off-highway Vehicles



Grizzly Y700 EPS



Wolverine RMAX2 1000 XT-R



Wolverine RMAX4 1000LE

Product Profile

All-terrain vehicles (ATVs) and recreational off-highway vehicles (ROVs) are vehicles specialized for off-road use and capable of handling all sorts of unpaved or rough terrain found in grasslands, mountain trails, sandy areas and the like. ATVs seat one rider and have a steering setup similar to a motorcycle, while ROVs are designed to fit two or more people and are steered and operated more like an automobile. Both are used in a wide range of ways, from recreation and sport to utility work on farms and ranches.

Background of the Business

Using technologies created and refined while developing and manufacturing off-road motorcycles, Yamaha launched the YT125 in 1979 as its first ATV. Since then, we have gone onto release a variety of models that answer real market needs. We also boast an extensive lineup in the ROV segment, including multi-purpose models and recreational models. We are working to bolster competitiveness in overseas markets and in North America in particular.

Current Market Conditions

The U.S. market alone accounts for over 50% of worldwide ATV demand and Yamaha Motor meets the various needs of the country with a diverse range of products covering use for utility, sport and more. The United States is also the main market for ROVs and in addition to demand as a partner for outdoor recreation, there is stable demand for utility use in a variety of industries, and the market continues to grow.

Production

Name of company	Location
Yamaha Motor Manufacturing Corporation of America	Georgia, U.S.A.

► Golf Cars



G30As V (five-passenger, effi-vision-equipped model)



DRIVE2 (two-passenger model)

Product Profile

Today, golf cars that help save labor, let golfers transport their own clubs, lighten work for caddies and encourage smoother, more enjoyable rounds of the course are becoming mainstream. Yamaha offers models in various specs based on market and consumer (golf clubs and resorts) needs, with different passenger capacities (2 or 5 seats), power units (gasoline engine or electric motor) and drive systems (electromagnetic guidance or manual).

Background of the Business

Based on a motorized passenger cart Yamaha created and used at a resort, the company developed and released its first golf car, the YG292, in 1975. As the business grew, we began production at factories in the United States in addition to the facility in Japan, and have produced over one million golf cars to date.

► Golf Cars (Continued)

Current Market Conditions

In Japan, demand is highest for five-seater models for also carrying caddies, while in the United States where golfing without caddies is common, two-seater models are popular. In 1996, we released our first electromagnetic-guided golf car model, which drives automatically by having onboard sensors trace electric cables buried underground. We then launched a more eco-friendly model with a quieter electric motor in 2000, and a new series of models in 2018 equipped with a driving support system that remembers routes. In these ways, Yamaha golf cars continue to evolve with new technologies.

Efforts toward Level-4 Autonomous Driving

For more than 20 years, Yamaha has been developing autonomous driving systems based on golf cars and land cars, and they are being used in various situations. Since 2014, we have been offering vehicles capable of navigating public roads as a means of transportation to solve transit issues posed by the aging population and depopulation. Due to the recent increase in societal demand for the societal implementation of autonomous driving, the government is strengthening

its efforts in that area*. We have actively participated in these activities and supplied vehicles to Japan's first level-4 autonomous driving operation service, which began in May 2023 in Eiheiji-cho, Fukui Prefecture.

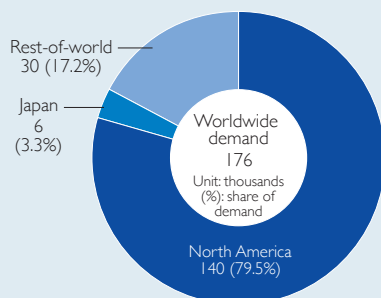
In addition, for navigating in areas outside public roads, our newly established company, eve autonomy, Inc., began offering its in-factory autonomous transportation service in 2022. Yamaha develops, manufactures and sells EVs capable of using the service for level-4 autonomous driving.

*Activities such as the "Project on Research, Development, Demonstration and Deployment (RDD&D) of Autonomous Driving toward the Level 4 and its Enhanced Mobility Services (RoAD to the L4)"

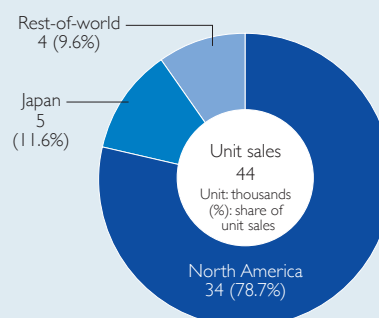
Production

Name of company	Location
Yamaha Motor Powered Products Co., Ltd.	Kakegawa, Shizuoka, Japan
Yamaha Motor Manufacturing Corporation of America	Georgia, U.S.A.

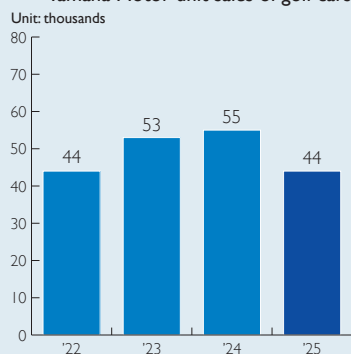
FY2025 worldwide demand for golf cars by region
Note: Yamaha Motor surveys



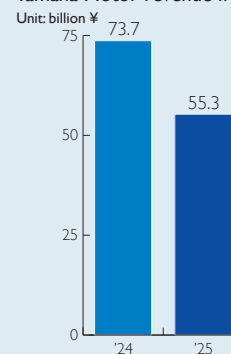
FY2025 Yamaha Motor unit sales of golf cars



Yamaha Motor unit sales of golf cars



Yamaha Motor revenue from golf cars



Sales Finance



Services Overview

To create an environment that makes it easier for dealerships to sell Yamaha Motor products as well as easier for customers to buy them, we provide financial services (retail sales finance, wholesale sales finance, leasing, insurance, etc.) to customers and dealerships through sales finance subsidiaries in North America, Australia, Europe, Central and South America and other markets. Using methods in line with each region's respective business and regulatory environment through tie-ups with sales companies and local partners, we offer financial services that strengthen Yamaha's ties with the market and customers.

Background of the Business

We previously provided financial services independently or together with partners in North America, Central and South America, Asia and other regions. Beginning with the establishment of our first sales finance subsidiary in Australia in 2002, we have subsequently created other sales financing group companies in several other countries, including Brazil, Canada, the United States, France and Colombia.

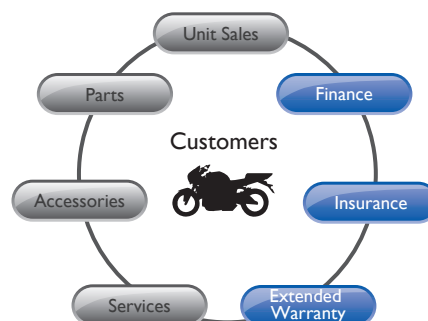
Current Market Conditions

North America accounts for over 70% of Yamaha's entire financial services business. In the United States in particular, the financing needs of customers are highly diverse and we provide not just conventional installment payment plans, but also credit card retail finance, extended warranties on Yamaha products and other services. We consider the financial services business to be strategically important, both for strengthening ties with our customers and for securing stable earnings. Yamaha is working to expand the reach of our services to cover new market areas and business fields.

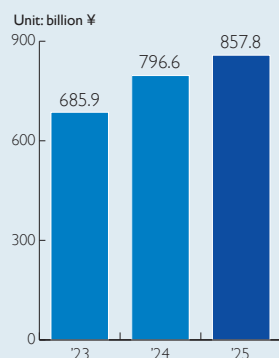
Offices

Country	Name of company
U.S.A.	Yamaha Motor Finance Corporation
	Yamaha Motor Finance Corporation, U.S.A.
Canada	Yamaha Motor Finance Canada Ltd.
Australia	Yamaha Motor Finance Australia Pty Limited
France	Yamaha Motor Finance France S.A.S.
Brazil	Banco Yamaha Motor do Brasil S.A.
	Yamaha Motor Do Brasil Finance LTDA
Colombia	Yamaha Motor Finance Colombia S.A.S.

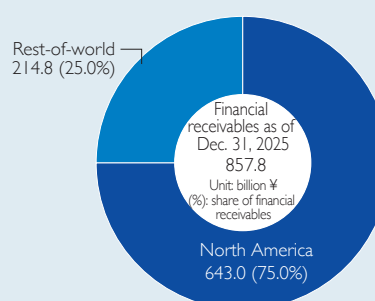
Enhancing Ties with Customers and Securing Stable Earnings



Balance of financial receivables outstanding



Geographic distribution



◆ Parts and Accessories



Yamaha Motor sells replacement parts, apparel and accessories for its motorcycles, boats and other products.

◆ Industrial-use Unmanned Aircraft



Our industrial-use unmanned aircraft are primarily found at work in the agriculture industry. To date, they have been used for aerial crop dusting and other purposes, helping achieve labor savings and greater efficiency in farming to address pressing issues presented by a farming workforce that is shrinking and aging. In 2019, we released the YMR-08 industrial multirotor drone, which provides maneuverability in smaller areas. In 2020, we released the YMR-08AP, which is capable of automatic navigation. We have also enhanced the safety features of our industrial-use unmanned aircraft by adding onboard obstacle detection. In 2023, we released the next-generation industrial-use unmanned helicopter FAZER R AP, which features an added automatic navigation function, and the industrial-use multirotor drone YMR-II, which comes standard with an automatic navigation function. By equipping both models with the new dedicated spraying app (ag-FMS-II), we aim to standardize automatic navigation, which is in high demand by users. In addition to the agricultural field, GPS-based automatic navigation systems allow the utilization of industrial-use unmanned aircraft in other fields such as observation, surveys and transportation.

◆ Mobility Service Business



Through its Mobility Service Business, Yamaha Motor enhances access to mobility by offering rental and pay-per-use mobility services in regions such as India and Africa, helping to address a range of social challenges.

◆ Clean Water Supply System



With the action slogan “Changing water changes life,” Yamaha Motor is selling water purification systems in areas with limited or no access to potable water—primarily in villages in Africa and Southeast Asia—in order to improve the quality of life.

◆ Performance Damper



The Performance Damper is a damper (shock absorber) incorporating innovative technology that effectively absorbs vehicle body deformation, unpleasant noise, and vibration during driving.

This revolutionary component for automobiles and motorcycles delivers a new dimension of refined ride quality and comfort beyond conventional performance.

◆ CELL HANDLER 2



CELL HANDLER 2 is a cell picking and imaging system that enables high-speed, high-precision handling of cell aggregates and data acquisition. It streamlines operations across a wide range of cell research processes while enabling highly precise work, contributing to the generation of reliable research data.



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