

Business Results for Full Fiscal Year Ended December 31, 2025

Institutional Investor and Analyst Briefing and Q&A Minutes

Date/Time: February 13, 2026 (Wed.) from 15:05 to 15:50

Presenters: SHITARA, Motofumi | President and CEO

SUZUKI, Yasutaka | Senior Executive Officer and Chief General Manager of Land Mobility Business Operations

HASHIMOTO, Mitsuru | Executive Officer and Chief General Manager of Corporate Planning & Finance Center

EGASHIRA, Ayako | Executive Officer and Chief General Manager of Solution Business Operations

KOIKE, Hiroshi | Executive Officer and Chief General Manager of Outdoor Land Vehicle Business Operations

NOZAKI, Tatsuya | Chief General Manager of Marine Business Operations

Questioner A

Regarding your plans for 2026, please share what you feel are the risks and opportunities present for each business segment.

With motorcycles, there will be ups and downs depending on the region in question, but we expect the penetration of our premium segment strategy to lead to higher demand in India, the Philippines, and Thailand, while we also expect production in Vietnam to recover from the floods that hit in 2025. For the Marine Products business, we expect reductions in policy interest rates to trigger a turnaround in Europe and the U.S. Sentiment among dealers in the U.S. is high and demand in Europe has bottomed out and is showing signs of recovery. As for tariffs, we will control prices appropriately while evaluating their impact on demand. In the Robotics business, semiconductor manufacturing systems (SEMI) are enjoying solid demand for generative AI applications, while structural reforms are improving the financial standing of the surface mounter (SMT) business. In the Outdoor Land Vehicle (OLV) business, the current challenge is moving forward with structural reforms in the U.S. We are looking to arrive at some conclusions from these reforms in the first half of fiscal 2026 and announce them in the second half. For the Smart Power Vehicle (SPV) business, we are struggling with post-merger integration at Yamaha Motor eBike Systems (YMESG).

Is the reduction in dividends for FY2025 and your plans to raise them back in FY2026 related in some way to a change in your shareholder returns policy? Also, I would like confirmation from you regarding whether or not there is a risk of another reduction in dividends depending on how structural reforms at your U.S. operations proceed.

Our shareholder returns policy is to make consistent and ongoing dividend payments while taking into consideration the outlook for business performance and investments for future growth. Because net income in fiscal 2025 fell quite short of our forecast as well as below our benchmark for sound financial footing, we decided to reduce the dividend payments. Our forecast is for our business performance to recover this fiscal year and to restore the annual dividend to 50 yen per share. By getting our U.S. structural reforms on track, we intend to stand by the plans we have put forward.

Questioner B

I'd like a breakdown by item for the 37 billion yen in profitability gains listed for your U.S. operations in 2026.

The biggest drivers of these profitability gains will be price pass-throughs and model development reviews at our main U.S. subsidiaries. Next are cost structure reviews, reductions in IT investment, and improvements to asset efficiency.

If your subsidiary in Taiwan had not sold the land, would your operating income for 2025 have fallen short of your revised forecast?

The land sale by a Taiwanese subsidiary was a positive factor contributing to our 2025 results. However, there were several negative developments as well, such as impairment losses recorded in the OLV business, the impacts of heavy floods and tariffs in the motorcycle business, lower sales and a worsening model mix in the Marine Products business, and post-merger integration delays in the SPV business. After accounting for these factors, operating income for FY2025 exceeded the revised forecast.

Questioner C

By horsepower segment, what changes have there been in the outboard motor market environment?

High interest rates and other factors have shifted demand toward engine replacements, leading to growth among small- and midrange outboard models in 2025. As for the immediate economic climate, we have received positive sentiment from boatbuilders and expect production of new boats to pick up this year. Development of large outboard models is also moving forward according to plan.

The main reason for your decline in profits in 2025 was the reversal of deferred tax assets, but it did not affect your cash flows, so was reducing your dividends really necessary?

Regarding dividends, the shareholder return policy forming the basis of our dividend payments has not changed. Last fiscal year, net income was 16.1 billion yen, which fell well below our projections, but this figure includes the profits made on the sale of land by our Taiwanese subsidiary. If this is excluded, we ended the year with essentially no profit. While the reversal of deferred tax assets was a

non-cash item, there is a higher demand for cash this year from the acquisition of shares in our Taiwanese joint venture partner, injections of capital accompanying the worsening financial situation at our U.S. operations, and other developments. Furthermore, upon taking into account funding needs for future growth and other aspects, we decided to adjust the dividend. This fiscal year, we want to show shareholders our intent to return dividends to previous levels through improving profitability and capital efficiency, and conducting share buybacks in a flexible manner.

Questioner D

With the recreational vehicle business, the business has continued operating with a deficit, so what is making it difficult to decide whether to withdraw or restructure?

One of the reasons making this difficult is the marketing synergies that come from combining the wide array of products in our lineup in the U.S., which includes motorcycles, personal watercraft, and recreational vehicles. Additionally, seasonality plays a big role in North America, especially in countries like Canada, and we drive sales by alternating our product lineups between winter and summer. If recreational vehicles disappear from our lineup of summertime products, it will impact things to a certain degree. As for the direction the business is taking, we put forward several different options in order to find the best answer and have been discussing them since last year. We hope to come to a decision of some kind in the first half of fiscal 2026.

Your plan with the motorcycle business is to outperform the market in all regions, but is it possible to achieve this?

Concerning developed markets, demand is sluggish in Europe and Japan, but sales of our off-road competition and roadgoing models in the U.S. have been strong. In Indonesia, the expansion of the Opsen Tax (surcharge tax) is expected to further spur demand for low-priced models, and we expect higher sales centered on the budget-focused Yamaha model we launched last year. In other ASEAN markets, our premium segment strategy has been quite successful, but we had some vulnerabilities in the low-priced model segment, so we will aim to grow sales in this space by introducing new offerings. In India, the approval rates for financing in our target demographic were lackluster in 2025, but at the moment, there are signs of this easing. Furthermore, the XSR model we unveiled in India at the end of 2025 has performed well, and we plan to launch more new models as we move toward the end of this year, with the belief that the combination of both attractive products and financing will lead to higher sales. In Vietnam, flooding and other factors in 2025 halted production operations, so our priority is staging a steady recovery. In Brazil, demand for mopeds grew in 2025, which are not part of our premium segment strategy, but we believe this moped demand will plateau this year. Still, we plan to follow through with our premium segment strategy to launch new products that will stage a comeback.

Questioner E

Please explain the immediate situation with the personal watercraft business, the competitive environment, and your projections for 2026 and beyond.

In 2025, high prices and interest rates drove demand down industry-wide, but our own market share rose. For demand in 2026, we do have some margin for improvement, such as capitalizing on the market rebounding from last year's developments, but we also expect the market to remain soft overall. Amidst this environment, we will work steadily to maintain and grow our market share.

Please explain the balance between the first and second halves of fiscal 2026 in your forecast for operating income.

In a typical year, operating income is usually weighted toward the first half of the year due to seasonality, but this fiscal year, we expect some businesses to recover in the second half, so our projections are for there to be little difference between the first and second halves.

Questioner F

Please share your market trend and revenue projections for the SPV business in 2026.

Our business in Japan for complete Yamaha-brand models is operating in the black thanks to a recovery in demand and greater market share. Besides this, progress with inventory adjustments with our OEM partners in our e-Kit business has led us to expect shipments to exceed the break-even point this fiscal year. However, improving profitability at YMESG—which we established in 2025—is a challenge we will move to address this fiscal year, aiming to achieve profitability in fiscal 2026.

Please share your progress in restructuring the recreational off-highway vehicle (ROV) business in the U.S. and where you expect to secure profits over the medium to long term.

With our structural reforms in the U.S., we are expecting to see profitability improvements with ATVs, tariff effects included. However, with ROVs, while we are making headway in improving the business's financial health via cost structure reforms, the timing of profitability improvements is fluid at this point in time. We are also not yet at a stage where we can share the content of our structural reforms in detail.

With the 37 billion yen in profitability gains your structural reforms in the U.S. are expected to bring, please provide a breakdown of this by business.

Our structural reforms for the U.S. are positioned to deliver comprehensive benefits across the entirety of our U.S. business, including price revisions, model strategy reassessments, cost structure reforms, and improvements to personnel and asset efficiency.

Questioner G

I would like to know the company's progress with its Medium-Term Management Plan and future outlook.

Since formulating the current Medium-Term Management Plan, the business environment has changed drastically, from U.S. tariffs and soaring material prices to semiconductor shortages. In terms of profits, we are facing headwinds. We are currently enacting structural reforms and believe that by carrying out each initiative to completion, we will bring our profit structure closer to the target levels. However, making sure our top line stays strong regardless of changes in the external environment remains an ongoing challenge. We are not conducting a review of our Medium-Term Management Plan at this time and will work to achieve its goals by squarely focusing on improving our profitability structure.

END