Business Results for Third Quarter of Fiscal Year 2026
Institutional Investor and Analyst Briefing and Q&A Minutes

Date/Time: November 6, 2026 (Fri.) from 13:50 to 14:30

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Questioner A

How do you rate your performance in the third quarter (July–September)? Could you also provide some specifics about one-time factors, including the costs of structural reforms for the Outdoor Land Vehicle (OLV) business?

Motorcycle sales grew, primarily in Asia, while outboard motor numbers remained essentially the same. While the low demand in the United States continues, cost controls and other measures have enabled us to maintain a certain level of profitability. Overall, we view our performance this period as broadly in line with expectations. As for one-time factors, the gains from the sale of fixed assets in the U.S. were something we expected in the fourth quarter, but we were able to record these earnings earlier than anticipated in the third quarter. We also recorded the costs of structural reforms for the OLV business this period. Foreign exchange rates were also a positive contributor to our year-on-year profits.

Have there been any changes in your core businesses regarding the competitive landscape or demand environment?

There has been no significant change in the demand environment for motorcycles. We expect limited growth in developed markets but continued solid demand in emerging markets like India and the ASEAN region. However, in the Marine Products business, factors such as higher interest rates and soaring crude oil prices in the U.S. have left demand weak. We do not expect to see a recovery in the short term and anticipate demand to remain at around current levels for the foreseeable future.

Questioner B

I'd like to hear your thoughts on the growth drivers for your core businesses and the sustainability of demand heading into the next fiscal year. Also, regarding the OLV business, have there been any changes to your outlook that the costs incurred by the structural reforms will be absorbed this fiscal year and that the operating deficit will be halved next fiscal year?

For the motorcycle business, we expect demand in developed markets to be either on par with or slightly higher than this year, with further growth in ASEAN and other emerging markets. In the

ASEAN region in particular, demand for motorcycles, scooters, and underbones as a means of everyday transportation continues to be robust and we will drive our premium segment strategy forward in order to connect that demand to sales growth. Immediate demand in the Marine Products business remains weak. The U.S. economy following the midterm elections could present both risks and opportunities for the business environment, so we will be closely monitoring developments. Meanwhile, the trend toward larger outboard motors continues, so we are moving to develop and launch products targeting the affluent customer segment, which is relatively less affected by economic fluctuations. This is aimed at gaining market share next fiscal year. The structural reforms for the OLV business are progressing steadily in line with our plans. Regarding our collaboration with John Deere, while we cannot speak about specific models or the timing of new product launches at this time, we are making steady progress toward expanding the business through this collaboration and achieving our stated targets.

While you have left your full-year operating profit forecast unchanged, you have decided to increase the year-end dividend. Could you elaborate on the messaging behind this decision?
We announced a revision to our business results forecast when we released our numbers for the second quarter. Our performance through the third quarter has mostly been in line with our plans, and we believe the Company has further strengthened its earning power. We therefore decided to increase the year-end dividend to share this success with our broad base of shareholders.

Questioner C

The profit ratio for the motorcycle business in the third quarter has improved year-on-year. Which regions or countries contributed to this improvement, and is this likely to continue?
We have been pursuing a premium segment strategy in emerging markets for some time now, raising the sales ratio held by higher-priced models. This has created a business structure that allows us to price products more readily in line with their value, even as raw material prices rise. In addition, we have been able to effectively keep expenses under control even as our business has expanded and recognize that our profitability has steadily improved.

The deficit in the Low-Speed Mobility (LSM) business has somewhat grown. How are countermeasures progressing and what is your outlook for next fiscal year?
In the U.S., the competition has become fierce in our mainstay fleet segment and further enhancing the appeal of our products and price competitiveness is a challenge. We are also implementing structural reforms for the LSM business to rebuild its business strategy, aiming to once again bolster our competitiveness in the fleet segment, a traditional strength of ours. By optimizing the allocation of development resources and staffing, we will reinforce the business's foundations and improve profitability.

Are your structural reforms for the LSM business, including those intended for next fiscal year, making progress as planned?

The measures scheduled for this fiscal year are progressing generally according to plan and we are currently formulating the plan for next fiscal year.

Questioner D

Why did you choose John Deere as a partner and how will this decision connect to the OLV business returning to profitability from the next fiscal year onwards?

We actually have had a collaborative relationship with John Deere for some time. While competition in the ROV market has intensified, demand for utility models has expanded. Amidst these circumstances, we decided to enter into this partnership because we believe joint development and reciprocal supply arrangements with John Deere, which has strengths in the utility segment, will enhance the competitiveness of our ROV business by mutually leveraging both of our different customer bases and sales channels.

What factors could lead to lower profits in the fourth quarter? Additionally, could you provide your outlook for next fiscal year as well as any risks you expect to encounter?

Besides the effects of the stronger yen, trade tariffs, and structural reform costs for the OLV business, the deferring of a portion of our development expenses to the fourth quarter and other developments will push down our earnings. Taking these factors into account, we expect our business results for the full year to match the levels predicted in our current forecast. As for our outlook by business for the next fiscal year, we project the favorable market conditions in the motorcycle business to continue, particularly in Asia. We also have new model launches planned, so we are aiming for greater sales growth. In the Marine Products business, demand trends remain cloudy, especially in the U.S., but we will aim to gain more market share by firmly capitalizing on the shift toward larger outboard motors and enhancing our product appeal. The OLV business is still in its structural reformation phase and we will continue to steadily improve its profitability structure, aiming to break even in 2028. The Robotics business continues to enjoy advantageous market conditions aided by AI-related demand. While we need to remain mindful of market volatility, we expect demand to remain solid next fiscal year.

Questioner E

I understand that you are passing on the rising raw material prices in the motorcycle business, but is this also being implemented successfully in the Marine Products business?

The Marine Products business is also affected to a certain degree by rising raw material prices. We intend to continue passing on these costs to mitigate their impact, especially in the U.S. where trade

tariffs also come into play. However, we also need to do this while carefully assessing the competitive environment and the market's willingness to accept these price increases. We at Yamaha Motor believe our outboard motor lineup has the advantages, value, and competitiveness justifying its pricing.

Have you been able to maintain your outboard motor market share? Furthermore, do you believe that introducing new products will enable you to increase that share?
While our share of the outboard motor market varies by horsepower segment, we do not see our overall share of the market declining. Rather, we are seeing steady gains in our share, particularly in the segment for large outboard motors of 350+ horsepower. These large outboard motors are a key strategic focus for Yamaha Motor and we are aiming to secure more market share going forward by continuing to enhance our product lineup with a focus on this segment.

Questioner F
The sales environment for motorcycles has been good and I recognize that your premium segment strategy is working, but do you have any concerns about the competitive landscape in this segment?
With inflation driving up living costs, motorcycles and scooters are once again drawing interest as a means of everyday transportation and we expect this demand to continue. While market expansion equally benefits our competitors as well, they have been strengthening their own product lineups in the premium model segment and the competition continues. We will further enhance our brand strength and market position by building up engagement with Yamaha fans while consistently launching appealing products and developing new areas of demand.

While your full-year business results forecast remains unchanged, will net profit for the fourth quarter alone be in the red?
In the third quarter, the gains recorded from the sale of fixed assets in the U.S. boosted both our operating profit and net profit. Our tax expenses for the period were also calculated using a simplified method and our tax expenses for the full year will be recalculated in the fourth quarter. We have already assumed lower profits in the fourth quarter to reflect various risks, but in addition to that, the early recording of gains from the sale of those fixed assets in the third quarter as well as the deferral of some expenses to the fourth quarter led us to expect lower profits compared to the third quarter. Given these factors, we expect our business results for the full fiscal year to generally align with our current forecast.

Questioner G

The effects from pricing have narrowed compared to the year-on-year figure for the second quarter alone. Is this because the impacts of new motorcycle and scooter products are abating?

With the higher expenses for materials and more, we are passing these costs through to prices in our markets. Since the launch timing for new models varies, the benefits of being a new product gradually dwindle for each one. However, we maintain the competitiveness of our overall product lineup with ongoing new model launches, so we do not believe the benefits from new products have run their course at this stage.

Given the challenging macroeconomic environment, how do you view the ongoing resilient demand for two-wheelers in Asian markets?

In emerging markets, two-wheelers like motorcycles and scooters are an established part of everyday transportation infrastructure, and their fuel efficiency and affordability compared to cars are also being recognized anew. We offer premium models across every category, from entry-level to high-end, enabling us to capture demand across a broad range of income levels and drive sales growth.

Inventory levels in Indonesia remain low. How long will it take for them to return to appropriate levels?

Indonesia is structured for local production and sales, which allows us to control shipments and inventory relatively flexibly according to market movements. Although current inventory levels are low, they are being managed appropriately, and going forward, we will continue to respond dynamically while closely monitoring demand trends.

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