



ART

for Human Possibilities

Yamaha 2030 Vision



On the Release of Our Long-Term Vision

One look at the world today makes it clear that values will continue to become increasingly diverse and, likewise, issues related to the global environment and society will become even more critical and complex. To address these social changes, efforts are being made to achieve the targets established in the Paris Agreement and the Sustainable Development Goals (SDGs). More than ever, companies are required to transform their businesses based on a long-term outlook, as well as to contribute to the resolution of social issues through their business activities. Against this backdrop, we have set our Long-Term Vision for 2030 as ART for Human Possibilities. This vision sets three areas of focus using robotics (Advancing Robotics) to address social issues in uniquely Yamaha ways (Rethinking Solution) and transform mobility (Transforming Mobility) as themes for growth in existing businesses and the development of new businesses.

結
Ties

発
Innovation

感動
Kando

悦
Excitement

魅
Emotion

Revs Your Heart

信
Confidence

Before We Begin to Envision 2030, Let's not Forget Where We Come From

There are three levels comprising the Yamaha brand: At the top is our corporate mission to be a Kando* Creating Company, the second is our Revs your Heart brand slogan and the third is The Unique Style of Yamaha and its five corresponding elements.

The brand slogan is like a guiding light for achieving our corporate mission by inspiring each and every one of us to work with a single mindset towards delivering exciting experiences of Kando to people. And, to have our customers always feel the values behind The Unique Style of Yamaha, we do our utmost to exemplify its five principles of Innovation, Excitement, Confidence, Emotion and Ties.

*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.

Since Our Founding, We Have Grown by Creating New Value Based on Strong Traditions that Allow Us to Fuse Technology with Our Sensibility

Our mission has always been, and always will be, to enhance life by stimulating the artistic mind. We judge all of our successes according to this ideal. New steps in our journey took us into motorcycles, marine products, and other products. At every step, through an approach that is uniquely Yamaha — dynamic, yet elegant — we have encouraged people to see how far they could grow with our ideas. Looking ahead, we will continue to seek new ways to enhance lives. Using our vast experience, resources and our artistic origins, in combination with intelligent technology, we promise to create possibilities that are yet unimagined.



1887

REED ORGAN

First domestic reed organ

1955

YA-1

Start of our motorcycle business

1960

CAT-21

Start of our FRP pleasure boat business to provide marine leisure enjoyment

P-7

Start of our outboard motor business helping to raise efficiency in the fishery industry, as well as enhance marine leisure

1987

YM4600S

Launch of original surface moulder to help reduce manual labor in factories

R-50

Start of unmanned helicopter business to reduce manual labor and increase efficiency in agricultural operations

1993

PAS

Start of electric power-assisted bicycle business, providing a comfortable and environmentally friendly personal commuter vehicle

2010

Clean Water Supply System

Start of our clean water supply system business to support life through clean water in emerging markets

2014

TRICITY

LMW product that provides comfort and fun

2017

CELL HANDLER™

Launch of CELL HANDLER™ to provide solutions for the medical field by reducing manual labor and expediting the development of new drugs

MOTORiD

Advancing concepts such as “maneuvering at will” and “active safety” through increased control

2030

Kando Is Our Way of Connecting with People in Pursuit of a More Fulfilling Life

Everything we do is based on an unchanging, universal value — Kando: boundless excitement and deep fulfillment that enriches people's lives all over the world. From our proud heritage, we retain the combination of technical perfection and expression of feeling displayed by composers and performers. We refer to this as the Art of Engineering, a cornerstone of Kando.

This inspires us to design functional and emotional value into our products and services. It enables us to stay in tune with customers, empowering them to unlock their potential and grow. The fundamental desire to discover and be fulfilled are aspirations people increasingly expect from intelligent ecosystems. At the same time, we're conscious of their need to act more responsibly towards their surroundings.

We believe that by applying our core principles to robotics and intelligent

technology we can enhance lives more than ever before.

By responding to social challenges with innovative solutions we build deep ties with customers that can last a lifetime. This approach means people invest greater confidence in us as a trusted partner.

Mobility is not just about the destination. It's about the joy of the journey and living life to the full. Even the trivial becomes tremendously satisfying. Revs your Heart encapsulates this idea.

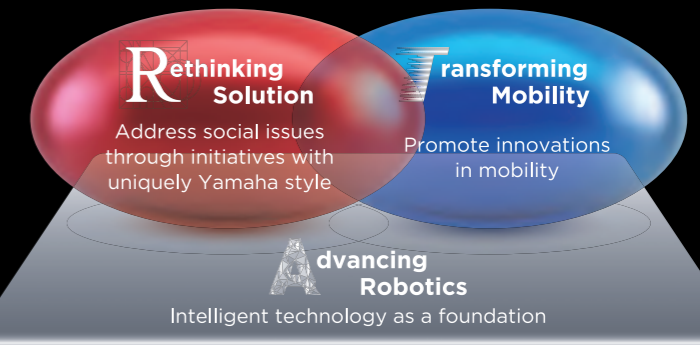
Our artistic origins fuel a powerful desire to create unimagined possibilities. We will **A**dvance the use of robotics to improve lives, **R**ethink solutions to everyday challenges and **T**ransform mobility to serve the needs of everyone in more satisfying ways. We call this **ART** for Human Possibilities.



ART

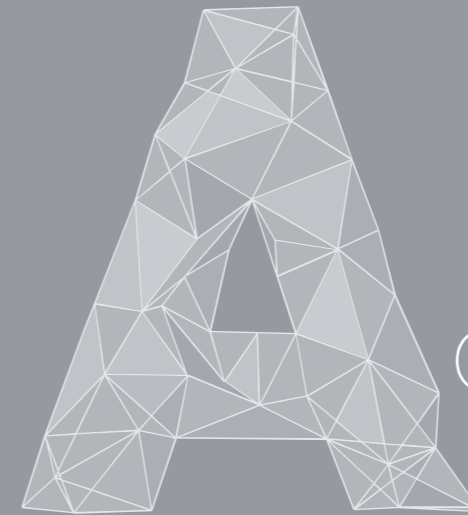
for Human Possibilities

Our vision for 2030 is driven by ART for Human Possibilities. It will lead our company into a new phase, and support the enrichment of people's lives around the world.





We Will Change the Way We Live



Advancing Robotics

While we believe firmly in the potential of humankind, we also realize that many of the issues we will face in the near future will require innovation in current technology. Making use of intelligent technology, we will develop advanced robotics and new ways to apply these breakthroughs to suit the needs of people and society, creating strong ties between us and our customers. Robotics will be key in all our activities, supporting human operation and enhancing comfort.



We Will Change the Way We See the World

Rethinking
Solution

As the world changes and society evolves, the problems we face become ever more diverse. It is no longer enough to anticipate future needs with current technology and ideas. Only through innovation and the application of our expertise in engineering will we be able to unlock the potential in each of us. We have the confidence to move forward, and to rethink solutions that enhance the way we live and excel in creating Kando.



We Will Change the Way We Move

Transforming Mobility

One of the greatest challenges facing future generations is mobility. Growing populations, aging populations, and specific needs. Each society will demand the freedom and excitement that comes from mobility. Developing new methods of transport that not only provide emotion, but also enrich lives by offering the confidence to move safely, comfortably and responsibly, will be crucial. Through our personal-scale mobility, we are committed to providing solutions that serve each phase of our lives, realizing seamless motion. We focus on natural human motion that Revs your Heart.



ART for 2030

Combining Our Accumulated Technology with Our Sensibility Will Allow Us to Expand Human Possibilities

Looking forward to 2030, what will we have achieved? Here are some examples of ideas we are working on now that may shed light on how we will realize ART, our long-term vision.

We are developing an autopilot system, anti-collision functions, self-diagnosis functions and other empowering technologies in the marine business that will further reduce the burden of boat operators, as well as working on maneuvering technology for beginners. We aim to provide a safer and more comfortable marine life.

We contribute to ensuring a stable supply of food by reducing the amount of manual labor and improving productivity in developed countries using our systems for auto-pilot drone monitoring and agricultural chemical spraying. We also aim to reduce the amount of dangerous work performed by people.

We contribute to urban development focusing on slow mobility, including not only low-speed mobility, but also electric power-assisted bicycles and wheelchairs.

CELL HANDLER™ contributes to reducing the burden on researchers at various steps in the pharmaceutical development process, improving productivity and drug discovery success rates.

We have developed motorized technology and electric power-assisted bicycle technology, as well as control technology, such as that first introduced in the MOTOBOT robot, or LMW (Leaning Multi Wheel) that enhances comfort. We contribute to solving social issues by combining technologies when people move on land and at sea. Our motorization technology, control technology and advancements in powertrain electrification, among others, suppress emission and facilitate the management of greenhouse gases, while the development of automatic driving technology provides advances in social infrastructure.

These are only a handful of the ideas we plan to expand further in the future. By working and thinking together, we will surpass these ideas and have many more that are derived from and represent the success of ART, our long-term vision.

We Want to Create a Better World That Enhances the Way We Live

From a deep desire to create things that have yet to be imagined, we will continue to pursue a better way of life for people around the world. This ideal is larger than any of our products, and it will guide us well beyond our current long-term vision. As we develop new and exciting products, technologies and services, we will rely on this goal to keep us focused and motivated today, tomorrow and beyond. This is what drives us to be unique, to be truly Yamaha.





Love What You Do

It's hard to explain to people who don't work at Yamaha. Yes, it's work, but not really. It's more like an extension of the things we love to do. To feel the wind on your face; to feel free, excited, yet in control. To feel like you are growing as a person, but that you are also contributing to the happiness of people around the world. To know that you are doing good for society. These feelings were created by our predecessors and we have adopted them with pride and a sense of responsibility. Sharing these feelings is what brings us together and makes us a family.

I joined Yamaha because I love what the brand offered me as a person. And I believe that most of us share that sentiment. As we head into the next phase of our company's development, we must realize we are on the cusp of another fantastic adventure that requires our understanding of ART. Therefore, I ask each of you to ask yourself what you love about Yamaha and to share that feeling to help us move forward. It's more than making amazing products. It's about making amazing memories. Keep dreaming, keep going, keep creating Kando!

President and Yamaha Enthusiast
Yoshihiro Hidaka