

Sustainability  
(Initiatives for sustainability)

# Yamaha Motor's Sustainability



## Top Message



To achieve a sustainable society, we commit to various international agreements and strive to become a company that earns society's trust.

**Yoshihiro Hidaka**

President, Chief Executive Officer and Representative Director,  
Yamaha Motor Co., Ltd.

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[Approach to Sustainability](#)

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## Activities for Stakeholders



Customers



Employees



Business Partners



The Environment



The Community



Shareholders and Investors

### Addressing Materiality (Material Social Issues)



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### Third-Party ESG (Environmental, Social, and Governance) Evaluations



## Environmental, Social, and Governance Issues

### Environment

Approach to Global Environment >	Overview of "Yamaha Motor Group Environmental Plan 2050" >	Initiatives for "Climate Change" >
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## Social

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## Updates

June 28, 2022

**Sustainability (Initiatives for sustainability) web-site updated**

May 9, 2022

**Green Procurement Guidelines (21st revision) uploaded**

July 27, 2021

**Video of Environmental Technology Briefing Session uploaded**

July 19, 2021

**Presentation of Environmental technology briefing uploaded**

June 15, 2021

**The Basic Policies of CSR has been revised to the Sustainability Basic Policy.**

June 5, 2020

**Sustainability (Initiatives for sustainability) web-site updated**

December 19, 2018

**Yamaha Motor Group Environmental Plan 2050 uploaded**

[> ISO26000 Reference Table](#)

# Top Message

To realize a sustainable society



**Yoshihiro Hidaka**

President, Chief Executive Officer and  
Representative Director, Yamaha Motor Co.,  
Ltd.

The Yamaha Motor Group's corporate mission is to be a "*Kando*\* Creating Company – Offering new excitement and a more fulfilling life for people all over the world," and we operate under three management principles: Creating value that surpasses customer expectations; Establishing a corporate environment that fosters self-esteem; and Fulfilling social responsibilities globally. Based on this corporate philosophy, we have constantly pursued new challenges, leading to the opening of new markets, the creation of unique products, and the development of a wide range of businesses. Our company as it exists today was built on this history.

At the same time, we are facing an era of major transformation. Since 2020, the spread of COVID-19 infections around the world has impacted all kinds of activities on a global scale, bringing major changes to people's lifestyles and values. In response to climate change, countries worldwide are taking increasing steps to become carbon neutral. Companies are also increasingly expected to respect human rights across the whole supply chain, as illustrated by the drive to pass laws on the issue in Europe.

In these circumstances, we have set "Rethinking Solution" as one of the themes under "Art for Human Possibilities," our long-term vision for 2030. Under that theme, we seek to resolve social issues in the unique style of Yamaha by harnessing the knowledge, technology and partners we have cultivated so far to create new value through co-creation and to develop businesses that contribute to the achievement of the SDGs. Furthermore, we have declared in our Medium-term Management Plan that starts in 2022 that we intend to strengthen our sustainability efforts even further as one of the key pillars of management.

One of our management principles at Yamaha Motor is "Fulfilling social responsibilities globally," so we believe it is important to work in tandem with international agreements when it comes to sustainability. Therefore, in 2017 the Group became a signatory to the UN Global Compact, which sets out 10 principles concerning human rights, labor, the environment, and anti-corruption. We currently undertake a variety of activities in line with the compact. Going forward, while prioritizing harmony with the region, society and the global environment, we will continue to pursue initiatives that create a sustainable society in order to become a company that our stakeholders can trust.

\**Kando* is a Japanese word for the simultaneous feeling of deep satisfaction and intense excitement that we experience when we encounter something of exceptional value.

# Approach to Sustainability

Introducing Yamaha Motor Group's stance on CSR and its philosophy

Since our founding, our "Company Pledge" has called on all employees to contribute to society through our corporate activities.

The Yamaha Motor Group has worked to create diverse value through engineering, manufacturing and marketing based on our Corporate Mission: Offering new excitement and a more fulfilling life for people all over the world. Our three Management Principles – surpassing our customers' expectations, fostering employee self-esteem and fulfilling global social responsibilities – embodies our stance towards our customers, employees, and society. Our Corporate Mission, Management Principles, and Action Guidelines add up to our "Corporate Philosophy."

The Yamaha Motor Group believes the Corporate Social Responsibility (Sustainability) to be expected of us is a contribution to sustainable development of society through our business activities based on our "Corporate Philosophy." Our Basic Policies of Sustainability reflect the especially important social responsibility we owe to our stakeholders.



# Yamaha Motor Group Sustainability Basic Policy

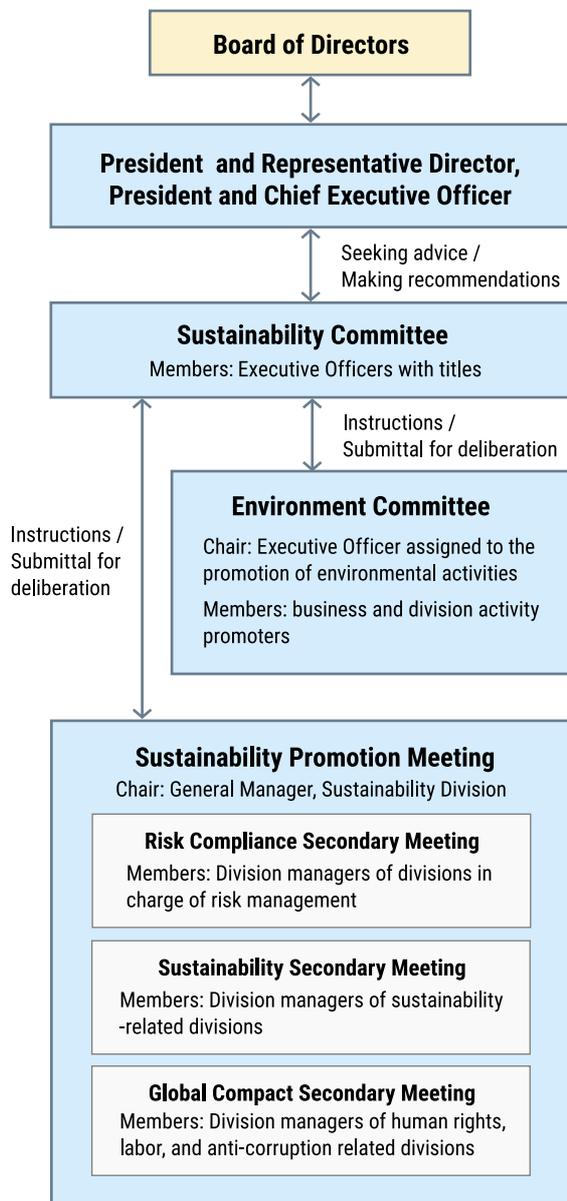
Yamaha Motor Group's corporate mission is to be a "Kando creating company." We aim to offer the people all over the world joy, amazement, elation, fulfillment and happiness through our products and services while maintaining harmony with society and the global environment. To achieve this, we will leverage the empathy arising from connections between people as an engine for creating new value. As a company trusted by society, we will, under appropriate corporate governance, contribute to the resolution of social issues and sustainable development through innovative and diverse products and services, in ways that take the unique style of Yamaha.

We ask our business partners to uphold this policy and act on its basis.

- We will comply with international rules, laws and ordinances, and at the same time, we will work to prevent corruption, and execute our operations with fairness and integrity.
- We will respect human rights, will not discriminate, and will not use child labor or carry out forced labor under any form.
- We will value our relationships with our stakeholders and disclose information in a timely and appropriate manner.

Customers	We will provide high quality products and services that can be used safely and with a peace of mind by anyone, and will be working to educate people on the proper ways to use our products, and spreading this knowledge to create good environments for their use.
Employees	We think that health and safety of our employees is a foundation of the company's growth. We will be improving working environments, respect and promote diversity and inclusion, and engage proactively in talent management. We will also respect the freedom of association and the right of collective bargaining.
Business Partners	We will have our doors wide open to all partners, regardless of nationality or size, and with long-term perspective we will be engaged in achievement of mutual prosperity.
The Environment	We will develop technologies in a way to prevent global warming, and work to minimize environmental loads. Furthermore, we will undertake the conservation of biodiversity and sustainable use of natural resources.
The Community	We will respect the cultures and customs of each country and region, and work to achieve harmony with communities.
Shareholders and Investors	We will aim to enhance corporate value through long-term stable growth based on mutual dialogue.

# Sustainability Promotion Structure



The Sustainability Committee, chaired by the President and Chief Executive Officer, and comprised of the Executive Officers with titles, was established as part of the sustainability promotion structure. The Sustainability Committee deliberates on and determines the response to issues related to sustainability and risk compliance.

The Environment Committee, chaired by the Executive Officer assigned to the environment, was established as the subordinate committee to deliberate on and review, from specialist perspectives, policies and visions for the future concerning environmental initiatives, medium- and long-term environmental plans, investment, and monitoring.

In regard to sustainability issues other than those related to the environment, the Sustainability Promotion Meeting has been established as the subordinate council of the Sustainability Committee. Issues are addressed by organizing the Risk Compliance Secondary Meeting, the Sustainability Secondary Meeting, and the Global Compact Secondary Meeting for each issue, with members consisting respectively of persons from related divisions.

[Corporate Philosophy](#) >

[Basic Policies of Internal Control PDF \(153KB\)](#) >

# Activities for Stakeholders

Introducing Yamaha Motor's relationships with stakeholders.



Customers



Employees



Business Partners



The Environment



The Community



Shareholders and Investors

# Customers

Introducing our ongoing activities with regard to how we engage with our customers

## Aiming to offer new excitement and a more fulfilling life for people all over the world

The Yamaha Motor Group's corporate mission is to be a "*Kando* creating company." With the aim of "offering new excitement and a more fulfilling life for people all over the world," we strive to use our ingenuity and passion to realize peoples' dreams and always be the ones they look up to for "the next *Kando*."

To this end, we listen sincerely to the voices of our customers in every step, from manufacturing processes including product planning, development, design, and production to sales and after-sales services, so that our customers will say, "I'll purchase a Yamaha again," or "My next purchase will be a Yamaha."

We continue to take on new challenges every day.

\**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.



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## Offering New Excitement

We will share some examples of our activities from the Moving You (Yamaha engineers smiles) page.



### Vol. 16 There for That First Ride

Japan

January 15, 2020

We want the first encounter with motorcycles to bring the happiest of smiles, and we want the anticipation, tension and sense of accomplishment shared by children and their parents/guardians in that experience to be one they will always cherish. Under a clear blue sky, the children face the first motorcycle they will ever ride. The Yamaha instructor gives the more nervous-looking ones bright words of encouragement, and when they later happily shout, "I did it!" she flashes a big smile and raises her hand for a high five. At each Parent-Child Motorcycle Class, you can hear her energetic voice reaching the ears of children ready for their first ride.



### Vol. 15 Sharing Dreams

Australia

September 30, 2019

Children's dreams know no bounds. Once they find something they can't take their minds or eyes off of, somewhere they want to go or what they want to be, that genuine aspiration becomes what drives them as they grow and mature under the watchful and caring eyes of their parents. Zane Burchell has his eyes fixed on one thing—going to the AMA in the United States to compete with some of the best dirt track racers in the world. And one man from Yamaha Motor is the one working this field of dreams, nurturing the seeds of Yamaha Blue and helping them grow on dirt bike tracks across Australia.



### Vol. 14 Hands Like His Father: Inheriting Skills and Spirit

Taiwan

December 25, 2018

At the biennial Yamaha World Technician Grand Prix, there was still a youthful look to the motorcycle mechanic representing Taiwan. This story is about a father and son who strove to be the best in the world at their profession, the respect and gratitude held by the young man for his father, and of their passion and pride as motorcycle mechanics.



### Vol. 12 Quenching Thirst, Hand in Hand

Republic of Senegal

June 22, 2018

The Senegal River flows from headwaters in the Guinea Highlands and at each of ten villages scattered around the river's watershed in northern Senegal, work is underway for installing new Yamaha Clean Water Supply Systems. Permanent access to the clean water the systems will provide means healthier, happier lives for everyone. If the water changes, lives will change. The water station is a gathering place for the villagers and is lively again today with laughter and conversation.



### Vol. 6 Supporting lives and livelihoods of peoples of the Far North

Russian Federation

January 31, 2014

In the harsh natural environment of Russia's northern regions, the peoples here continue to follow their traditional nomadic lifestyle of raising and herding reindeer. For these peoples, snowmobiles are necessities of life, and a recently opened Yamaha dealership in a city north of the Arctic Circle is now there to supply them. This is the story of a Yamaha man who came to the land of the northern peoples, with a respect for their native lifestyle and a desire to learn their ways and customs as he supplies the Yamaha products and service they want and need.



### Vol. 2 Grow up strong and healthy! Fifty-two Miles of Adventure at Sea

Japan

October 18, 2012

Summer vacation's last training session for open-sea sailing. The children attending the yacht school at Hayama set off on a challenging adventure at sea, heading for the island of Oshima. Working together with their fellow sailors, the children went on to become stronger and stronger through their experiences in the natural environment out on the water.

## Customer satisfaction regarding Yamaha Motorcycles

	2018	2019	2020	2021
Satisfied customers	95%	90%	98% *	95%

Figures are the percentage of customers in each year who purchased a major motorcycle model in the previous year and gave a customer satisfaction rating of 4 or higher on a scale of 1 (lowest) to 5 (highest) in sampling surveys. At Yamaha, we continue activities aimed at further increasing customer satisfaction through surveys like these.

(Countries covered: Japan, United States, Germany, France, Spain, Taiwan, China, Brazil, India, Indonesia, Thailand, Vietnam, the Philippines and Malaysia)

\* Held only in one ASEAN country in 2020 due to the COVID-19 pandemic.

## Initiatives on Safety

### Philosophy

The Yamaha Motor Group's corporate mission states that we "must strive to find success by always surpassing customer expectations with safe, high-quality products and services," reflecting our belief that safety of our customers comes first.

Under this philosophy, management and the employees of all Group companies work each day always putting "safety of customers" first in every stage, from planning, development, design, and production to sales and after-sales services.

To ensure safety of our products, we also work together with the governments and industry groups of each country in pursuit of the ideal in terms of safer products by joining related organizations and actively participating in the development of safety standards, let alone observing them.

### Major Affiliated Organizations

- International Motorcycle Manufacturers Association (IMMA)
- Japan Automobile Manufacturers Association (JAMA)
- Japan Marine Industry Association
- Japan Snowmobile Safety Association
- Specialty Vehicle Institute of America® (SVIA)
- Personal Watercraft Industry Association (PWIA)
- Recreational Off-Highway Vehicle Association (ROHVA)
- Federal Chamber of Automotive Industries (FCAI)
- Snowmobile Safety and Certification Committee (SSCC)
- Connected Motorcycle Consortium
- Car 2 Car Communication Consortium
- Safer Motorcycling Research Consortium

### Safety Risk Assessment and Advanced Safety Technologies

Yamaha Motor operates a wide range of product businesses, and they include efforts to create new products that differ from existing offerings.

When creating new products, relevant divisions conduct safety risk assessment at the planning stage to determine how to reduce risks and whether development can be continued. Of course, further assessment is carried out at each stage of the subsequent development

process using failure mode and effect analysis (FMEA), fault tree analysis (FTA), and other analytical methods. We then spend considerable time on experiments using the actual testing units to eliminate risks anticipated until a new product becomes available.

In addition to these initiatives, we also make ongoing efforts to study advanced safety technologies that may be incorporated into future products.

See below for recent examples of our efforts in the area of advanced safety technologies.

- > Connected Motorcycle Consortium
- > Yamaha Motor Starts Capital Alliance with AI Computing Company – Strengthening intelligence technology development in product automation and automatization –

## Safety Communication with Customers

We make every effort to prevent accidents by conveying relevant information using various communication channels. This includes explaining the correct way to use each product in its instruction manual, of course, and highlighting particularly important items by attaching warning labels to the products to indicate proper usage. Our dealers also communicate such information to the customers in person.

Should we become aware of a nonconformity product that may put our customers at risk, we immediately announce that information using every possible means and respond appropriately through our global system established for this purpose.

We pursue global activities to promote safety with the aim of reducing accidents, sharing accident information with the government agencies and international organs such as the United Nations mentioned above. The following is a list of some of our safety promotion activities.



## Initiatives on Quality

### Approach to Quality

At Yamaha Motor, we always take a customer-oriented approach in our efforts to achieve safety and reliability through high-quality products and services, and to constantly provide peace of mind, confidence, and a sense of excitement to customers.

By high-quality products and services, we mean that our offerings fully reflect the quality demanded by customers, ensure safety, match their application, and have a service life of an appropriate length, in addition to being designed and manufactured to ensure they serve their functions continuously during use, and provide a high level of confidence, peace of mind, and excitement to the customers who use them.

Our factories in Japan and abroad are ISO 9001 certified and audited to ensure that all activities are carried out appropriately.

### Quality Management System

We have established and implemented a quality management system based on ISO 9001 standards and our unique Groupwide quality policy declared by the President.

These global efforts are based on the three-year Medium-term Management Plan developed at the headquarters, with each Group company planning their activities and setting medium-term targets in line with this plan. The medium-term plan created by each Group company and its progress are reviewed at our annual global meeting where issues are discussed to arrive at a solution, thereby running the PDCA cycle of our quality management system.

We also have a committee that monitors whether quality information is being processed appropriately in the market based on the product problem information and warranty repair information in each market. This committee ensures timely investigations and reporting to management.

### **Collecting and Responding to Market Information**

We have a system in place to collect information about quality issues that arise in the market through dealers around the world and ensure the factory where the product was manufactured has access to the information. The information is delivered to the design and manufacturing divisions as well as the development and production departments of suppliers, so that coordinated efforts can be made to determine the cause and implement countermeasures, while handling the issue appropriately for the customers and developing measures to prevent recurrence.

We also have in place an escalation flow that ensures information quickly reaches management in the event of a product incident or a nonconformity product that may infringe on laws and regulations, as well as a system that enables deliberations, so that timely judgment and decisions can be made.

When it is determined that market measures are necessary, we quickly notify the relevant authorities of the country where the incident or nonconformity product occurred according to its laws and regulations, then our dealers notify the users of the product that free repairs will be provided by direct mail, phone, announcement on the website, or other means.

### **Quality Improvement Training**

We provide stratified quality improvement training each year to employees in manufacturing and quality management divisions to ensure they have ingrained, quality-related knowledge and skills. Employees in development divisions take various skill enhancement courses on methods for designing safe products, risk assessment, and other topics.

We also pursue various other efforts aimed at quality enhancement based on the knowledge and skills developed through training. One example is the "I am Yamaha" activities that we have been conducting globally since 2015. These activities encourage a strong sense of ownership in every employee, so that each individual believes, "It is I, and no one else, who is personally responsible for making the Yamaha brand shine." This attitude, along with a customer-oriented approach, allows employees to refine their powers of perception (ability to make discoveries) and to enhance the quality of not only products but also their work.

As part of these activities, we set up an exhibition space dubbed "Learning from Mistakes," where examples of past market quality problem are showcased with the aim of transferring past experience to future generations. This activity enables sharing of information between business divisions and with overseas manufacturing sites.

### Training After-sales Service Staff

The Yamaha Motor Group views after-sales such as Technical service and Parts supplying as important activities.

With regard to Technical service, we have introduced the slogan "One to One Service" for the active creation of positive relationships with each individual customer. Accordingly, we operate the Yamaha Technical Academy (YTA) program around the world to train service technicians as per our proprietary unified global standard.

Trainers in each country who have been trained in Japan hold classes that run for a certain period of time for the service staff in their country, so that they acquire technical skills that are up to Yamaha's unified global standard.

This program has three levels of accreditation – Bronze, Silver, and Gold – and we have standards defined for the number of staff that dealers have to fill for each level of accreditation. By having Yamaha-accredited service staff perform maintenance and inspection work, we continue to ensure the safety and reliability of Yamaha products for customers.

We also operate a similar global training program called Yamaha Parts & Accessories Academy for staff who handle parts.

### Yamaha World Technician Grand Prix

The Yamaha World Technician Grand Prix is one of our activities to deliver even greater customer satisfaction by enhancing the technical abilities used in daily work by service staff who have been trained at the YTA. The top finishers at regional preliminary rounds gather at our headquarters once every two years to compete in a contest to determine the world champions in the areas of "high level of technical skills," "easy-to-understand explanations," and "*Kando* response." Service staff from around the world participate in this competition, and their motivation to be a top finisher is reflected in their daily service activities.

- > [News Release](#)
- > [Details of the Yamaha World Technician Grand Prix](#)

### Customer-oriented Activities

We want customers to use our products with peace of mind for a long time. This makes a quick and stable supply of parts indispensable. To prevent shortages, we maintain a minimum of a 10-year supply of parts, and have built a system where customers can order parts online and have them delivered quickly.

For customer convenience, we also keep a parts list published on the website.

Our Technical service activities also include a "time commitment service," mainly in the ASEAN region where many people use motorcycles as a means of daily transportation. For example, we tell the customer, "A regular inspection will take this long," or "An oil change will take this long," committing to the amount of time the customer has given us and not causing stress for the customer by saying, "We don't know when it will be finished."

These are examples of our customer-oriented activities, but all activities Yamaha undertakes are based on a customer perspective.

### Use of Customer Information

The Yamaha Motor Group views opinions and requests from customers as expressions of their expectations for our products and services, so we carefully respond to each opinion and request we receive, in the belief that raising the level of customer satisfaction will lead to trust. Based on this spirit, we undertake various activities to know how customers evaluate and use our products, and to learn how to improve our products and what kinds of products to make in the future. For example, we send an Internet survey to customers who have purchased a new product, and in some cases, we may ask the customer in person for a more detailed evaluation.

\* Our Customer Communication Centers (CCCs) set up at sales offices in Japan and abroad handle customer inquiries related to our products and services.

Comments received from customers are collected by YMC Service through service channels, and reported to related departments and development and manufacturing sites, with instructions for improvement given as needed, as part of our efforts to develop and improve our products and enhance our services.

\* The name differs from country to country, such as "Customer Relations."

## Public Relations and Advertising

Yamaha Motor always keeps in mind how our company, brand, and products are viewed or understood by consumers and society at large when conducting advertising or other corporate communication activities. In advertising our products, services, etc., the Company avoids using expressions that may lead customers to hold excessive expectations and strives to provide accurate information in an appropriate manner.

# Promoting Safety

We will introduce some of the safety promotion activities undertaken by Yamaha Motor, including details of YRA for motorcycles and initiatives in various countries.

← Customers

## YRA - Yamaha Riding Academy

### ↓ contents

1. YRA: For Safe Riding, Now and Going Forward
2. YRA Instructor Hierarchy
3. Examples of Activities in Various Countries
  - Japan - Taiwan - Brazil - Mexico - India - Pakistan - Thailand - Vietnam - Philippines

### YRA: For Safe Riding, Now and Going Forward



Yamaha Riding Academy (YRA) is a safety and promotion activity that we develop around the world to ensure our customers use Yamaha products "properly," "safely," "enjoyably," and "usefully" so that they can experience the value they expect.



› Sustainable Development Goals (SDGs)

## YRA Instructor Hierarchy

We have established a YRA instructor hierarchy to support quality YRA activities around the world. In addition to riding ability, instructors are required to be certified in the following skills:

- Understanding and being able to explain YRA's philosophy and purpose
- Manners and rules for dealing with customers
- Holding and conducting classroom lectures
- Knowledge and ability to explain safe riding
- Knowledge and ability to explain and demonstrate safe riding
- Knowledge and ability to explain products and pre-ride checks

The YRA instructor hierarchy has three levels of certification:

### Master Trainers

Master Trainers are responsible for the training and certification of trainers.

### Trainers

Trainers provide training and certification for instructors.

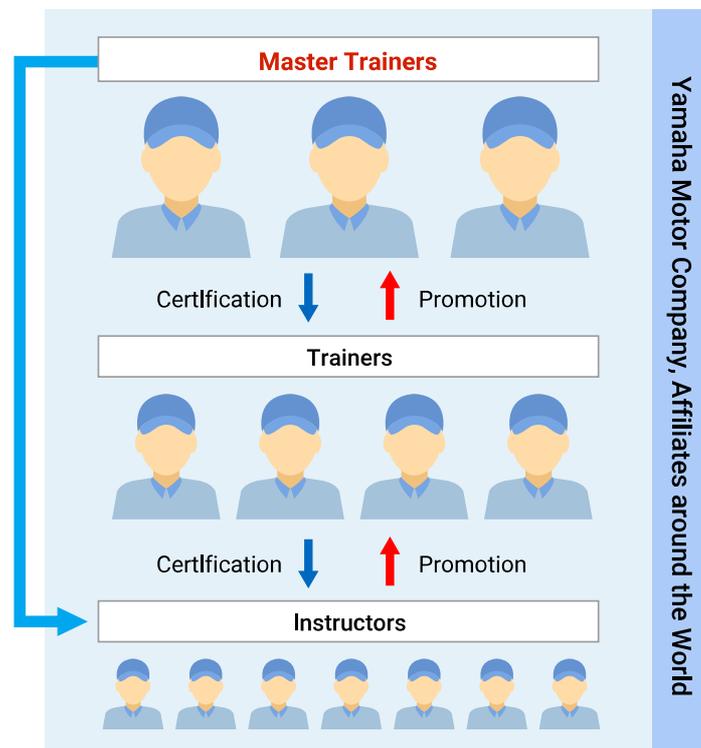
They hold and conduct YRA classroom lectures.

They create local programs.

### Instructors

Instructors hold and conduct YRA classroom lectures.

They instruct customers how to ride according to the manual.



## Examples of Activities in Various Countries

Here are the major activities we are engaged in.



### Japan

Customized lessons for customers



### Taiwan

Parent-Child Riding Class



### Brazil

Promoting online safety lessons



### Mexico

Placement of dealer instructors



### India

Road safety program for families and companies



### Pakistan

Safe riding course for new motorcycle purchasers



### Thailand

Riding Academy training facility and license acquisition courses



### Vietnam

Safety education for high school students



### Philippines

Online safety education

# Japan

Introducing customized lessons for customers in Japan.

◀ Promoting Safety

## Japan

As a measure to increase safety in the Japanese market, we organize "Motorcycle lessons for adults," primarily targeting beginners and returning riders.

Under the key theme of "customized lessons for customers," we are strengthening efforts to prevent motorcycle accidents. In 2021, we held lessons for people commuting with automatic motorcycles, lessons for sales channel development, and expanded safety lessons for corporate organizations. In all we organized 27 days' worth of lessons with 264 participants.

We also widely disseminated information on safety awareness by posting nine articles in the "Motorcycle lessons - learning without actually riding a bike" series of blog posts, providing advice from Yamaha on topics such as riding technology, tips for choosing products, and maintenance.



> [More about YRA in Japan](#)

# Taiwan

Introducing Parent-Child Riding Classes in Taiwan.

◀ Promoting Safety

## Taiwan

In 2021, YMT (Taiwan) introduced bike classes for kids to instill the importance of traffic safety in children from a young age. Using the Parent-Child Riding Class held in Japan as an example, they have created a space where parents and children can grow as they learn about traffic safety together in the class. In 2021, 6 courses were held on a pilot basis with the participation of 72 parent-child pairs. They plan to expand the scope of the activity in 2022.

> [Taiwan - Parent-Child Riding Class Page](#)

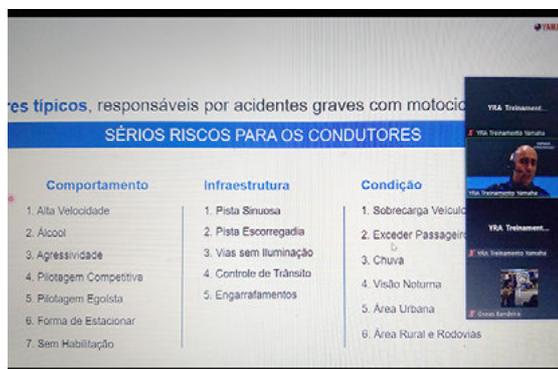
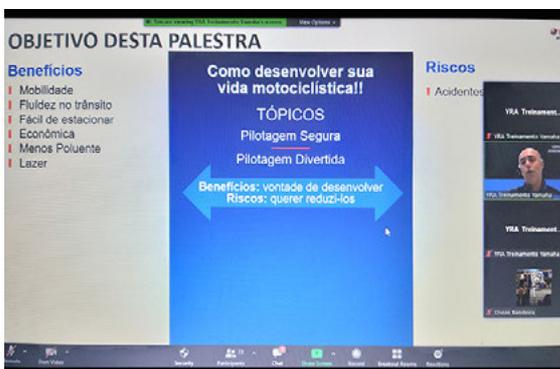


# Brazil

Promoting online safety lessons in Brazil.

## Brazil

In Brazil, high rates of fatal motorcycle accidents have become a social issue, calling for increased safety awareness among users. To help address this situation by enhancing safety training at dealers, YMDB is carrying out a variety of safety awareness activities, including a dealer-initiated Education Pit Stop. In 2021, they created 20 safety awareness videos and uploaded them to a website. They concentrated their efforts on informing motorcycle users of accident prediction and defensive driving techniques by using social media as a means of safety education.



# Mexico

Introducing the placement of dealer instructors at Mexican dealers.

← Promoting Safety

## Mexico

In Mexico, safety awareness activities for dealers have been positioned as a key policy, and training is under way in order to spread awareness through all sales channels. In 2021, 7 training sessions were held for 41 staff at dealers. They will continue with this activity in 2022 in order to spread awareness of traffic safety and correct riding methods.



# India

Introducing a road safety program for families and companies in India.

## India

Efforts are underway in India to educate business partners' employees on safety. They held safety lessons for beginners, with 5,263 people from 21 companies participating in 2021. They intend to continue lessons in 2022 to help people better understand traffic safety and correct riding methods.



They are also promoting the Call of the Blue Fiesta (COTB) initiative in India as an activity to provide training for safe, responsible riding as well as to prevent traffic accidents by prioritizing road safety. The initiative targets people riding motorcycles for the first time as well as those regularly using motorcycles to commute. COTB offers various programs that cover a broad range of participants, including youths and women, and are designed to be attended by families. There are also lessons at the venue limited to participation by women, and efforts are being focused to provide opportunities for women to ride motorcycles as well as to enhance their awareness of safety. Programs were held in 17 cities in 2021.



# Pakistan

Introducing the safe riding course for new motorcycle purchasers in Pakistan.

← Promoting Safety

## Pakistan

Yamaha Motor Pakistan organized basic safety training for Yamaha Riders Club (YBR125 owners' club) members. The 79 members from four regions who took part learned riding techniques and knowledge for ensuring safety when riding motorcycles. The participants shared their past experiences in a discussion format and also shared information about safe riding methods. At the end, they expressed their gratitude for being invited to the event and requested that a more in-depth and practical training event be held.



# Thailand

Introducing the Riding Academy training facility and license acquisition courses in Thailand.

← Promoting Safety

## Thailand

Yamaha Riding Academy (YRA) is a training facility, located on the grounds of Thai Yamaha Motor in Samutprakarn province. At the time it was built, Thailand had more than 70,000 motorcycle accidents annually. Thai Yamaha Motor has been active in promoting safe motorcycle riding, since 2005, and has been offering safe riding courses 40 to 50 times per year, as well as holding official tests and issuing certificate of qualification for qualified riders. To expand and enhance the quality of these activities, Yamaha Riding Academy was established in August 2008 as the Group's first overseas training facility.



At YRA, we offer a wide range of programs for customers who have yet to obtain a rider's license and for veteran riders who already own a motorcycle, as well as programs on how to safety ride scooters and large capacity motorcycles. One of these programs involves assisting riders to obtain a license.



In addition to providing instructions toward getting a license, this program has an online system connected to the Thai Ministry of Transport, allowing customers to take the license test on-site.



Even outside the facility, the YRA has signed a comprehensive agreement with vocational training schools concerning safety training operations. Yamaha Riding Academy instructors train local instructors hired by the vocational training schools, who engage in various activities across the country, such as promotion of safe riding and holding kid's mini-bike classes at various events.

Customers who need support for obtaining a motorcycle license, particularly in rural areas, can take a course at a vocational training school held with cooperation from a local Yamaha dealer and the Thai Ministry of Transport.



# Vietnam

Introducing safety education for high school students in Vietnam.

← Promoting Safety

## Vietnam

In Vietnam, YMVN is holding High School YSRS safe riding classes at various locations around the country. It targets students in their final year of high school. In the classroom course, students learn about the advantages and risks of two-wheelers as well as regarding traffic conditions and risk prediction. In practical skills training, they acquire the knowledge and skills needed to obtain a motorcycle license. In 2021, the courses were held at 18 schools with the participation of 12,240 students.

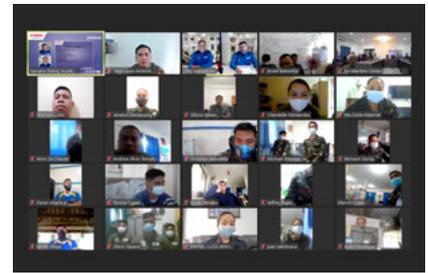


# Philippines

Introducing online safety education in the Philippines.

## Philippines

In September 2020, the first webinar using YSRS (Yamaha Safe Riding Science) was held. Demand for motorcycles as a means of transport increased during the coronavirus crisis, but due to limitations on their activities during the pandemic, YMPH instead focused on enhancing activities promoting safe and correct riding methods for motorcycles through digital platforms. This activity was held in response to special requests from dealers, customers and companies. Although the lessons did not involve actual riding, participants were shown various examples of events they might encounter on the road, and they commented that it was a valuable learning opportunity. The event will continue in 2022 and onwards, helping to make the traffic environment in the Philippines safer and more enjoyable.



# Employees

Introducing the approach and policies related to employees

## Global perspective and respect for diversity

The Yamaha Motor Group strives to create workplaces that respect diversity, with the aim of achieving an organizational structure that is based on the sharing of ideas and equally high ambitions and spirit, cooperation, and joy in our work among the Company and its employees from a global perspective.



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## Human resource system linked to achievements and performance

Under the belief that a company can build a win-win relationship with its employees only when it becomes a group of independent individuals, we support the development and active participation of our employees and adopt a human resource system linked to achievements and performance, regardless of gender, age, nationality, and other such factors.

Specifically, each individual sets work targets at the beginning of the fiscal year in light of the Companywide policy and division policy, then finalizes the targets following a review with his or her supervisor. These targets are used as a base for managing progress and directly reflected in the base salary and bonus in year-end evaluations.

## Multifaceted Human Resources Development

In keeping with our business development, which is being carried out increasingly at a global scale, we believe that we need to undertake the hiring of human resources based on diverse values as well as to take an eclectic approach to human resources development.

In regard to hiring, we work to secure global human resources while engaging in hiring various types of human resources—including both new graduates and mid-career hires—and respecting diverse values. We also endeavor to strengthen matters such as our industry-academia partnerships.

As for internships, we make calls for interns under a variety of business themes, and we provide opportunities to many students to gain work experience and further their understanding of our company.

In regard to human resources development, we offer stratified training, training to refine specialized functional skills, and training systems that develop human resources who are able to work at the global level through fourth-year-employee overseas experience and working as an overseas trainee, as well as coaching to enhance performance as an organization with cohesive teamwork.

This coaching was implemented full-scale in 2017 as a tool to make managers fully functional as the middle management in the organization, and is producing solid results.

Training hours per employee to enhance employees' capabilities (total training hours / No. of Yamaha Motor employees) in 2021 were 5.8 hours excluding compliance training, training related to health and safety laws and regulations, and training for new hires, and the amount (total training expenses/number of Yamaha Motor employees) was 12,000 yen excluding internal personnel expenses, facility operation expenses, etc.

## YMC HR Development Program

	General				Managers			
Self Value Design	Career survey & human resource development plan							
	Self Value Design Developing Trainings (SVD)							
	Self Value Challenge (SVC In-house Recruitment)							
	Self-development courses (online courses, correspondence courses)							
Stratified Trainings	New Employee Trainings	Skill Up Trainings for Clerical Workers	Team Leadership Trainings for Supervisors	Team Management Trainings for Senior Supervisors	Newly Promoted Foreman Trainings	Newly Promoted Manager Trainings	Newly Promoted General Manager Trainings	Trainings for Newly Assigned Executives for Subsidiaries
Professional	Specific Skills by Function	Marketing						
		Administration						
		Technology						
		Manufacturing						
	Domestic practical training							
Teamwork	Diversity training							
						Coaching program (1-on-1 training)		
Global	Trainings before Overseas Assignment							
	Practical training overseas			Study Abroad		Global Executive Program (GEP)		
	Fourth-year-employee overseas experience							
Selection	YAMAHA Business School							

### The Number of Participants in YMC HR Development Program 2021

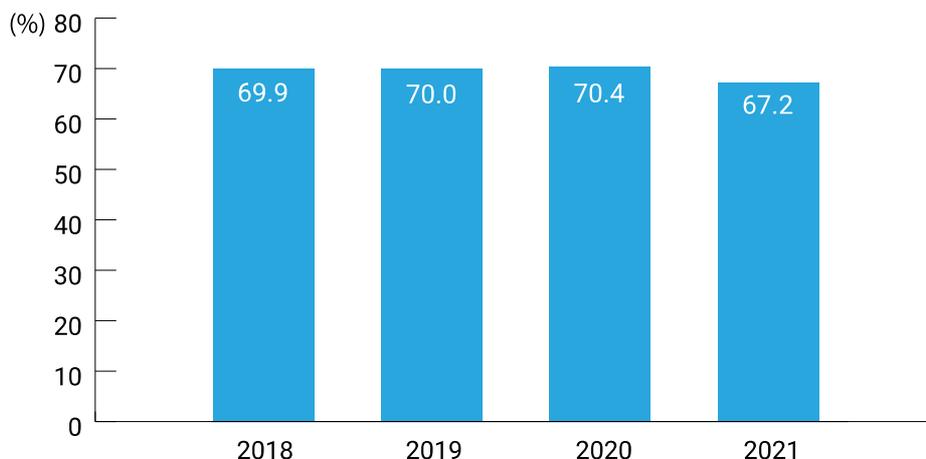
Global/selection (excluding study abroad & practical training overseas)	139
Teamwork	515
Professional	4,925
Stratified Trainings (Except "New Employees Trainings")	720
Self Value Design (Except "Self Value Challenge" and "Career Survey")	2,404

## Employee Motivation

Since the 1980s, the Company has carried out annual employee awareness surveys, and measured their satisfaction levels and motivation at work, as well as identified current issues. In 2020, we made significant changes to our previous methods, strengthening the significance of the indexes that indicate the degree of employee engagement (the state in which they are voluntarily undertaking matters while feeling an emotional commitment toward the organization or their work). Specifically, we are focusing on four questions

related to engagement, and feeding results back in real time so as to enhance engagement. Each division swiftly formulates plans and implements measures to solve their respective issues, with the human resources management division providing follow up.

The respondents were asked to respond to the question, "I am motivated to perform my duties," using the following options: very much so (5 points), fairly much so (4 points), undecided (3 points), not very much so (2 points), and not at all (1 point).



Percentage of employees replying, "Highly motivated" or "Somewhat motivated" in response to the question, "Are you motivated in the performance of your job?"

2018: 69.9%, 2019: 70.0%, 2020: 70.4%, 2021: 67.2%

According to the third party of employee survey, the pass grade is employees' average score of 3.5 and the employee rate chosen "highly motivated" or "somewhat motivated" is around 55%. Therefore, our target sets as keeping 3.5 as average and 55% of highly or somewhat motivated employee.

## Workplaces Thriving on Diversity

Based on our fundamental belief that "all corporate activity originates first of all with and for people," we have clearly defined our thinking in the Basic Policies of Sustainability and Code of Ethics. We believe it is important that our workforce incorporates diverse viewpoints and values, reflecting different experiences, skills, and attributes.

To achieve this, the President & CEO communicates messages to all employees regarding diversity and inclusion. We are also promoting inhouse awareness-building through e-learning (via the Web) for managerial employees. Furthermore, we have developed and implemented common management development programs around the world and introduced global human resource systems to train and hire talented staff, as we work to build an organization that utilizes global experience and knowledge.

### Utilizing Global Human Resources

Since 2012, the Yamaha Motor Group has held meetings of the Global Executive Committee (GEC) as a venue for Japanese and local executives to discuss Group issues. In this committee, top management from the Group's core companies deliberate and consider topics related to global management that will later be deliberated at the Management Committee. Our brand slogan "Revs your Heart" was adopted following consideration of the GEC.

In addition, we established the Global Execution Transformation (GET) initiative in 2020. Executive officers in charge and globally capable human resources with high specialist expertise are jointly responsible for promoting global activities related to financial services, manufacturing, procurement, and human resources development. GET is undertaking such matters as the standardization and enhancement of management methods as well as advancing work on issues, and cultivating human resources.

For management positions, we will promote the recruitment of competent personnel regardless of their nationality or place of birth. At overseas subsidiaries in particular, we will actively appoint local managers to fill management positions, aiming at a localization rate of

60%. Meanwhile, in 2016 we started appointing individuals employed at overseas subsidiaries to general manager or higher posts at the headquarters as well. Currently, we are working to promote the placement of the right people in the right jobs at the right time by going beyond the relationship of "the headquarters and overseas subsidiaries," and expanding the scope of international transfers between Group companies to include non-executive employees.

### Promoting Women's Active Participation

We achieved our target of doubling the number of female managers between 2014 and 2020 to promote women's active participation. Under the current Medium-term Management Plan, we plan to have women fill 13% of management roles, including at subsidiaries overseas.

Currently, we provide a work-life balance support workshop for pregnant female employees where they can discuss how to position maternity leave while keeping their eyes set on a long career. We also provide personal branding training, which enables women to understand their tendencies and enhance their ability to motivate themselves, leadership training for women, and training on managing female subordinates. We now also allow employees to take a leave of absence to receive fertility treatment.

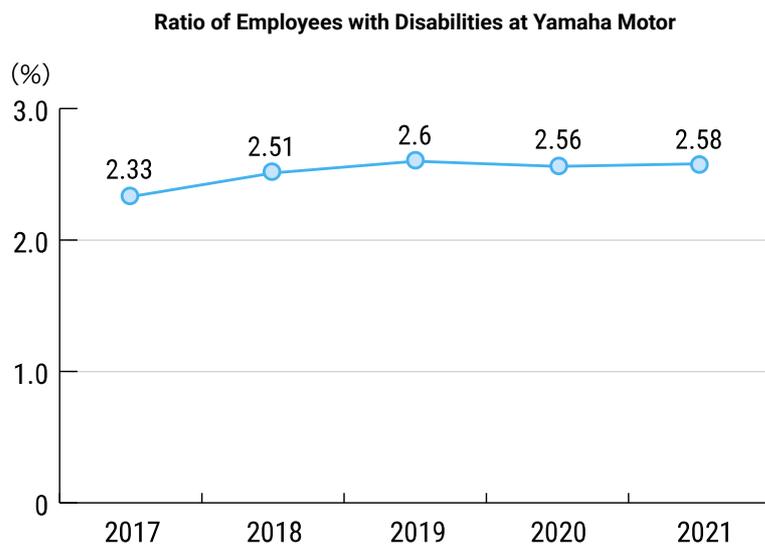
What is more, we are holding seminars for managerial employees to help them deal with diversifying values toward work, irrespective of their gender, and promoting the active participation of women in such ways.

Opportunities for women to play an active role are being created on the front lines of business. For example, in India, women are serving as leaders in e-commerce task activities.

Item		2019	2020	2021
Rate of taking maternity and childcare leave (non-consolidated)	Rate taken by female	100%	100%	100%
	Rate of return to work by female	97%	100%	100%
	Rate taken by men	About 5%	About 17-19%	About 30%
	Number of men taking	20	59	92

## Promoting Employment and Raising Motivation for People with Disabilities

For people with disabilities, in October 2015, we established Yamaha Motor MIRAI Co., Ltd., to provide a place where they can participate actively in accordance with their capabilities, and to promote their social independence. The company began full-scale operations in 2016, and has expanded its areas of business while holding various events such as company tours and workshop presentations in an effort to enhance the job satisfaction and motivation of employees. In addition, we promote understanding and cooperation throughout the Group by introducing the activities of Yamaha Motor MIRAI through our bulletin boards and company newsletters.



## Supporting Work-Life Balance

We support career planning that is based on the assumption of mutual confirmation by both the employee and the Company, and aim to create workplaces that promote a healthy work-life balance.

We are enhancing our systems so that employees can work in ways that suit their individual circumstances, by providing childcare leave, nursing care leave, and family illness leave, as well as systems such as flexible work time, short working hours, and the rehiring of employees who resigned to accompany their spouse on overseas postings. We are also working to support employees raising children through “Wai-Wai Land,” an in-house childcare facility providing broad-based support for both “work and family.” In 2016, we expanded the size of this facility and increased the number of children who can be accepted.

Since 2021, under a new human resources system, we have incorporated teleworking and staggered office hours to accommodate diversity. We have also introduced special leave in hourly units and shortened working hours for injury or illness. We continue to increase work style options so employees can meet challenges with vitality and passion at any stage of life.

Our policy is to reduce excessive work hours with the aim of reducing overtime, and in consideration of maintaining mental and physical health. We have also established Rules Regarding Overtime Work, which are stricter than the legal requirements, based on labor-management consultations. In addition, the Labor-Management Committee on Working Hours, comprising participants from both the labor union and the Company, meets every month to confirm the present state of working hours.

Regarding the use of paid leave, we comply with the Work Style Reform Act, set targets between employees and management based on the Act, and promote the taking of paid leave through initiatives including a system for taking consecutive days of paid leave.

In particular, we are raising awareness and increasing the effectiveness of this system by sending special notices to those eligible for five consecutive days of paid leave.

Utilization of leave in 2021 was as follows. Childcare leave: 166 people (male: 92, female: 74); Nursing care leave: 2 people; Family illness leave: 16 days earned, 515 minutes earned, taken by 6 people; Life support leave: 3550.5 days taken, 3002 hours taken, taken by 1,382 people.

**Main Work-Life Balance Support Programs (Yamaha Motor Co., Ltd.)**

Programs	Details
Child care leave	Employees may take leave until the child's second birthday.
Family care leave	Employees may take leave for up to one year on request.
Family illness leave	Employees taking care of children up to the third grade can take up to 5 days per year in the case of 1 child, and up to 10 days if they have two or more preschool-aged children. (Can be taken in hourly units)
Life Support Leaves	Employees can take up to six days worth of paid special leave in day, half-day, or hourly units for the reasons of injury, illness, to provide nursing care for a family member, to nurse a child, or to receive fertility treatment.
Flexible work time system	Working hours <sup>*</sup> can be set at any time between 6:30 a.m. and 9:45 p.m. *Core working hours are from 10:15 a.m. to 3:00 p.m.
Workload reduction	Limits are placed on overtime, and night work is excused for employees with a child up to the third grade and employees caring for a sick or aged family member.
Short-time work system	In addition to shortened working hours for childcare or nursing care, employees who are returning to work from sickness or injury leave arising from cancer, cerebral vascular disease, mental disease, etc., can have their working hours reduced by two hours or one hour.
Teleworking System	Teleworking, which had been tentatively implemented with the objective of preventing COVID-19 infection, will be established as a new working style and system. A teleworking allowance will be paid to help cover the communications, heating, and lighting costs for working from home.
Staggered Office Hours	We implemented a two work shift (early shift and late shift) system with the objective of preventing COVID-19 infection by avoiding the Three Cs at the workplace.
Other	<ul style="list-style-type: none"> <li>- Establishment of leaving-on-time days (manufacturing workplaces: day before the Company's holiday, and pay day and bonus day)</li> <li>- Establishment of no-overtime days (non-manufacturing workplaces: once a week, with a target of 60 days per year to be set by individuals)</li> <li>- Three-consecutive-day paid vacations (Five-consecutive-day paid vacations granted every five years from age 30.)</li> </ul>

## Occupational Health and Safety

At Yamaha Motor Co., Ltd. we strive to improve working environments because we believe that the health and safety of our employees is a foundation of the company's growth, as set out in our Sustainability Basic Policy. To that end, labor and management work together to prevent workplace accidents and health problems for employees (including independent contractors on the premises). While promoting the creation of more comfortable workplace environments, we aim to increase productivity to facilitate the execution of business.

Under this policy, the Central Safety and Health Committee (chaired by executive officer and chief general manager of Human Resources & General Affairs Center and comprising occupational health physicians, representative supervisors of manufacturing, technology, and administrative divisions, and the labor union, among others) with authority delegated to it by the President and Chief Executive Officer, spearheads efforts to provide safe and healthy work environments that comply with standards, regulations and labor agreements concerning industrial safety and health. It also ranks various activities aimed at achieving zero accidents in terms of priority, incorporates them into medium-term and annual plans and works towards their execution. The section supervising industrial safety and health is also expanding these initiatives overseas.

For example by conducting risk assessments, the core of our Occupational Safety and Health Management System (OSHMS\*1), to discover latent risks and hazards, we endeavor to prevent workplace accidents and continuously improve our industrial safety management systems. We conduct particularly thorough risk assessments when introducing new equipment or commencing new projects. At the same time, we have also established actions to be taken in response to emergency situations.

We monitor situations with regard to occupational illnesses (caused by exposure to chemical substances, organic solvents, dust, etc.) through workplace patrols, special health examinations, and other measures. In addition, regular checks based on ergonomics are carried out to ensure that workplaces are safe and comfortable.

Item	Measures taken
Lighting	Semiannually measure lighting in workplaces with illuminometers to ensure that illuminance does not fall below the intensity stipulated in the Ordinance on Health Standards in the Office of the Industrial Safety and Health Act.
Noise	Semiannually measure that noise at manufacturing sites does not exceed 85 decibels.
Air quality	Circulate using central air conditioning systems, and at designated workplaces air quality is measured semiannually by a working environment measurement expert accredited by the national government.
Temperature and humidity	Measure simultaneously as a wet-bulb globe temperature (WBGT) reading, to ensure that workplaces provide a physically comfortable environment.

In addition to the above, health managers patrol workplaces at least once a week while safety managers manufacturing and testing sites daily to ensure that workplace environments are safe and comfortable.

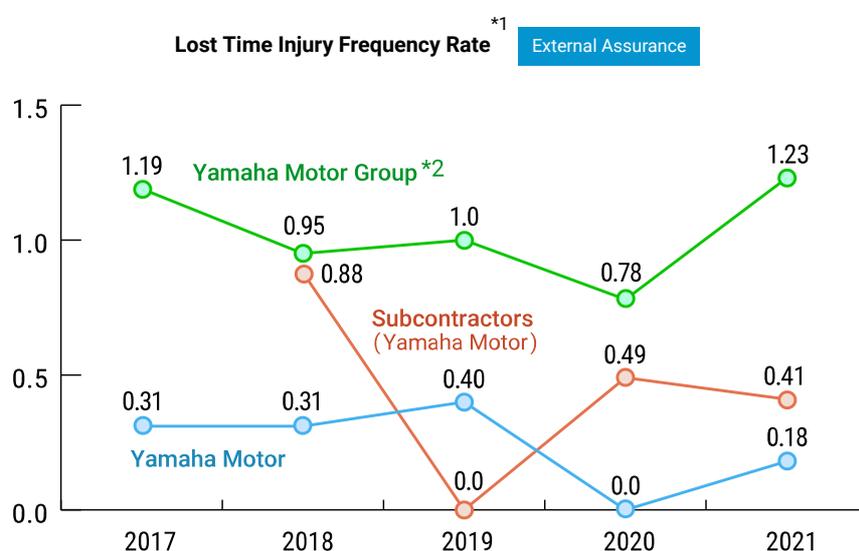
We are focused on developing human resources that can support workplace safety and a healthy occupational environment through job-specific stratified education and training to improve the skills of safety managers, supervisors, and operations chiefs, and by holding occupational safety and health meetings. The following training programs on workplace safety were held during 2021.

Training	No. of participants
Training for newly appointed floor managers (2-day legally mandated training)	17
Training for persons appointed as safety managers (1-day legal and regulatory training)	17
Special training for operations involving dust (1-day legally mandated training)	35

We also thoroughly manage lighting, noise, air quality, temperature, and humidity overseas as well, based on laws, regulations, and in-house standards, and proactively implement occupational health and safety education and training.

In addition, in 2008, we developed an Occupational Safety and Health Management System (OSHMS) for Yamaha's main manufacturing centers, in an effort to prevent accidents. For centers obtaining Group certification, we have introduced a system under which headquarters conducts regular follow-ups with the aim of improving the level of management, performs inspections to determine whether the centers are meeting OSHMS levels, and grants Group certification to those that have achieved the required level, with follow-ups conducted on a regular basis.

We make efforts to prevent occupational injuries among outside subcontractors by establishing work safety guidelines.



\*1 Lost time injury frequency rate: Number of lost time injuries occurring in a workplace per million work hours

\*2 Calculated from data for a total of 31 companies, comprising Yamaha Motor and its consolidated subsidiaries and affiliated companies with manufacturing functions.

During 2021, there were a total of 27 accidents at Yamaha Motor, including 4 accidents that resulted in lost work time. There is a clear trend of workplace accidents being caused by falls and by new workers causing careless accidents, and we disseminate information about accidents Companywide in an effort to prevent recurrence.

There were no incidents of occupational illness that resulted in lost work time in 2021 (Occupational Illness Frequency Rate:

0%). External Assurance

### Yamaha Motor Health Declaration

“Health” is by no means something that can be taken for granted, even though we may have thought so before.

The COVID-19 pandemic has brought home to me as a corporate manager the fact that the continuation and development of business depend on the health of the employees and stakeholders.

With the belief that employees’ health and safety are the foundation of a company’s growth, Yamaha Motor will promote health and productivity management.

Unless we constantly maintain a physical and mental state that allows us to be full of vigor and excitement, we will be unable to deliver Kando to people.

Take good care of yourselves and stay healthy.

October 1, 2020

**Yoshihiro Hidaka** *President and Chief Executive Officer*

### Policy

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

We consider employee health to be a key management issue for the Company’s development, and are working together with all employees to maintain and promote the health of our employees.

1. We will work to reduce health risks in workplaces and create comfortable workplace environments, so that employees can perform their jobs with vigor and in good health.
2. Working with our health insurance association, we will proactively support self-care initiatives to promote employee health.
3. Employees will take an interest in, and responsibility for, their own health.

### Promotion System

To promote health measures, we have established the Central Safety and Health Committee (chaired by executive officer and chief general manager of Human Resources & General Affairs Center and comprising occupational health physicians, representative supervisors of manufacturing, technology, and administrative divisions, and the labor union, among others). We evaluate how well we are promoting health and productivity management, make any necessary improvements, and formulate medium-term and annual plans after determining our priorities.

We discuss the implementation of specific measures at the Health Promotion Team Meeting (comprising the secretariat, occupational health physicians, the Health Promotion Center, and occupational health nurses, among others), and we use achievement indicators to review the implementation status as we move forward. We also hold monthly health policy joint promotion meetings with the health insurance society to discuss collaboration on measures.

### Health Checkups and Follow-up Measures

We conduct statutory health checkups with the goal of achieving a 100% participation rate. We also emphasize following up on the results of health checkups, and have occupational health physicians provide thorough health guidance to prevent aggravation and assess whether an individual is fit for employment according to internal regulations on follow-up measures. Occupational health physicians assess employment categories for all checkup results (assessment rate of 100%).

## Measures against Overwork and Maintenance of Work-Life Balance

The human resources management division and health promotion division work together to promote proper working hour management, and ensure thorough implementation of health maintenance measures at the workplace. Employees who work excessively long hours are given guidance in consultations with an occupational health physician that follow more stringent standards than what is required by law. The average number of days of paid leave taken has increased from 16.1 days in 2011 to 17.4 days in 2021.

## Response to COVID-19

With the aim of giving first priority to the lives and health of our stakeholders, including employees, we are responding to the outbreak of the COVID-19 pandemic from 2020 in accordance with our Business Continuity Procedure(Pandemic Influenza section) that was established in 2014. Specifically, we swiftly set up a COVID-19 Task Force headquarters led by the President and a COVID-19 Task Force Office headed by the General Manager of the Human Resources & General Affairs Center, which carried out the collection of information, determination of response policies, and communication of information. As for overseas operations, we gave instructions to Yamaha Motor employees and their families residing in some countries to return to Japan in accordance with the state of the spread of COVID-19 infections and local medical risks in the relevant country. As for employees working at headquarters, we introduced teleworking and staggered office hours systems. We also built a site on our intranet for the sharing of information between headquarters and Group companies, and we are thoroughly implementing measures to prevent infections.

## Measures against Lifestyle-related Diseases

Employees who were found to be at risk for a lifestyle-related disease in a health checkup receive ongoing health guidance (specified health guidance) by nursing staff and registered dietitians. As for anti-smoking measures, we created an internal rule that prohibits smoking during working hours, and we provide guidance and various support tools to help employees quit smoking. The smoking rate among employees has dropped from 32.1% in 2011 to 25.1% in 2021.

## Health Promotion

As part of our Companywide "Well-Be " health activities, we conduct various health programs including walking events and a "health mileage" program in which employees can earn points by improving lifestyle habits, such as exercising and eating well. We also support employees' health from a nutritional aspect as well by, for example, providing a cafeteria menu tailored to each workplace based on an analysis of the health checkup results.

## Health Support for Women

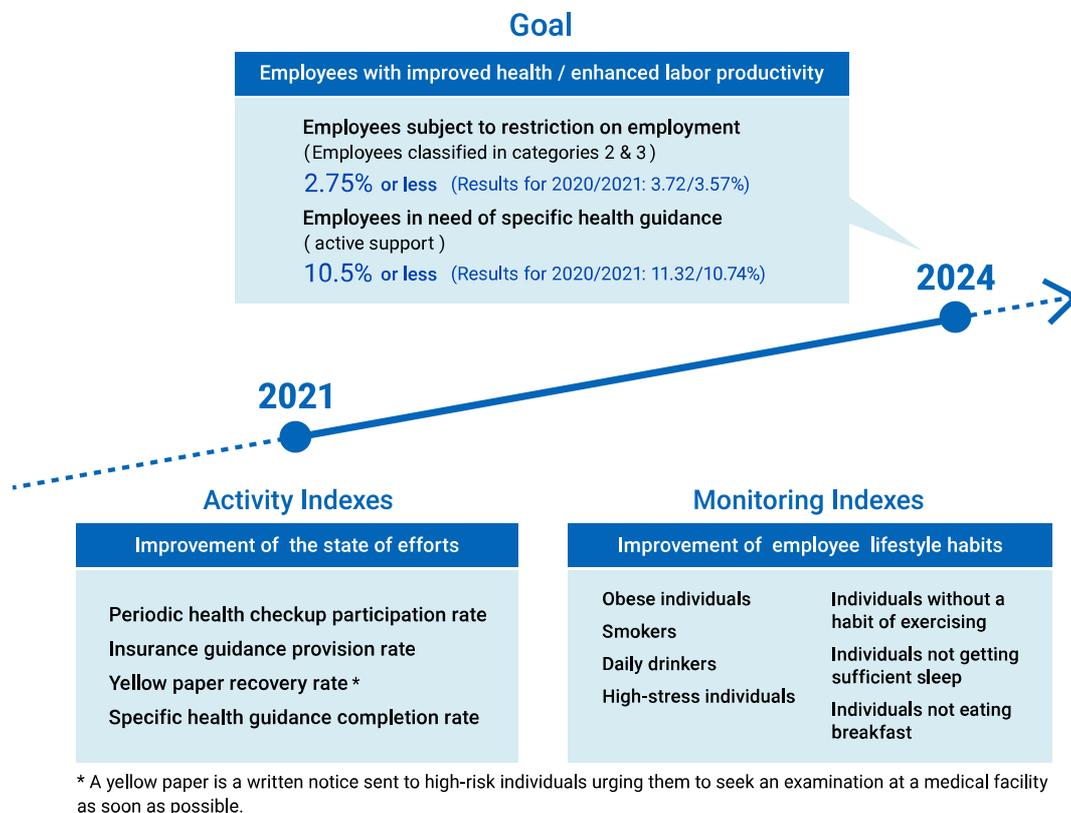
To address health issues unique to female employees, we have a special consultation desk and seminar programs. We also coordinate with the health insurance society regarding gynecological exams to make it easier for female employees to take the exams, while also ensuring they receive the follow-up support they need.

## Health Support for Employees Stationed Overseas

In addition to making sure employees stationed overseas take health checkups, we send occupational health physicians to overseas subsidiaries to monitor the local healthcare situation and living environment. Before sending employees overseas to take a new post, we provide vaccinations and training on health management including preventing infectious diseases such as viral hepatitis. We also provide prophylactic medications to employees who are traveling to areas where there is a risk of contracting endemic diseases such as malaria.

## Performance Indicators for the Promotion of Health and Productivity Management

In promoting health and productivity management, reducing the risk of lifestyle-related diseases among employees is one of the biggest issues at Yamaha Motor at present. We have set numerical targets for the rate of employees subject to restriction on employment and employees in need of specific health guidance. We are also implementing a variety of measures to prevent serious illness in high-risk individuals and increase the health awareness of employees as a whole, working steadily towards improvement.



## Support for Mental Health

### System

We changed stress checks from the previous paper format to a web format and improved the system so that analysis results can be fed back immediately. We also built in a system where an occupational health physician follows up as necessary. We have also facilitated group analysis and put measures in place to provide feedback to the workplace in order to improve the work environment. Furthermore, we have introduced an in-house mental health physician system and are clarifying various aspects of diagnoses and policies. For employees who return to work after a leave of absence, the "Rework Program" helps prevent a relapse. The relevant manager, Human Resources Division, and occupational health physician cooperate to support the individual for about a year after his or her return to the job.

### Training

To ensure that mental health issues are promptly identified and addressed, we conduct training for newly appointed managers, supervisors and general managers on such matters as knowledge about mental health and how to handle it at the workplace. We train mid-career hires in mental health self-care techniques to help them stay mentally and physically healthy.

### Expanding the System Overseas

Since 2005, we had been providing a telephone consultation service available 24 hours a day for employees stationed overseas, and have revised the system to take a more proactive approach. The stress checks carried out in Japan have been conducted in the United States since 2016, and in India since 2017. We expanded the checks to all employees stationed overseas in 2018.

## Relationship with Labor Union

Yamaha Motor has concluded a labor agreement with its labor union “to establish working conditions and management systems that are based on mutually fair understanding and good faith.” Under this agreement, the Company provides the labor union with appropriate explanations of various measures to be implemented and publishes reports on labor management in an effort to ensure employees’ understanding of these issues. Moreover, the Company holds labor-management conferences and committee meetings regularly, as well as additional labor-management conferences taking up themes based on management initiatives or to address issues raised by the labor union. Officers of the labor union also participate in the management and operation of the corporate pension fund, the health insurance cooperative, and the mutual aid association.

An agreement dedicated to maintaining minimum wages is also concluded between the labor union and management each year.

Yamaha Motor adopts a union shop system in which non-managerial employees are members of the labor union, where the participation ratio is 85% of all employees, and 61% globally. Domestic Group companies have also established labor unions or labor committees and engage in labor-management dialog through those bodies. Labor unions of Group companies including the Yamaha Motor Labor Union are members of the Federation of All Yamaha Workers Unions, and are pursuing mutual cooperation through the federation. Overseas Group companies have established structures for engaging in appropriate labor-management dialog based on the labor practices of the respective country or region, and wages are paid in compliance with local regulations.

## Addressing Overseas Labor Risks

Many of our production sites are located in ASEAN member states, India, and China, where the risk of labor disputes is high. Accordingly, situations in these countries must be watched closely as we carry on our business activities. For this reason, we incorporate "shutdown due to labor disputes (strike, etc.)" into a risk management ledger employed across the Group, so that we can use it to monitor self-inspections and development of countermeasures.

Manufacturing companies regularly collect information about the legislation in each country and regional labor issues, work to strengthen labor-management relations, and ensure people know where to report and discuss labor issues. At the headquarters, we are working on sharing the know-how within the Group and maintaining and strengthening the communication system for emergencies, leveraging the knowledge accumulated over the years on labor dispute cases.

In 2021, there was no noteworthy occurrence of any labor issues.

Employee-Related Data



# Employee: Related Data

Introduces data related to employees.

← Employees

## Employee data

Item	Unit	2019	2020	2021
Number of employees (consolidated) <Non-Japanese, included in the figure above>	persons	55,255 <38,902>	52,437 <35,883>	51,243 <34,611>
Number of employees (non-consolidated) <Non-Japanese, included in the figure above>	persons	10,567 <264>	10,359 <154>	10,154 <118>
	Male	9,340	9,146	8,945
	Female	1,227	1,213	1,209
Average age (non-consolidated)	age	42.9	43.3	43.8
	Male	43.3	43.3	43.8
	Female	40.1	40.2	40.3
Average years of continuous service (non-consolidated)	years	19.4	19.9	20.3
	Male	19.7	20.2	20.7
	Female	17.2	17.6	17.8
Number of new graduates recruited (non-consolidated)	persons	289	244	188
	Male	211	174	130
	Female(ratio)	78 (27.0%)	70 (28.7%)	58 (30.9%)
	global recruitment(ratio)	23 (8.0%)	18 (7.4%)	16 (8.5%)
Total number of managers (non-consolidated)	persons	1,277	1,285	1,315
	Male	1,243	1,254	1,278
	Female(ratio)	34 (2.7%)	31 (2.4%)	37 (2.8%)
Total number of managers (non-consolidated, secondments included)	persons	1,646	1,663	1,688
	Male	1,609	1,625	1,644
	Female(ratio)	37 (2.2%)	38 (2.3%)	44 (2.6%)
Number of managers (non-consolidated)	persons	952	964	972

Item		Unit	2019	2020	2021	
	Male		924	940	944	
	Female(ratio)		28 (2.9%)	24 (2.5%)	28 (2.9%)	
Number of managers (non-consolidated, secondments included)		persons	1,165	1,177	1,187	
	Male		1,135	1,149	1,156	
	Female(ratio)		30 (2.6%)	28 (2.4%)	31 (2.6%)	
Number of general managers or higher (non-consolidated)		persons	162	152	146	
	Male		158	147	140	
	Female(ratio)		4 (2.5%)	5 (3.3%)	6 (4.1%)	
Number of core positions - general managers or higher (non-consolidated)		positions	192	197	186	
	Male		187	191	180	
	Female(ratio)		5 (2.6%)	6 (3.0%)	6 (3.2%)	
Number of core positions - equivalent to general managers or higher at Yamaha Motor Co., Ltd. (consolidated)		positions	406	420	408	
	Male		395	406	392	
	Female(ratio)		11 (2.7%)	14 (3.3%)	16 (3.9%)	
Ratio of local talent among core positions holders at overseas subsidiaries		ratio	—	51%	51%	
Number of managers other than corporate (non-consolidated)		persons	1,495	1,515	1,538	
	Male		1,474	1,489	1,509	
	Female(ratio)		21 (1.4%)	26 (1.7%)	29 (1.9%)	
Average annual salary (non-consolidated)		yen	7,456,224	7,140,882	7,260,800 <sup>*1</sup>	
Number of temporary employees (non- consolidated)			76	52	98	
Status of employees leaving the Company (non- consolidated)	Used early retirement program		59	53	42	
		Male	52	49	38	
		Female	7	4	4	
	Voluntary		persons	94	79	113
		Male		84	63	91
		Female		10	16	22
	Involuntary		persons	0	0	0

Item		Unit	2019	2020	2021	
		Male	0	0	0	
		Female	0	0	0	
	Transfer		persons	2	0	0
		Male		0	0	0
		Female		2	0	0
	Other		persons	3	11	8
		Male		2	11	8
		Female		1	0	0
	Ratio of female employees (by region)	Japan	%	14.4	15.5	14.9
North America			29.7	30.1	30.5	
Europe			24.7	21.2	23.0	
Asia			32.2	27.1	23.9	
Other			20.2	22.0	23.1	
(Overall)			25.9	23.5	21.9	

The " non-consolidated " indicates the number of employees belonging to Yamaha Motor Co., Ltd., and the " non-consolidated, secondments included" indicates the number of employees registered with Yamaha Motor Co., Ltd., including those working on secondment in other companies.

\*1 The ratio to the annual compensation amount of the President and Representative Director in 2021 was 40 : 1.

\*2 As for the global status of employees who left the Company in 2021, the turnover rate (including mandatory retirement) was 9.0%, of which 4.2% was voluntary retirement.

# Business Partners

Introducing our partnerships with suppliers and business partners in the supply chain

## A global procurement and sales network based on a spirit of cooperation and fairness

Yamaha Motor products are created through collaboration with numerous suppliers in Japan and other countries. In response to an expanding procurement and sales structure due to business globalization, the Yamaha Motor Group is working to establish cooperative relations with various business partners and dealers in Japan and overseas based on a spirit "mutual trust and prosperity." For this reason, we strive to conduct fair business in compliance with the competition laws of all countries and regions while working to create partnerships that aim for mutual, sustainable growth.



### Contents

1. Two Policies Underpinning Procurement
2. Structure for Promoting Policy Development
3. Increasing Mutual Corporate Value and Strengthening Competitiveness Through Co-creation
4. Promoting Sustainability Throughout the Entire Supply Chain
5. Addressing Human Rights Issues at Suppliers
6. Addressing Procurement Risk
7. Activities at Dealerships

## Two Policies Underpinning Procurement

As a *Kando* Creating Company, Yamaha Motor provides new excitement and a more fulfilling life for people all over the world, delivering unique, highly functional, high-quality products for use on land, on water, and in the air. To continue to do and build upon this, we consider it essential to take a broad, global view for our procurement of many types of high-quality parts and materials.

This is the thinking underlying our Basic Purchasing Policies, in which Yamaha Motor commits to "conduct fair trading, based on trust and cooperation, and to constantly strive to build better relationships with suppliers through activities to improve quality, price, delivery times, and other factors." We have also implemented the policies in the five areas of an open door policy, just/fair trade, compliance/non-disclosure, respect to global environment, and mutual trust/prosperity.

The Basic Purchasing Policies and Procurement Policies for Sustainability serve a vital role as the foundation on which all procurement-related considerations must be based, including new transaction contracts, procurement activities and continued deals.

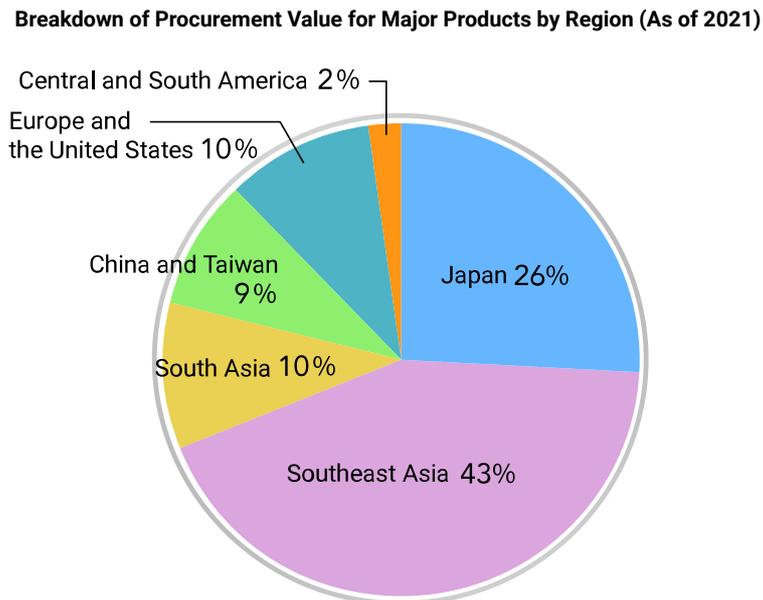
## Structure for Promoting Policy Development

The procurement headquarters has organized the Global Procurement Officers Committee as a body responsible for ensuring that the Basic Purchasing Policies and the Procurement Policies for Sustainability are adhered to and reflected in our procurement activities.

The headquarters promotes the items stated in the Sustainability Guideline for Suppliers.

They discuss and agree on long-term visions and policies and provide directions for implementing matters decided. These are then reflected in concrete measures globally and thoroughly implemented in actual procurement as a policy for all companies. We also seek to spread our approach horizontally through sharing by seeking the thorough implementation of the policies and announcing excellent cases at the "Global Suppliers Conference" held every year for major business partners and at events held for business partners at our locations overseas.

The breakdown of procurement value for Yamaha Motor's main products by region is as follows.



## Increasing Mutual Corporate Value and Strengthening Competitiveness Through Co-creation

"Co-creation" is our expression for the approach where Yamaha and its business partners work together to create new value.

In our supply chain, we place great importance not only on "procurement through buying" but also on "procurement through creating" where we create new value and competitiveness together with our business partners.

One example of this is the deployment of "theoretical-value-based production\*" among our business partners. This is a system where we analyze and set absolute values for production activities together with the suppliers and strive to increase value. To promote this, Yamaha Motor has dispatched employees as "theoretical-value instructors" to train its business partners. We are currently expanding the application of "theoretical value" beyond manufacturing processes to cover all activities related to procurement, including energy saving, as well. To help this system take root, we are also training supervisors who will work as employees of our business partners.

When it comes to quality, we send employees out to provide instruction on concepts and methods of quality control and we also train supervisors as we do for "theoretical-value-based production."

Furthermore, as the next stage of theoretical-value-based production, we are collaborating creatively with our business partners to apply smart factory technology and train the human resources needed for digital strategies. We have also begun an initiative where we incorporate cost price reduction ideas, suggestions for increasing value and the concerns and wishes of our business partners from an early stage in the development process. This kind of co-creation with our business partners plays an important role in improving the quality of the whole supply chain, and we believe that we must give it even greater importance going forward.

**\*Theoretical-value-based production:** A method for improving production efficiency by analyzing the various tasks involved in production, designating only the tasks that truly create value as "value tasks" and endlessly striving to make the current situation meet that ideal. Unlike standard methods that work through the repeated elimination of waste from the current situation, theoretical-value-based production first analyzes and establishes value tasks in theory and then works on improvements to turn theory into reality. At

present, we are employing that theoretical value-based approach not only in production but also in distribution and environmental energy.

## Promoting Sustainability Throughout the Entire Supply Chain

Under the Yamaha Motor Group's Basic Policies of Sustainability, we ask our business partners to support the intent of the policies and to act accordingly. To have suppliers engage in sustainability activities that enable them to respond appropriately to the demands and expectations of society, our Sustainability Guideline for Suppliers informs our business partners around the world of our policies with regard to issues including safety and quality, human rights and working environment, consideration for the environment, risk management, and thorough compliance from the perspective of the environment, society, and governance (ESG), and we obtain a Commitment form from each business partner and promote sustainability activities throughout the entire supply chain. We have covered over 90% of the worldwide purchase value base.

We will create a structure for business partners to evaluate the matters stated in the Sustainability Guideline for Suppliers themselves and confirm their effectiveness. Based on issues identified through this process, our subsidiaries in each region will create a risk control activity schedule outlining improvements for the entire supply chain. Information will be shared with the headquarters to help manage progress.

As part of our environmental efforts, we are working with our business partners to control and reduce substances of concern and use natural resources and energy more efficiently in accordance with our Green Procurement Guidelines.

From 2018, we incorporated information about chemical substances collectively stipulated by the automobile industry into the Yamaha Motor Technical Standards. We are ensuring that our business partners are aware of and thoroughly compliant with them.

We are working to strengthen our control structure to be able to obtain evidence for conformity with the Yamaha Motor Technical Standards, which is required for drawings and specifications, and deal with the regulations of all countries.

In response to climate change, we have declared a goal of carbon neutrality by 2050. Starting with our business partners in Japan, we plan to understand and visualize the amount of CO<sub>2</sub> emissions at each company and then implement specific reduction strategies that fit the actual situation.

We have made a "Declaration of Partnership Building," we have declared our adherence to the "Promotion Standards" found in the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises and we encourage suitable transactions. Yamaha Motor procurement staff are regularly trained on compliance with laws and regulations, and we endeavor to increase their awareness. We also carry out sustainability-related education that meets changes to the external environment. It includes courses on laws and regulations concerning substances of concern, and on sustainability.

Through these activities, Yamaha Motor is promoting sustainability throughout its entire supply chain.

> Sustainability Guideline for Suppliers [PDF](#)

> Green Procurement Guidelines [PDF](#)

## Addressing Human Rights Issues at Suppliers

In 2019, we had a third party assess the labor environment including issues of human rights abuses at three Indonesian companies. In 2021, we assessed three business partners in Japan in conjunction with third-party organizations, focusing on foreign technical interns, who are receiving a lot of attention in our home base of Japan. Questionnaires were sent to all business partners who had received the guideline commitment form, and we interviewed the foreign technical interns of the three companies upon the advice of a third-party organization. The results revealed no issues with forced labor, overwork or safety and hygiene, and we were able to confirm that positive working and personal relationships had been established. We provided feedback and made suggestions to the business partners in question, and they are working to resolve any issues.

Furthermore, to mitigate the human rights risks in mineral procurement such as child labor or forced labor and conform to the U.S.A's Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank Act), since 2013 we have been investigating the conflict minerals (gold, tin, tantalum, tungsten) included in the parts we purchase.

## Addressing Procurement Risk

Based on a spirit of mutual trust and mutual prosperity, Yamaha Motor strives to prevent the occurrence and minimize the impact of events related to risks at business partners, including natural disasters, quality problems, and management issues.

We consider our business partners as precious partners who sustain the whole supply chain. When we set out to provide our customers and society with safe products, we value not only quantities and sums of money but also quality and procurement processes. In particular, we share our vision and policies with business partners supplying critical parts and ensure their understanding and strive to make sure they engage in activities that deliver *Kando* to our customers.

To address issues with business conditions and quality, Yamaha Motor headquarters conducts monitoring every year. We then take the necessary corrective measures and check the progress of the improvement plan and its implementation.

To build a stable procurement network, we use a supply chain risk management system to reveal the entire supply chain from raw materials to the finished procured parts and then strive to analyze and counter risk factors. We are also developing structures that accompany the initial response, such as building support systems for fast recovery from damage. We are also expanding our stable procurement system to counter global procurement risks in case of emergencies.

## Activities at Dealerships

As our contact point with customers around the world, dealerships play an important role in conveying Yamaha's "next *Kando*." By strengthening relationships with dealers through regularly held dealer meetings and activities to promote safe driving and support local communities, the Yamaha Motor Group is building a sales network that provides common value.

In Japan, dealers mainly in Yamaha Sports Plaza (YSP), an official Yamaha sports bike dealer system, and Yamaha Motorcycle Sales Japan Co., Ltd., play an important role in building ties with local communities and society by cooperating in a range of measures including motorcycle infrastructure development, motorcycle etiquette training, motorcycle recycling, tree planting, and other environmental campaigns, as well as fundraising for seeing-eye dog training.

Furthermore, to boost awareness and our activities related to sustainability, we have created opportunities from 2020 at dealer meetings in Europe, which has where there is a high awareness of sustainability, to explain the importance of sustainability.

# The Community

Introducing the approach and policies related to local communities

## Coexistence and Mutual Prosperity of the Company and Local Communities

The Yamaha Motor Group operates in locations around the world, and our business activities help support those local communities. Our products also play a role in enriching the lives of people around the world. We recognize the importance of maintaining a sustainable relationship through which the Company and local communities can coexist and mutually prosper, and to achieve this, we place great importance on maintaining and enhancing a relationship of trust through daily communication with stakeholders in those communities. The Yamaha Motor Group has designated four important areas—Developing Future Leaders, Environmental Conservation, Improving Traffic Safety, and Resolving Local Community Issues—and uses Yamaha Motor’s strengths to contribute to society in line with its business strategy, leading to the enhancement of both social and corporate value.

### Important Areas of Activities

	Key Themes	Corresponding SDGs	Activities
Global Issues	<u>Developing Future Leaders</u>		<ul style="list-style-type: none"> <li>Promoting mental/emotional and physical health through sports</li> <li>Promoting creativity through engineering, manufacturing, and marketing</li> </ul>
	<u>Environmental Conservation</u>	 	<ul style="list-style-type: none"> <li>Environmental education for local communities</li> <li><u>Respecting biodiversity.</u></li> </ul>
	<u>Improving Traffic Safety</u>		<ul style="list-style-type: none"> <li><u>Providing traffic safety education to the community.</u></li> <li>Raising awareness</li> </ul>
Local Issues	<u>Resolving Local Community Issues</u>		<ul style="list-style-type: none"> <li>Supporting the community with Yamaha Motor’s products, human resources, and know-how</li> </ul>

Amounts Used in Social Contribution Activities



# Developing Future Leaders Social Contribution Activities

Introducing examples of activities that contribute to local communities and society at large

## "Knowing and Experiencing" Electricity Through Lessons at a Local Elementary School

A hands-on class called the "Electric Vehicle Class" was organized at an elementary school in Fukuroi city, Shizuoka prefecture. Group employees served as speakers, teaching 6th-graders how to create electricity using familiar objects and how motors that turn through electromagnetic power function, among other lessons. The children then moved to the gymnasium, where a test-ride event involving electrically power assisted bicycles and electric wheelchairs was held. This helped them experience how the electricity and motors they had just learned about assist people in everyday life. The teacher in charge commented: "In the current situation where measures to prevent the spread of the coronavirus have severely impacted the children's school lives and reduced their opportunities to touch real objects, experiential activities like these are extremely valuable."



# Environmental Conservation Social Contribution Activities

Introducing examples of activities that contribute to environmental preservation in the communities

## Distributing Trees to Employees to Help Reduce CO<sub>2</sub>

December 4th is Thai Environment Day in Thailand. Inspired by the event, TYM (Thailand) distributed trees to their employees to plant at home, an activity that could be performed safely even during the coronavirus crisis. 353 people participated in this activity, which seeks to help conserve the environment while raising all employees' awareness of CO<sub>2</sub> reduction.



# Improving Traffic Safety Social Contribution Activities

Introducing examples of activities that contribute to riding safety in the communities

## Holding a YRA for Children in Senegal

Since December 2021, CFAO Senegal, our agency in the Republic of Senegal in West Africa, has been holding lessons for students at local middle schools. These YRA (Yamaha Riding Academy) lessons help the children who are our future customers become more aware of traffic safety. CFAO Senegal will continue to hold YRA lessons in 2022, with the aim of organizing 42 sessions (involving about 1,000 persons) during the year.



# Resolving Local Community Issues Social Contribution Activities

Introducing examples of activities that contribute to solutions for community issues

## Training Former Guerrilla Fighters as Assistant Motorcycle Service Technicians

To contribute to the "Legitimate Peace" strategy championed by the Colombian government, Incolmotos Yamaha (Colombia) started a training program at its motorcycle service technician's boot camp in the second half of 2021. This program helps former guerrillas from the Revolutionary Armed Forces of Colombia (FARC) reintegrate into society. At the end of the training, the 24 participants were certified as assistant motorcycle service technicians. According to Incolmotos Yamaha, the goal of the program was to provide the former fighters with the education and specialized skills they would need to re-enter society as civilians and also support and honor the efforts of those 24 people as they tried to start new lives as part of a legitimate peace.



## Amounts Used in Social Contribution Activities

Disclosing the amounts used in social contribution activities

← The Community

(Yamaha Motor; Unit: million yen)

	2018	2019	2020	2021
Total	288	296 (397)	283 (581)	362 (830)
Charitable donations	202	196 (255)	202 (398)	238 (406)
Voluntary employee activities	50	60 (83)	39 (92)	41 (193)
Provision of goods	6	5 (24)	23 (66)	59 (156)

\* Figures in parentheses indicate amounts including major Group companies

# Shareholders and Investors

A page with links to IR information

In order to ensure accountability by providing shareholders and investors with appropriate, accurate and timely information, Yamaha Motor has established a specialized division which engages in IR activities inside as well as outside Japan.

In addition to the annual shareholders' meeting and quarterly earnings briefings, the division holds IR meetings with investors from within and outside of Japan, and organizes business briefings. Furthermore, the division discloses IR information on the Company's website, operates a website to provide information to individual investors, and makes videos of earnings briefings and briefings for individual investors publicly available, in an effort to proactively disseminate information so that even more shareholders and investors have a better understanding of Yamaha Motor's business strategies.

Since 2019, Yamaha Motor has been issuing integrated reports as part of its efforts to be actively engaged with shareholders and investors through constructive dialog. It also holds events like small meetings with several institutional investors to discuss environmental, social, and governance (ESG) issues. In addition, it also engages directly with overseas shareholders and institutional investors in the United Kingdom, the United States, and elsewhere to discuss such matters as environmental, social, and governance (ESG) issues.

Yamaha Motor has established the Employee Shareholding Association in order for staff to build up their assets as well as have them further increase their engagement with the Company by having an awareness of participating in management.

Through this initiative, employees making a greater contribution to business performance will be one factor driving an increase in the Company share price, which will also lead to increased value of the assets held by employees.

- > [Medium-term Management Plan, 2022-2024](#) **PDF**
- > [Video of Presentation, Medium-term Management Plan, 2022-2024](#) **MOVIE**

## Information for shareholders and investors is available on the websites below

[Disclosure Policy](#)



[Dividend Policy](#)



[Investor Relations \(index page\)](#)



# The Environment

Introducing the approach and policies concerning the global environment

Approach to Global Environment >	Overview of "Yamaha Motor Group Environmental Plan 2050"  >	
Initiatives for "Climate Change" >	Initiatives for "Resource Recycling" >	Initiatives for "Biodiversity" >
Environmental Management >	Data Collection >	

# Approach to Global Environment

We take into account harmony with the environment in all our business activities

## Initiatives to achieve harmony with the global environment

Many environmental and resource-related issues which influence the realization of a sustainable society, such as advancing global warming, excessive energy and water consumption, and the loss of biodiversity, are becoming increasingly more serious on a global scale.

Climate change in particular is one of the most critical social issues facing global society, and awareness of the climate crisis continues to grow.

The Paris Agreement, an international agreement for countering climate change, aims to keep the increase in the average global temperature to well under 2°C compared to pre-Industrial Revolution times while pursuing efforts to limit the increase to 1.5°C.

To achieve that, a balance must be struck between the emission and absorption of human-generated greenhouse gases in the second half of this century.

Against this social backdrop, the Yamaha Motor Group considers it important, as a manufacturer, to address environmental considerations through initiatives to prevent global warming, conserve energy, prevent pollution, reduce waste and conserve resources, and also through its core business of personal mobility. This includes the development of compact vehicles with little environmental impact through technological innovation, the spread of Smart Power\* products such as electrically power assisted bicycles and electric motorcycles, the research and development of next-generation power sources, and the implementation of programs that contribute to society by using the human resources, assets, and know-how accumulated through our business.

In addition, initiatives to lessen global warming, reduce energy consumption, use resources effectively, improve efficiency, preserve biodiversity, and reduce our environmental impact are carried out across the entire supply chain, with our position regarding the global environment made known to the entire Group as well as to business partners including suppliers and distributors.

\*Smart Power: New power sources, primarily for electric vehicles, designed to create a new paradigm of mobility

The Yamaha Motor Group discloses important information related to climate change according to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which was established by the Financial Stability Board, an international organization.



> [Yamaha Motor Agrees with Task Force on Climate-Related Financial Disclosures \(News\)](#)

# Overview of "Yamaha Motor Group Environmental Plan 2050"

Introducing an overview of the Yamaha Motor Group Environmental Plan 2050



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Evaluate Risks and Opportunities and Their Financial Impact

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Yamaha Motor's Net-zero CO<sub>2</sub> Emissions (Carbon Neutrality) Strategy

3. Risk Management

Process of Identifying and Evaluating Climate-related Risks

Process of Managing Climate-related Risks

4. Indicators and Targets

2050 (2030, 2035) targets

2021 CO<sub>2</sub> emission results and reduction results

### ■ Environmental technology briefing

## Environmental Plan 2050

The expectations of international society are mounting toward those companies that proactively undertake Environmental, Social, and Governance (ESG) issues, such as the signing of the Paris Agreement on climate change, and the UN's Sustainable Development Goals (SDGs).

Yamaha Motor has a diverse range of products that are actively used outdoors in nature, whether on land, sea, or in the air. Yamaha's strength is creating lightweight, compact products with smaller environmental footprints, and the Company has achieved growth by providing freedom, mobility, and richness to the lives of people around the world.

Going forward, Yamaha Motor will continue aiming for achievement of a sustainable society. As a company that proactively addresses ESG issues, we established the Yamaha Motor Group Environmental Plan 2050.

In the Yamaha Motor Group Environmental Plan 2050, we set up goals to achieve by 2050, with climate change, recycling of resources, and biodiversity as priority action areas, as well as targets to achieve by 2035 as milestones.

For climate change in particular, our goal is carbon neutrality by 2050. Therefore we are accelerating efforts to reduce CO<sub>2</sub> emissions from our business activities and products while simultaneously striving to reduce CO<sub>2</sub> emissions from the whole supply chain.

## Overview of the Plan

The Yamaha Motor Group aims for carbon neutrality by 2050.

Action Themes	2050 Targets		Priority Actions
Climate Change 	1	Reduce CO <sub>2</sub> emissions from products (Scope 3.cat11. 90% or higher reduction compared to 2010) *Per unit sold	<ul style="list-style-type: none"> <li>• Improve the fuel efficiency of the ICE<sup>*</sup> system</li> <li>• Expand the lineup of BEV</li> <li>• Develop power trains in respond to diversification of energy sources, such as CN fuels</li> </ul> ※ICE: internal combustion engine ※CN (carbon-neutral) fuel: fuels such as Hydrogen, Biofuel, and Synthetic Liquid Fuels, which are derived from renewable energy sources.
	2	Reduce CO <sub>2</sub> emissions from business locations (Scope 1.2. Achieve carbon neutrality in 2035)	<ul style="list-style-type: none"> <li>• Reduction of CO<sub>2</sub> emissions generated in operation of production (t-CO<sub>2</sub>/net sales)</li> <li>• Reduction of CO<sub>2</sub> emissions in logistics</li> </ul>
Resource Recycling 	3	Effective utilization of limited resources and promotion of recycling (Zero landfill waste in business activities, waste reduction: basic unit 1% / year)	<ul style="list-style-type: none"> <li>• 3R designs and promotion of product recycling</li> <li>• Qualitative improvement in recycling/Zero landfill/Reduction of waste generated at the manufacturing stage</li> <li>• Promotion of the reduction of water consumption amounts based on the water stress scenario</li> </ul>
Biodiversity 	4	Strengthening of environmental conservation and biodiversity promotion activities in various countries and regions	<ul style="list-style-type: none"> <li>• Activities to protect the places (land, sea and air) where our products are used</li> <li>• Activities that contribute to solving environmental issues in various countries and regions</li> </ul>
Management 	5	Management	<ul style="list-style-type: none"> <li>• Strengthening of compliance with environmental laws and regulations, strengthening of the control of chemicals in products</li> <li>• Contribution to the improvement of the air pollution of various countries and regions</li> <li>• Reduction of VOC emission through production activities</li> <li>• Promotion of environmental activities in collaboration with suppliers</li> <li>• Building awareness on environmental conservation through global environmental education</li> </ul>

## 2050 Society

The current global population of 7.8 billion is predicted to reach 9.7 billion by 2050, increasing 2 billion over the next three decades. Economic growth in Africa and India, among other regions, will drive the world's consumption of primary energy, increasing 1.3-fold from the current level of 14.3 billion tons to 19.2 billion tons by 2050.

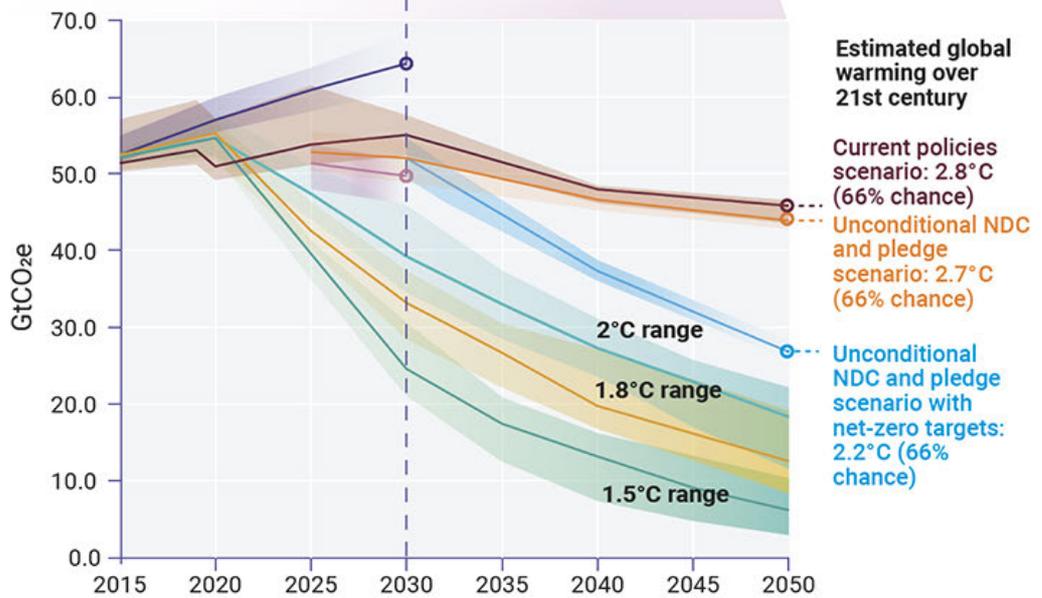
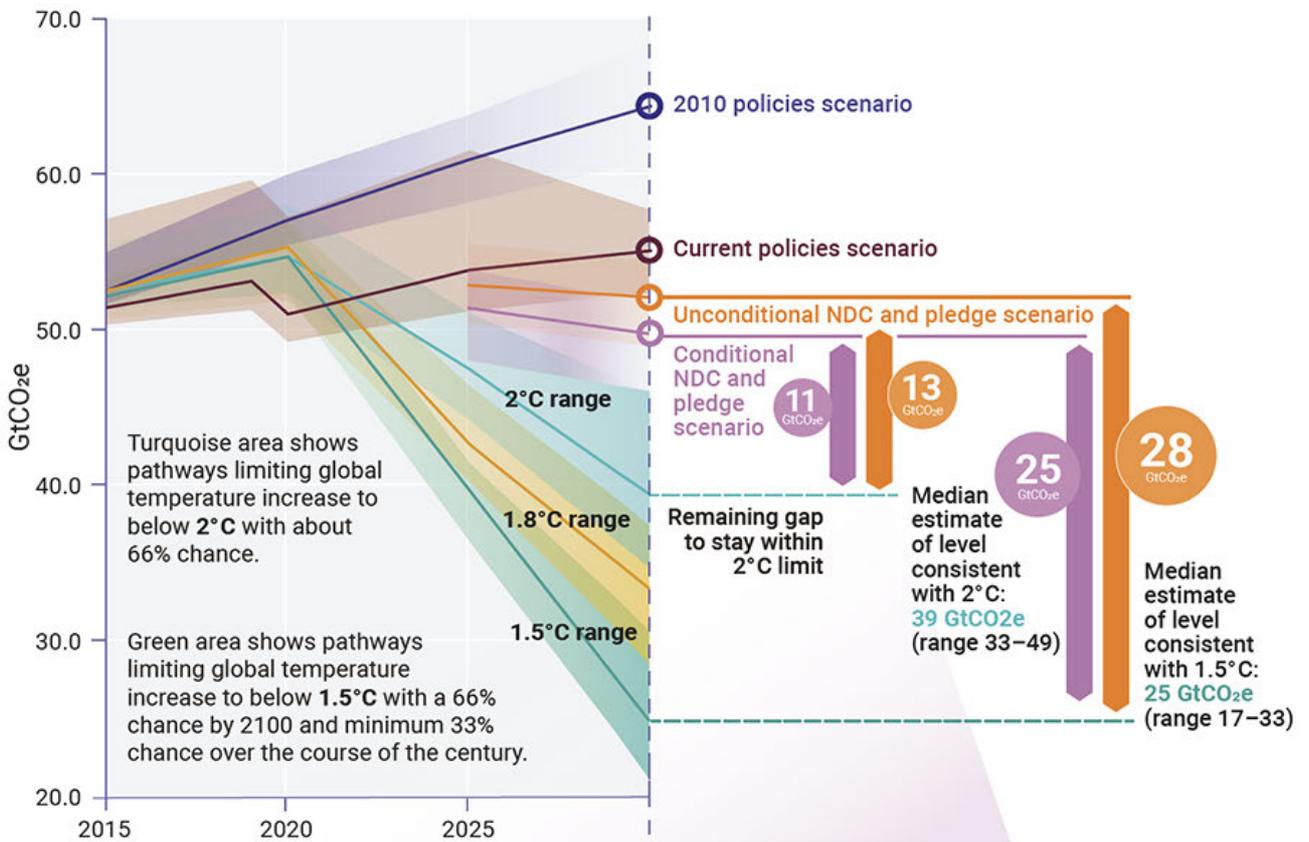
Based on these predictions, it is assumed that the world will face a significant shortage of resources and energy in 2050.

In terms of the global environment, the world is moving toward decarbonization in an effort to reduce CO<sub>2</sub> emissions—believed to be the primary cause of global warming—shifting from fossil fuels to alternative energy sources in the use of primary energy. In light of these predictions and assumptions concerning society and our business environment in 2050, we identified long-term environmental issues.

## Risks concerning Global Reduction of Greenhouse Gases

The Emissions Gap Report 2021 issued by the United Nations Environment Programme (UNEP) cautions that even if reduction efforts continue according to the latest Nationally Determined Contribution (NDC) targets and according to the mitigation levels currently pledged, the world's temperature is still on track to warm up 2.7°C by the end of this century.

To meet the goal of limiting global warming to 1.5°C as stated in the Paris Agreement, in addition to the updated NDC and other public commitments, yearly emissions must be reduced by a further 28 gigatons of CO<sub>2</sub> equivalents (GtCO<sub>2</sub>e). According to reports, the world urgently needs to take additional measures and actions to roughly halve yearly greenhouse gas emissions in the next eight years .



## Identification of Material Issues (Materiality)

We intend to address not just climate-related risks but also a variety of social issues in ways that embody the unique style of Yamaha. Resolving social issues is also very important for Yamaha Motor's sustainable growth, and therefore, in formulating our long-term vision and medium-term management plan, we have used the steps shown below to identify material social issues that we can resolve using our strengths.

step 1 ▶	step 2 ▶	step 3 ▶	step 4 ▶
<p><b>Selection of social issues</b></p> <p>The Corporate Communication Division and the Sustainability Division looked at the wide range of social issues referenced in the SDGs and the Global Risks Report, and selected those that will have the greatest impact on our use and procurement of management resources, and for which the resolution will make the greatest contribution to the enhancement of our corporate value. We also evaluated the materiality of social issues from the perspective of stakeholders, referencing the valuations of ESG rating institutions.</p>	<p><b>Categorization of social issues</b></p> <p>Through consultation with operating divisions, functional divisions, and corporate divisions, the divisions clarified the relationships between the issues selected in Step 1 and each division's policies and activities, and those that should be addressed Companywide were aggregated and categorized.</p>	<p><b>Identification of material social issues</b></p> <p>All of the Company's officers deliberated social issues aggregated and categorized in Step 2 at the Management Committee and the Board of Directors meetings, and identified "material social issues" that should be addressed Companywide using our strengths, corporate philosophy, and unique capabilities.</p>	<p><b>Incorporation into medium-term management plan</b></p> <p>Initiatives to resolve the identified material social issues have been incorporated into the medium-term management plan. The rigorous implementation of these initiatives will be monitored going forward.</p>

### ➤ Addressing Materiality (Material Social Issues)

Selected Social Issues

\* Text in red: climate-related issues

Importance to stakeholders ↑

		Material issue areas	
<ul style="list-style-type: none"> <li>Financial crisis in important economic zones</li> <li>Unmanageable inflation</li> <li>Failure of national governance</li> <li>Failure of regional or global governance</li> <li>Inter-government conflict over regional problems</li> <li>Deepened social uncertainty</li> <li>Abuse of technological progress</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of industrial processes taking into account clean technologies and efficient use of resources</li> <li>Heightened awareness of sustainability</li> <li>Promotion of economic growth based on fair work environments</li> <li>Reduction of waste materials</li> <li>Curtailement of corruption and bribery</li> </ul>  	<ul style="list-style-type: none"> <li>Improved energy efficiency (including promotion of use of renewable energy)</li> <li>Promotion of use of inexpensive, reliable energy</li> <li>Promotion of safe and secure work environments</li> <li>Advancement of diversity and inclusion</li> <li>Effective use of water resources and prevention of pollution</li> <li>Securing of clean water resources</li> </ul>  	
<ul style="list-style-type: none"> <li>Abolition of inequality</li> <li>Responses to multi-stakeholders</li> <li>Promotion of innovation (active use of global partnerships)</li> <li>Implementation of fair taxation</li> <li>Promotion of sustainable industrialization</li> </ul>	<ul style="list-style-type: none"> <li>Elimination of discrimination against women/protection of human rights</li> <li>Use of women's skills</li> <li>Strengthened disaster prevention and response</li> <li>Eradication of forced labor, human trafficking, and child labor</li> <li>Increased employment for socially vulnerable people</li> </ul> 	<ul style="list-style-type: none"> <li>Prevention of pollution and damage from harmful chemical substances</li> <li>Strengthened measures to address climate change</li> <li>Sustainable use of natural resources</li> <li>Promotion of innovation (promotion of sustainable industrialization)</li> <li>Promotion of innovation (promotion of sustainable forms of consumption and production in developing countries)</li> </ul>  	
<ul style="list-style-type: none"> <li>Strengthened support for emerging and developing countries</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of protection and recovery of land ecosystems</li> <li>Provision of stable living environment</li> <li>Halting of deforestation</li> <li>Protection and recovery of marine ecosystems</li> </ul>  	<ul style="list-style-type: none"> <li>Expansion of educational systems (including vocational training)</li> <li>Enhanced education environment in developing countries</li> <li>Promotion of social infrastructure development</li> <li>Prevention of traffic accidents</li> <li>Protection of small-scale agricultural and fishing industries</li> <li>Advancement of sustainable fishing industry</li> <li>Improved access to fishing areas and markets in least developed countries</li> </ul>	

Importance to Yamaha Motor →

# Climate-related Risks and Opportunities

Material environmental and social issues	<ul style="list-style-type: none"> <li>Strengthened measures to address climate change</li> <li>Improved energy efficiency</li> </ul>  	<ul style="list-style-type: none"> <li>Effective use of water resources and prevention of pollution</li> <li>Reduction of waste materials</li> <li>Introduction of industrial processes taking into account clean technologies and efficient use of resources</li> <li>Sustainable use of natural resources</li> </ul>    	<ul style="list-style-type: none"> <li>Promotion of protection and recovery of land ecosystems</li> <li>Halting of deforestation</li> <li>Protection and recovery of marine ecosystems</li> </ul>  
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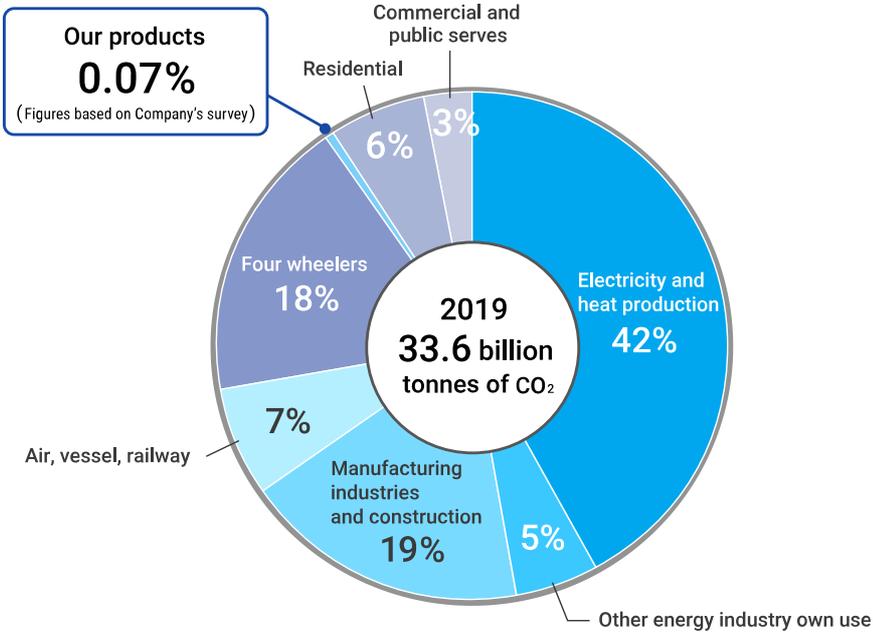
Action Themes	<h3>Climate Change</h3> 	<h3>Resource Recycling</h3> 	<h3>Biodiversity</h3> 
Risks	<p><b>Short-term</b> Development costs associated with addressing regulations may increase significantly, with each country and territory moving to tighten motorcycle emission standards, and the U.S. introducing more stringent CARB (California Air Resources Board) and EPA (Environmental Protection Agency) emission standards for marine engines.</p> <p><b>Medium-term</b> A growth of demand for motorcycles triggered by economic growth in India, African countries, and other regions may increase CO<sub>2</sub> emissions from operations, and the introduction of carbon tax may increase operational costs.</p> <p><b>Long-term</b> Heightened environmental awareness may lead to decreased sales of products that use fossil fuels.</p>	<p><b>Short- to medium-term</b> The worldwide drive to make the whole supply chain carbon neutral makes initiatives for carbon-free raw material procurement highly important. As the electrification of mobility accelerates globally as a response to climate change issues, scarce resources such as nickel and cobalt required for storage batteries may become shortage, and procurement costs may increase.</p> <p><b>Long-term</b> Increased consumption of resources accompanying the economic growth of emerging nations may heighten procurement risks, including a shortage of resources and cost increase.</p>	<p><b>Short- to long-term</b> Climate change will cause abnormal weather events, including forest fires, droughts, extreme temperature changes, storms, and snowfall, destroying the ecosystems of the oceans, mountains, and forests where our products are used.</p>
Opportunities	<p><b>Short- to medium-term</b> Demand for motorcycles as an affordable means of transportation is growing due to economic growth in India, African countries and other places. Demand for electric models is</p>	<p><b>Short-term</b> When it comes to the recycling of resources, demand is increasing for mobility vehicles that save resources in terms of raw materials and energy used.</p>	<p><b>Short- to long-term</b> Increased awareness of the need to conserve the natural environment may trigger growth of the outdoor market where people seek and cherish interaction with nature.</p>

<p>growing, mainly in developed countries.</p> <p><b>Long-term</b> Electric models may be widely adopted.</p>	<p><b>Medium-term</b> Rental business and sharing services</p> <p><b>Long-term</b> Ultra-compact mobility vehicles that are small, lightweight, and resource-saving may be incorporated into the social infrastructure.</p>	
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**Impact of CO<sub>2</sub> Emissions**

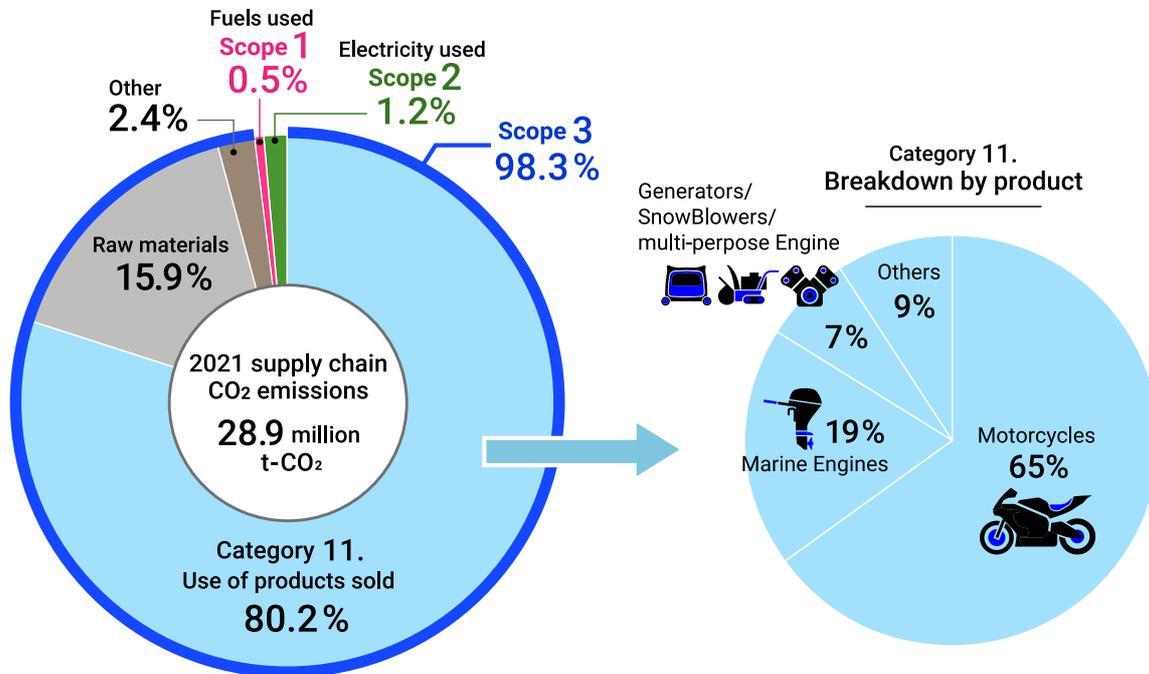
The world produced 33.6 billion tons of CO<sub>2</sub> emissions in 2019. Of this amount, products accounted for just 0.07% of the total as a source of emissions and are therefore products with an extremely low environmental impact. In 2021, CO<sub>2</sub> emissions across the Yamaha Motor Group's entire supply chain were 151,002 t-CO<sub>2</sub> for Scope 1, 349,901 t-CO<sub>2</sub> for Scope 2, 28,488,585 t-CO<sub>2</sub> for Scope 3, and 28,989,488 t-CO<sub>2</sub> overall. Scope 3 "Category 11. Use of products sold" accounted for 80.2%, followed by "Category 1. Purchased products and services (Emissions associated with sourcing of raw materials)" at 15.9%. In setting reduction targets for CO<sub>2</sub> emissions, we recognize the importance of improving the fuel (electric) efficiency of our products, promoting the adoption of next-generation mobility vehicles, and using resources efficiently.

**The world CO<sub>2</sub> emissions - Source of emissions**



Source : IEA "CO<sub>2</sub> Emissions from Fuel Combustion 2021 Highlights"

## Breakdown of CO<sub>2</sub> emissions for the entire supply chain



## Task Force on Climate-related Financial Disclosures (TCFD) items



### 1. Governance

#### Climate change-related governance structure

The Board of Directors formulates policies on dealing with issues concerning sustainability and regularly reviews their implementation status.

With regard to issues concerning sustainability, the Board of Directors oversees the Sustainability Committee which meets three times a year, chaired by the President and Chief Executive Officer and comprising executive officers appointed by the Board of Directors.

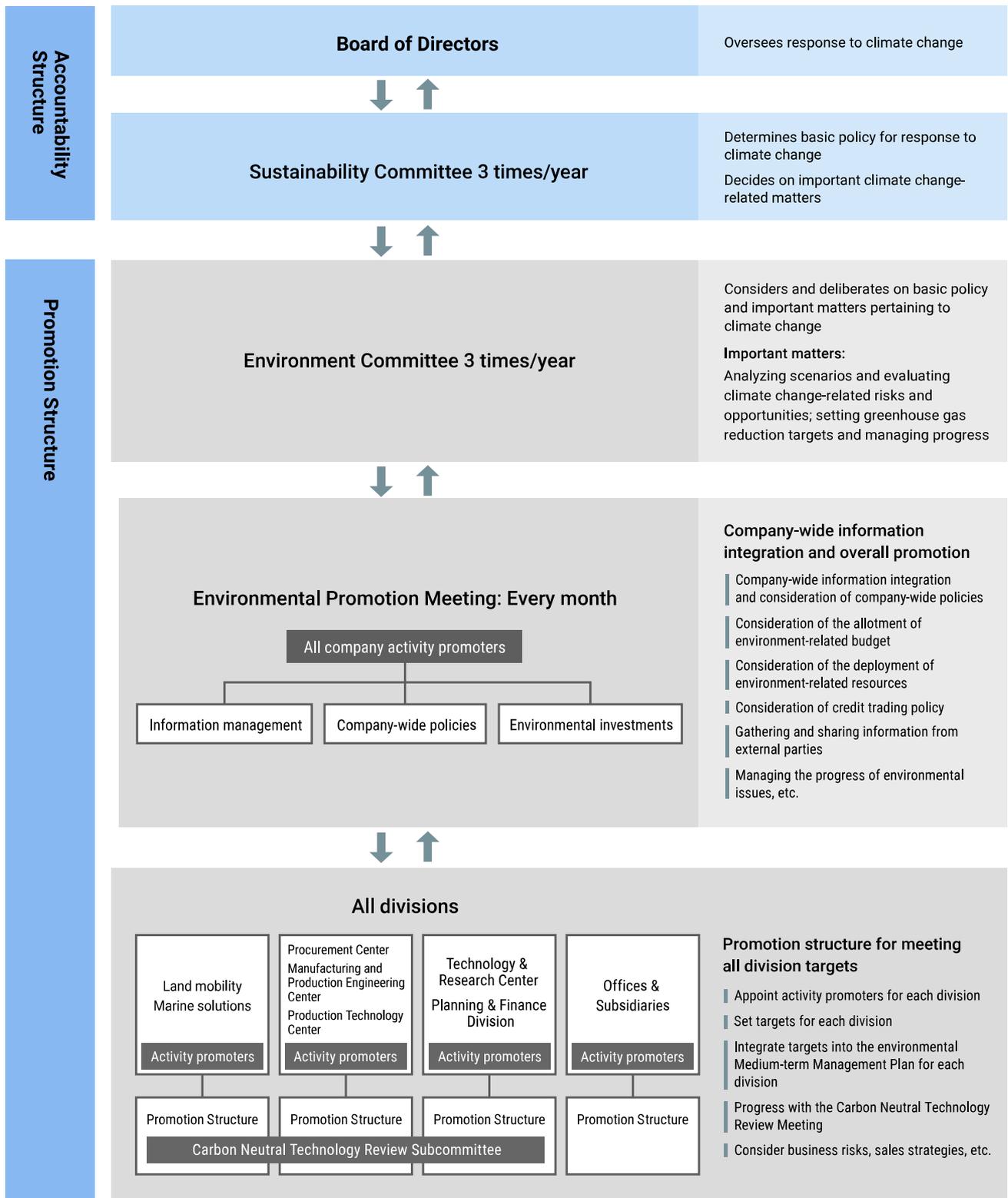
Sustainability Committee    Chair: President and Chief Executive Officer  
Members: Executive Officers with titles

For issues concerning sustainability, we positioned the environmental field in particular as an important area to be tackled by management, and established the Environment Committee, chaired by an executive officer in charge of environmental activities. The Environment Committee meets three times a year to discuss policies concerning the environment (e.g., policies on how to respond to recommendations from the TCFD) and visions, formulate the Yamaha Motor Group's long-term environmental plan (Environmental Plan 2050), and conduct annual reviews of how each operating division has progressed against its targets. It reports its findings to the Board of Directors at least twice a year.

Environment Committee    Chair: Executive officer assigned to the promotion of environmental activities  
Members: 17 business and division activity promoters (progress reports from 3 chief general managers)

To increase progress towards carbon neutrality, along with a review of the Environmental Plan 2050 in 2021, the Sustainability Committee changed its meeting frequency from twice to three times a year and the Environmental Promotion Meeting was established as a sub-organization of the Environment Committee.

Additionally, to encourage effective initiatives, materiality KPI results including climate change and external evaluations of ESG were linked to the compensation of management and executives.

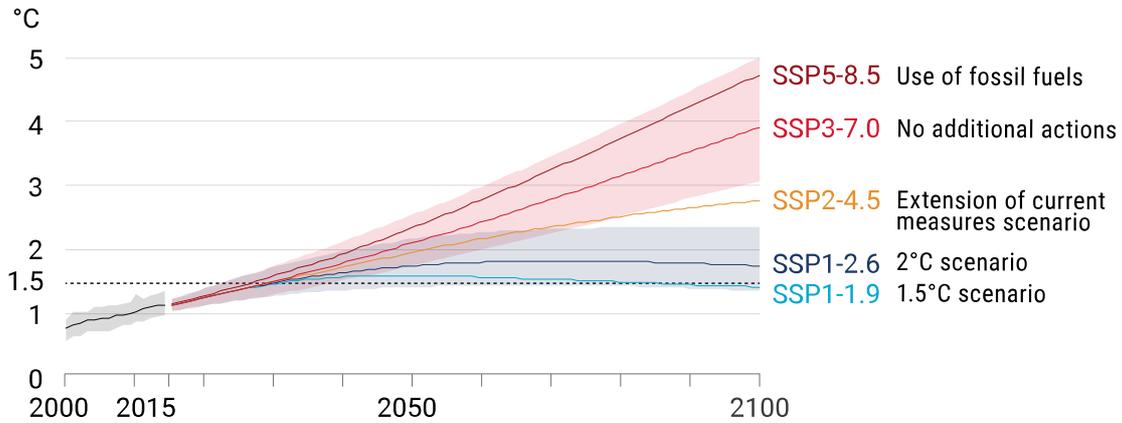


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## 2. Strategy

### Define scenarios

#### █ Predicted average global temperature by 2100 **Temperature rise from the average for 1980–1900**

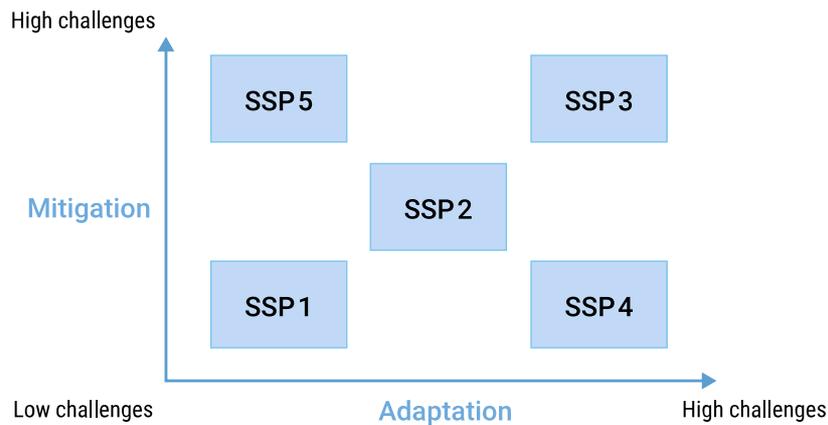


Source: IPCC Sixth Assessment Report (AR6)

#### Categories of Shared Socioeconomic Pathway (SSP\*) scenarios

IPCC The Sixth Assessment Report classifies five scenarios of projected trends in global socioeconomic development along two axes: socioeconomic measures for mitigation of climate change and socioeconomic challenges for adaptation.

※Shared Socioeconomic Pathways



**SSP1** : A sustainable development scenario where both mitigation and adaptation are easy Low challenges.

**SSP2** : A moderate development scenario for both mitigation and adaptation.

**SSP3** : A development scenario of regional rivalry where both mitigation and adaptation are High challenges.

**SSP4** : A development scenario with an unequal society, where mitigation is easy Low challenges but adaptation is High challenges.

**SSP5** : A fossil fuel-dependent development scenario where mitigation is High challenges but adaptation is Low challenges.

In the IPCC Sixth Assessment Report, SSP1-1.9 was set as the scenario corresponding to the new target of a 1.5°C change in the average global surface temperature due to the agreement made at COP26 to pursue efforts to limit the rise in temperature to 1.5°C compared to pre-Industrial Revolution times. The report predicted that all five scenarios evaluated on the changes to the average global temperature by 2100 had a high likelihood of reaching an increase of 1.5°C by 2040, and thus there was the need for countries and corporations to intensify their climate change measures.

When Yamaha Motor formulated its strategy to become carbon neutral by 2050, to cope with uncertainties (risk factors), we referred to the IPCC Sixth Assessment Report and selected two scenarios, namely SSP1-1.9 or SSP1-2.6 and SSP3.

## Evaluate Risks and Opportunities and Their Financial Impact

We evaluate the materiality of climate-related risks and opportunities based on whether they are likely to materialize in the short term, medium term, or long term, and the estimated scale of the resulting financial impact.

-  Short term: May have an immediate impact on business performance (including possibilities that may materialize in a period of 0 to 3 years)
-  Medium term: May necessitate a major adjustment of our strategies (including possibilities that may materialize in a period of 3 to 6 years)
-  Long term: May radically impact the feasibility of our long-term strategies and business models (including possibilities that may materialize in a period of 6 years or more)

	Classification (scenario)	Assessment target	Period	Response status	Financial impact
Transition risks	<b>Policy and Legal (SSP1)</b>	Development costs may increase due to compliance with the emission standards and CO <sub>2</sub> emission regulations of various countries and regions	Short term	Regulations and Certification Division: Collects information about regulatory trends in each country and territory Environmental Regulation Management Committee: Accelerates decision-making on the advance development of technology to address the tightening of regulations and on the development of powertrains	Net sales of internal combustion engine models in 2021 were 1.6435 trillion yen
	<b>Policy and Legal (SSP1)</b>	Introduction of carbon tax may increase operating costs We conduct manufacturing operations for our main motorcycle business at 27 locations in 16 countries, mainly in the ASEAN region. Fossil energy is used during processes like casting and painting.	Medium term	Manufacturing and Production Engineering Center and Environmental Facility Division: Collect information about regulatory trends related to energy in each country and territory Environment Committee: Considers and deliberates on energy-related investment plans, renewable energy procurement methods and other issues Board of Directors: Receives reports from the Management Committee	Fossil energy costs in 2021 were 3.8 billion yen. The burden will increase to 6.7 billion yen/year if we assume a carbon tax on CO <sub>2</sub> emissions of 10,000 yen/ton for our business activities from calculations based on CO <sub>2</sub> emissions in 2021.* * Carbon Pricing Leadership Coalition (CPLC) Report: from 2030 carbon tax price forecasts
	<b>Technology (SSP1)</b>	Increase in technology costs for electrifying compact mobility vehicles	Short term	Since the procurement and cost of compact batteries will be an issue, we have begun to work with other companies in the same industry to form a consortium to standardize battery standards to make batteries interoperable and develop infrastructure, and we are making efforts to popularize electric models.	R&D costs in 2021 were 95.3 billion yen

	Classification (scenario)	Assessment target	Period	Response status	Financial impact
	<b>Market (SSP1)</b>	Risk of reduced sales for ICE motorcycles due to bans on inner-city use of vehicles that use fossil fuels Risk of loss of sales opportunities for electric motorcycles due to delays in the development of charging infrastructure	Long term	Environment Committee: Receives reports from all business divisions on the regulatory trends in each country and territory Board of Directors: Receives reports from each operating and functional division after they have discussed and determined how to respond and reflected their decisions in specific sales strategies	Net sales in the motorcycle business in 2021 were 1.0165 trillion yen
	<b>Reputation (SSP1)</b>	Risk that investors and other stakeholders will consider the disclosure of information as insufficient	Medium term	IR and SR staff of the Corporate Communication Division: Hold briefing sessions for individual investors and interviews for institutional investors	Market capitalization at the end of FY2021 is 954.2 billion yen
Physical risks	<b>Acute (SSP3)</b>	Risk of extreme weather events impacting operations	Medium term	Evaluate the impact of the frequency and intensity of heavy rains and extremely high temperatures on land as assessed in the IPCC Sixth Assessment Report on operating facilities	—
	<b>Chronic (SSP3)</b>	Risk of long-term extreme weather impacting operations and sales	Long term		

	Classification	Assessment target	Period	Response status	Financial impact
Opportunities	<b>Resource Efficiency</b>	Improved energy efficiency in production processes	Short term	Implement theoretical-value-based production globally	2021 energy efficiency investment performance 1.5 billion yen/year* * Setting the internal carbon pricing at 60,000 yen/ton
	<b>Energy Source</b>	Adopting renewable energy at production sites	Short term	Introduce solar power generation globally Introduce CO <sub>2</sub> -free power sources to YMC	2022 budget for solar power generation investment: 0.9 billion yen Budget for YMC free power sources: 0.4 billion yen/year
	<b>Products/ Services</b>	Expand development of low carbon products Upgrade and expand sales of BEV products	Medium term	Launch 10 BV product models by 2024 Increase R&D facilities aimed at electrification and carbon-neutral fuels by 2024	Increased revenue due to demand for low carbon products
	<b>Markets</b>	Expand demand for our products tailored to the power sources and policies of individual countries and territories	Short term	Launch the NEO'S electric scooter and the HARMO electric propeller in Europe	—

Classification	Assessment target	Period	Response status	Financial impact
	Expand opportunities to provide solutions to the needs of individual countries and territories	Short term	Start a mobility service business in India in collaboration with MaaS (Mobility as a Service) operators	Established Moto Business Service India Pvt. Ltd. Capital: 1.1 billion yen Indian motorcycle sharing service, estimated to have a market size of 11.7 billion yen in 2025
	Access to environmentally-focused new markets and territories	Medium term	Establish a Yamaha fund focused on the environment and resources	Total investment: 10.0 billion yen (15-year investment period)
	<b>Resilience</b>	Long term	Increase powertrain R&D facilities focused on electrification and carbon-neutral fuels by 2024	Medium-Term ( 2022-2024 ) Investment budget: 2.4 billion yen

### Business activities and scope exposed to physical risks

According to the IPCC Sixth Assessment Report (AR6), "Climate change is already affecting every inhabited region across the globe, with human influence contributing to many observed changes in weather and climate extremes."

#### Yamaha Motor Manufacturing Location Areas

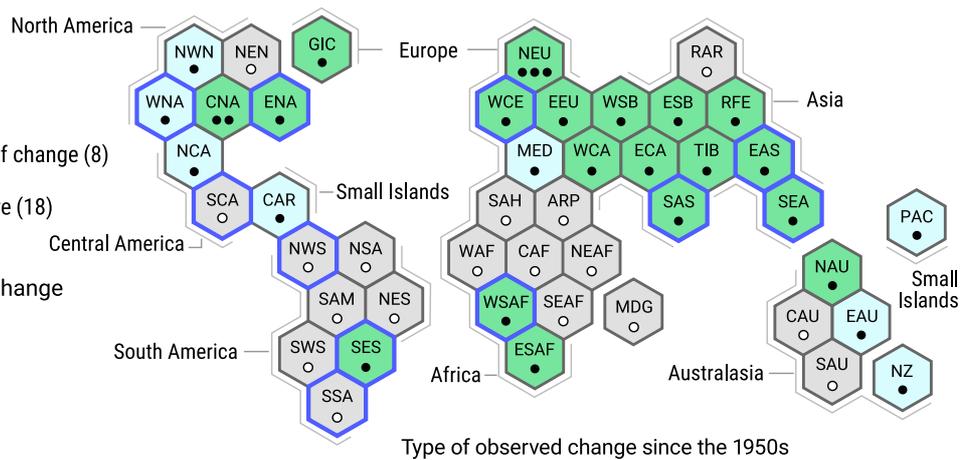
Synthesis of assessment of observed change in heavy precipitation and confidence in human contribution to the observed changes in the world's regions

Type of observed change in heavy precipitation

- Increase (19)
- Decrease (0)
- Low agreement in the type of change (8)
- Limited data and/or literature (18)

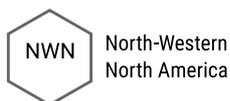
Confidence in human contribution to the observed change

- High
- Medium
- Low due to limited agreement
- Low due to limited evidence



Type of observed change since the 1950s

Each hexagon corresponds to one of the IPCC AR6 WG1 reference regions



#### IPCC AR6 WG1 reference area :

##### ■ North America

**NWN** (North-Western North America) 、 **NEN** (North-Eastern North America) 、 **WNA** (Western North America) 、 **CNA** (Central North America) 、 **ENA** (Eastern North America)

##### ■ Central America

**NCA** (Northern Central America) 、 **SCA** (Southern Central America) 、 **CAR** (Caribbean)

##### ■ South America

**NWS** (North-Western South America) 、 **NSA** (Northern South America) 、 **NES** (North-Eastern South America) 、 **SAM** (South American Monsoon) 、 **SWS** (South-Western South America) 、 **SES** (South-Eastern South America) 、 **SSA** (Southern South America)

■ **Europe**

**GIC** (Greenland/Iceland) 、 **NEU** (Northern Europe) 、 **WCE** (Central and Western Europe) 、 **EEU** (Eastern Europe) 、 **MED** (Mediterranean)

■ **Africa**

**MED** (Mediterranean) 、 **SAH** (Sahara) 、 **WAF** (Western Africa) 、 **CAF** (Central Africa) 、 **NEAF** (North-Eastern Africa) 、 **SEAF** (South-Eastern Africa) 、 **WSAF** (West Southern Africa) 、 **ESAF** (East Southern Africa) 、 **MDG** (Madagascar)

■ **Asia**

**RAR** (Russian Arctic) 、 **WSB** (West Siberia) 、 **ESB** (East Siberia) 、 **RFE** (Russian Far East) 、 **WCA** (West Central Asia) 、 **ECA** (East Central Asia) 、 **TIB** (Tibetan Plateau) 、 **EAS** (East Asia) 、 **ARP** (Arabian Peninsula) 、 **SAS** (South Asia) 、 **SEA** (Southeast Asia)

■ **Australasia**

**NAU** (Northern Australia) 、 **CAU** (Central Australia) 、 **EAU** (Eastern Australia) 、 **NZ** (New Zealand)

■ **Small Islands**

**CAR** (Caribbean) 、 **PAC** (Pacific Small Islands)

In the section in AR6 about "Observed changes in heavy precipitation," out of the 11 areas that the company has manufacturing locations in, 7 areas and 27 locations were experiencing increases in heavy precipitation. There is the risk of operating shutdowns due to flooding of factories or fractured transportation in the supply chain for raw materials and parts caused by floods.

Regarding this risk, we are working on prevention and countermeasures by establishing rules to minimize damage by taking appropriate measures based on the "Business Continuity Regulations". The implementation status is reported and evaluated by the Sustainability Committee, which is chaired by the President and Executive Officer, and we are working to further improve the BCP level.

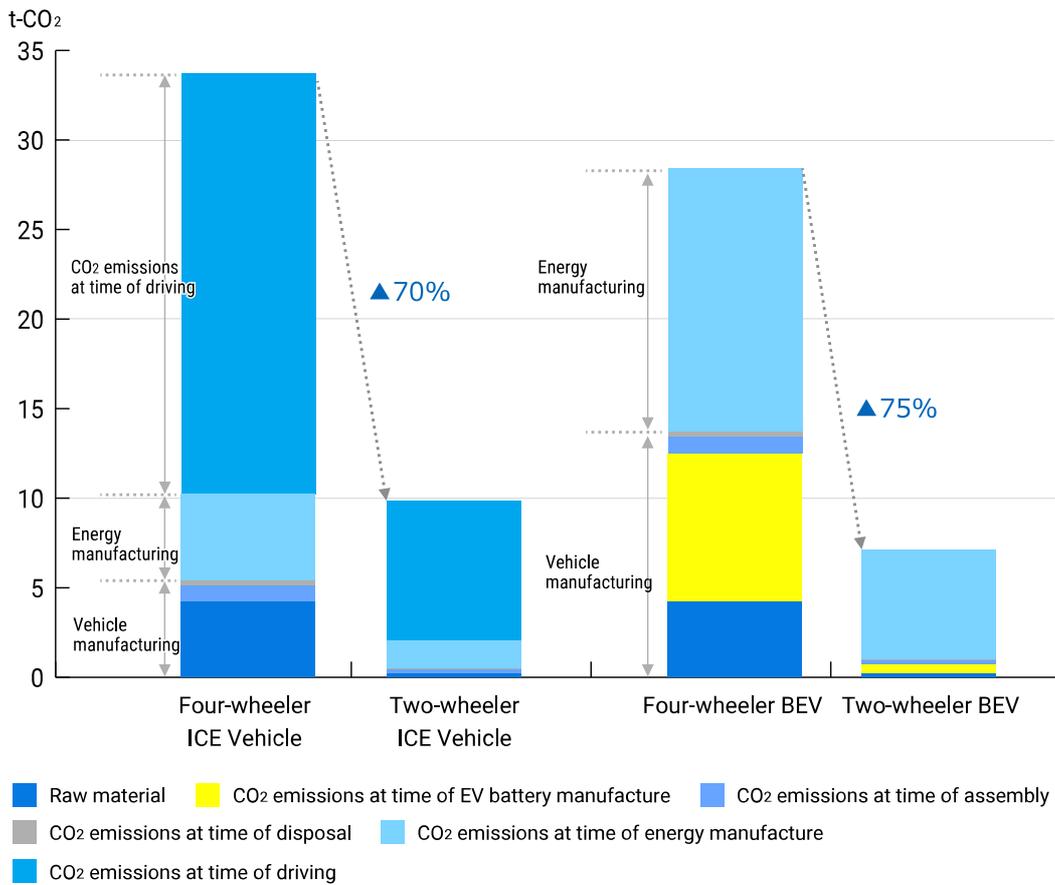
# Yamaha Motor's Net-zero CO<sub>2</sub> Emissions (Carbon Neutrality) Strategy

## Compact Mobility Vehicles with Low environmental impact

Yamaha Motor proposes compact mobility vehicles with low CO<sub>2</sub> emissions and Low environmental impact throughout their life cycle, from raw materials to manufacturing, use, and disposal. For example, the CO<sub>2</sub> emissions of two-wheeler vehicles are less than those of four-wheelers. In terms of the whole product life cycle, CO<sub>2</sub> emission amounts are 70% less for ICE vehicles, and 75% less for Battery Electric Vehicles at the raw materials stage.

More effective CO<sub>2</sub> emission reduction can be achieved through the reduction of CO<sub>2</sub> emissions during the manufacture of batteries, and excellent charging facilities that utilize renewable energy sources.

**Comparison of CO<sub>2</sub> Emission Amounts for the Product Life Cycle (ICE Vs. BEV)**



**[ Assumptions for the Estimate ]**

Four-wheeler ICE/BEV: IEA standard; Two-wheeler ICE: Yamaha Motor 125 cc; Two-wheeler BEV is a Yamaha Motor BEV of a similar output class to the aforementioned; driving distance per year: 15,000 km; duration of use: 10 years

[ Four-wheeler data reference ] Global EV Outlook 2020 (IEA)

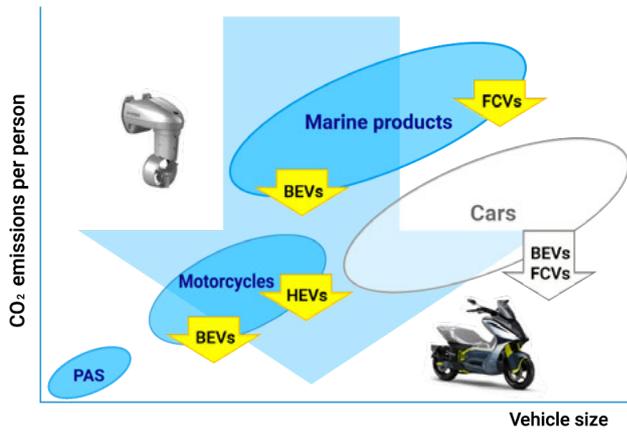
※ICE: internal combustion engine ※BEV: Battery Electric Vehicle

## Basic Policy

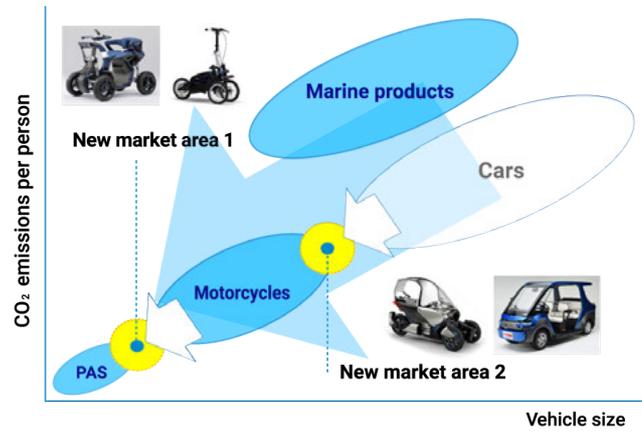
### Aim for the further reduction of movement-related CO<sub>2</sub> emissions per passenger

- Switch to efficient sources of power with smaller CO<sub>2</sub> emissions.
- Promote the utilization of compact mobility vehicles with a low carbon footprint.

### Promotion of the reduction of CO<sub>2</sub> emissions through greater efficiency achieved by optimal methods



### Utilization of compact mobility vehicles



Motorcycles

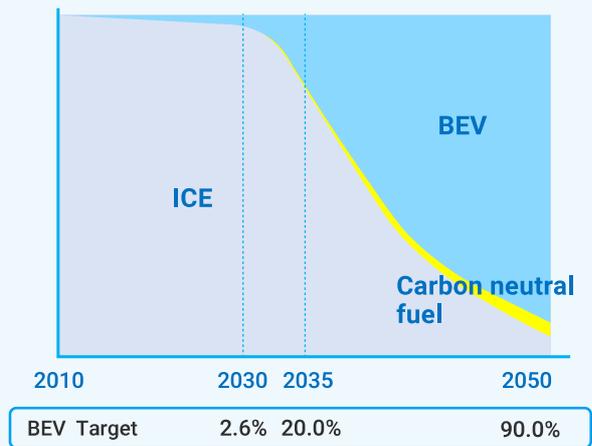


Yamaha Motor will undertake: 1. the improvement of the fuel efficiency of ICE systems, 2. expansion of the lineup of electrified models and their popularization, and 3. the development of power trains powered by renewable energy.

In regard to the Electrification Strategy, an important point related to product roll out is to take CO<sub>2</sub> emission reduction into consideration and consider the state of the diffusion of electricity generated through renewable energy sources and development of a supply infrastructure in a country or region.

We will work toward achievement of net-zero CO<sub>2</sub> emissions (carbon neutrality) by 2050 by first rolling out products in Europe, which has a high rate of the use of renewable energy to generate electricity. Between 2030 and 2035, we will then move onto the ASEAN region, which is a high-volume zone in terms of CO<sub>2</sub> emissions.

Powertrain ratio of motorcycles



Outboard motors

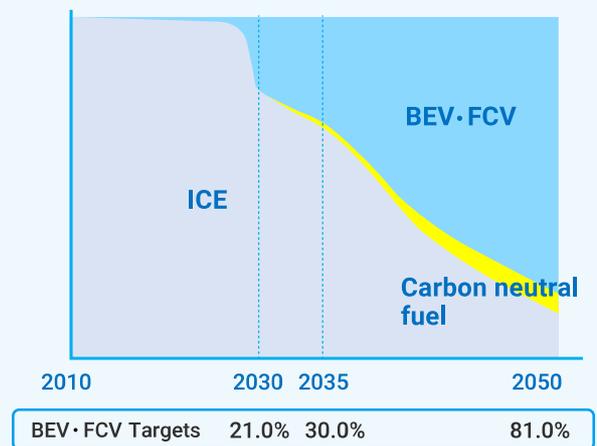


In relation to outboard motors, we will engage in the following as the technological strategy toward achievement of net-zero CO<sub>2</sub> emissions (carbon neutrality). 1. Improvement of the fuel efficiency of ICE systems, 2. Development of electrified models, and 3. The development of models that use hydrogen, e-fuel, and other renewable energy as sources of power.

The sales composition of outboard motors is 60% in industrialized countries and 40% in emerging countries and developing countries. In industrialized countries, they are primarily used for fishing, marine sports and other leisure activities. Meanwhile, their use in emerging countries and developing countries is mainly focused around supporting people's livelihoods, such as through fisheries. Their usage environments are also harsh.

Because Yamaha Motor rolls out electrified models while keeping an eye on the state of the spread of the infrastructure for the supply of renewable energy as well as the suitability level of a country or region's usage environment, the roll out of electrified models is carried out sequentially beginning with industrialized countries. They are then deployed to other regions. By doing so, we are contributing to net-zero CO<sub>2</sub> emissions (carbon neutrality) as the most trusted brand.

Powertrain ratio of outboard motors



We have assumed the achievement of technical innovation in CN fuels (e.g., Hydrogen, Biofuel, Synthetic Liquid Fuels, etc.) and have made CN fuel adoption rates of 2.6% in 2030, 20% in 2035, and 30% in 2050 the preconditions.

Going forward we will continue to review our measures as needed toward achievement of carbon neutrality by 2050. We will do so by engaging in the analysis of future forecast scenarios drafted by the IEA and others, obtaining an understanding of the electrical power supply composition policies and infrastructure circumstances of various countries and regions, and developing environmental technology that anticipates trends in carbon-neutrality technology.

Main axis	Technological response		Effect
ICE (internal combustion engine)	Enhancement of the efficiency of engines and drive trains		Fuel improvement
	HEVs (the main axis is motorized in S-HEVs)		
	De-carbonization of fuel	Synthetic Liquid Fuels Hydrogen	De-carbonization
Motorized	BEV		
	FCV (hydrogen fueled)		

**ICE:** Internal Combustion Engine; burns fuel to acquire moving force.

**HEV:** Hybrid Electric Vehicle; driven through the combination of an engine and motor.

**BEV:** Battery Electric Vehicle; drive a motor using battery power.

**FCV:** Fuel Cell Vehicle; power is generated using fuel cells to drive a motor.

**CN fuel:** Carbon-neutral fuel; moving force is acquired by burning Hydrogen, Biomass, Synthetic Liquid Fuels, and other renewable fuels.

**Synthetic Liquid Fuels:** Fuel obtained by synthesizing hydrogen and CO<sub>2</sub>, which are obtained by electrolyzing water with renewable energy.

### 3. Risk Management

#### Process of Identifying and Evaluating Climate-related Risks

We identify and evaluate climate change risks from two perspectives: business strategy and business continuity.

##### Identification of Risks

Each operating division and functional division categorize short-term, medium-term, and long-term climate-related risks into "risks related to transitioning to a low-carbon economy" and "risks related to physical changes caused by climate change." Then, they consider the financial impacts of these risks on business, as well as the financial impacts on business with climate change mitigation measures and adaptation measures as opportunities for management reform, and identify risks and opportunities in the medium-term business plan.

Companywide business continuity risks including climate-related risks, violations of laws related to product quality, critical product accidents, and cybersecurity are incorporated into the activity policies of each headquarters division and overseas Group company, and those that we particularly need to focus on to prevent and address are identified as significant risks at the Group level. In this manner, climate-related risks are incorporated into the Groupwide system for risk management.

## **Evaluation of Risks**

The Environment Committee, chaired by the executive officer in charge of environment activities, evaluates specific initiatives undertaken as a business strategy on risks and opportunities identified by each operating division and functional division.

The Sustainability Committee, chaired by the President and Chief Executive Officer, evaluates specific initiatives on significant risks at the Group level, particularly Companywide business continuity risks, including climate-related risks, that the Company needs to focus on to prevent and address. In this manner, climate change-related risks are incorporated into the Groupwide system for risk management.

## **Process of Managing Climate-related Risks**

The Environment Committee manages the annual progress toward the goals and targets of specific initiatives undertaken as a business strategy on risks and opportunities identified by each operating division and functional division. It reports results to the Sustainability Committee, which consists of the same members as the Management Committee, and the Board of Directors.

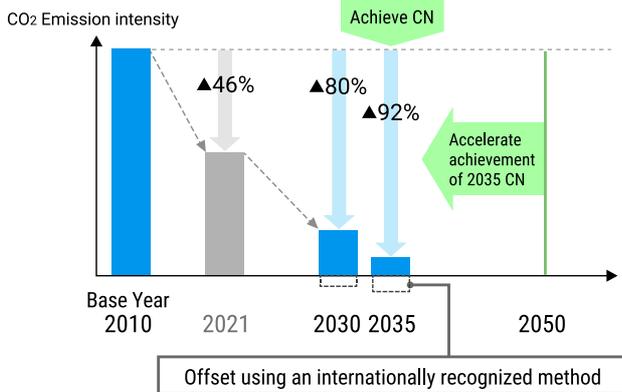
Specifically, each operating division and functional division considered NDC scenarios and two scenarios out of SSP1-1.9 or SSP1-2.6 and SSP3, using the information in the IPCC Sixth Assessment Report as a reference. They then evaluated the short-term, medium-term and long-term risks and opportunities and their impacts on business, strategies and finances and formulated specific numerical targets for 2030 (and 2035) as a step towards achieving carbon neutrality by 2050.

## 4. Indicators and Targets



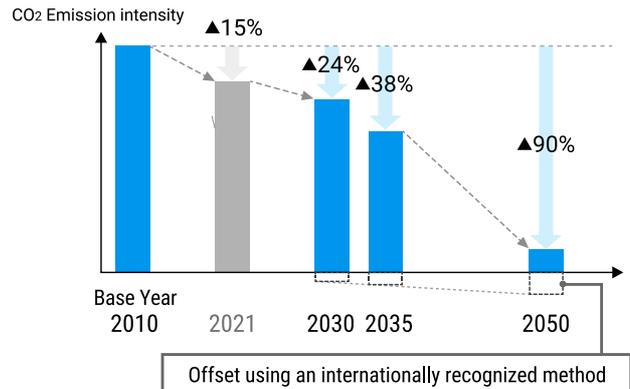
### Initiatives for "Climate Change"

#### Scope 1, 2 Targets



#### Scope 3 Targets

This reduction target is for total emissions, mainly from our product portfolio (motorcycles, outboard motors, industrial robots, etc.)



#### External environment

Strengthen undertakings with the NDCs of countries and regions

Further expansion of ESG investment

Making sources of electrical power clean

Tightening of environmental regulations, such as a carbon tax

#### External environment

Strengthening of ICE fuel regulations

Expansion of BEV regulations

Making sources of electrical power clean

Popularization of carbon neutral fuel (biofuel, hydrogen, Synthetic Liquid Fuels, etc.)

#### Concrete measures

Roll out theoretical value energy (energy conservation activities)

Adopt renewable energy (solar power, etc.)

Update facilities, reform processes

Thermal demand facilities  
Electrification and non-dependence on fossil fuels

Carbon offset

#### Concrete measures

Improve the fuel efficiency of ICE systems

Upgrade and expand BEV products

Expand sales of BEV models

Develop power trains with carbon neutral fuel capabilities

Carbon offset

※**NDCs**: Nationally determined contributions are the GHG reduction targets, measures, and efforts toward target achievement determined by each country on the basis of the Paris Agreement.

※**ICE**: Internal Combustion Engine; burns fuel to acquire moving force.

※**BEV**: Battery Electric Vehicle; motors are driven by battery power.

※**CN fuel**: Carbon-neutral fuel; moving force is acquired by burning Hydrogen, Biomass, Synthetic Liquid Fuels, and other renewable fuels.

※**Synthetic Liquid Fuels**: Fuel obtained by synthesizing hydrogen and CO<sub>2</sub>, which are obtained by electrolyzing water with renewable energy.

## 2050 (2030, 2035) targets

On its way to achieving carbon neutrality by 2050, the Yamaha Motor Group has set 2030 and 2035 as milestones for Scope 1.2. and Scope 3. emissions and is promoting efforts to reduce CO<sub>2</sub> emissions.

### Targets for 2050

- The whole supply chain must be carbon neutral

### Targets for 2035

- Scope 1.2. : Achieve carbon neutrality
- Scope 3. : 38% reduction (compared to 2010) \* mainly at the product use phase

### Targets for 2030

- Scope 1.2. : 80% reduction (compared to 2010)
- Scope 3. : 24% reduction (compared to 2010) \* mainly at the product use phase

## 2021 emission results and reduction results

Scope 1.2. (t)	<b>500,903</b>	Scope 1. <b>151,002</b> External Assurance	Scope 2. <b>349,901</b> External Assurance
Scope 3. (t)	<b>28,488,585</b>	cat11. <b>23,237,944</b> External Assurance	

### Scope 1.2.

	2010 (Base)	2017	2018	2019	2020	2021
Emissions (t)	662,261	553,923	529,513	540,105	442,533	500,903
Emission per unit (t/net sales: billion yen)	51.2	33.2	31.6	32.4	30.1	27.6
Rate of reduction (compared to 2010)	—	35.2%	38.3%	36.7%	41.2%	46.1%

### Scope 3. \* Use phase of cat11. products

	2010 (Base)	2017	2018	2019	2020	2021
Emissions (t)	34,046,049	25,753,328	25,963,326	23,859,974	19,624,372	23,237,944
Emission per unit (t/unit sales)	4.36	4.00	3.76	3.57	3.67	3.71
Rate of reduction (compared to 2010)	—	8.3%	13.8%	18.1%	15.8%	14.9%

Category 11: In general, we calculate emissions for products sold domestically and overseas in the relevant period by multiplying the number of products sold in Asia, Europe, North America, Japan, Oceania, Central and South America and other regions (pleasure boats are limited to those sold in Japan) by the model average fuel consumption (or model electricity usage), yearly running distance (or

yearly usage) and lifetime years of use to obtain the lifetime fuel consumption (or lifetime electricity usage) of the products sold in that period and then multiplying the lifetime fuel consumption (or lifetime electricity usage) by an emissions factor to obtain the amount of emissions.



## Initiatives for "Resource Recycling"

### **Reduce waste generated by production activities**

- Raise awareness of a globally shared definition of waste materials
- Obtain a grasp of waste amounts utilizing a global tabulation system
- Carry out on-site surveys, extract and grasp issues

### **Reduction of water usage in production activities**

- Continue obtaining an understanding of the water consumption amounts of each Group company
- Aim to minimize water risks<sup>\*</sup> through measures corresponding to the water risks of each country and region

\* Water risks are indexes related to water supply and demand that were uniquely established by Yamaha Motor using Aqueduct, published by the World Resources Institute, and other materials as reference



## Environmental Management

### **2050: Eliminate all harmful substances contained in products**

### **2030: Strengthen compliance with environmental laws and regulations, and control of chemicals in products**

- Reduce environmentally hazardous substances in products
- Risk management of the control of environmentally hazardous substances

## Environmental technology briefing

> July 19, 2021 Environmental Technology Briefing Session [Video](#)

> July 19,2021 Presentation of Environmental technology briefing [PDF](#)

# Initiatives for "Climate Change"

Yamaha Motor works on solution to issue of climate change through its business activities.



## Contents

### 1. Reduction of CO<sub>2</sub> Emissions from Products

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Upgrade and expand BEV products

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Providing a Sharing Service for Common Specification Batteries for Electric Motorcycles

Develop power trains with carbon neutral fuel capabilities

### 2. Reduce CO<sub>2</sub> Emissions from Business Locations

Theoretical Value Energy Activities: Global Implementation

Theoretical Value Energy Activities: Smart Factories Based on Theoretical-Value-Based Production

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Expand Use of Renewable Energy at Production Sites: Introducing CO<sub>2</sub> - Free Electricity

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Switch from Fossil Fuels to Electricity: Moving Away from Fossil Energy

### 3. Reduction of CO<sub>2</sub> Emissions in Distribution

## Reduction of CO<sub>2</sub> Emissions from Products

For over 60 years since its founding, Yamaha Motor has used the lightweight, compact, durable and reliable concepts of its Monozukuri (engineering, manufacturing and marketing) as a strength to constantly offer new value and carve out new markets. At sea, on land, in the air. For leisure, for industry, for lifestyles. We provide a diverse range of distinctive products in over 180 countries and territories.



80% of the CO<sub>2</sub> emissions from Yamaha Motor Group come from CO<sub>2</sub> emissions associated with the use of our products (Scope 3, Category 11.) . To tackle the issue, we have set up the following four strategic policies to help achieve carbon neutrality when our products are used.

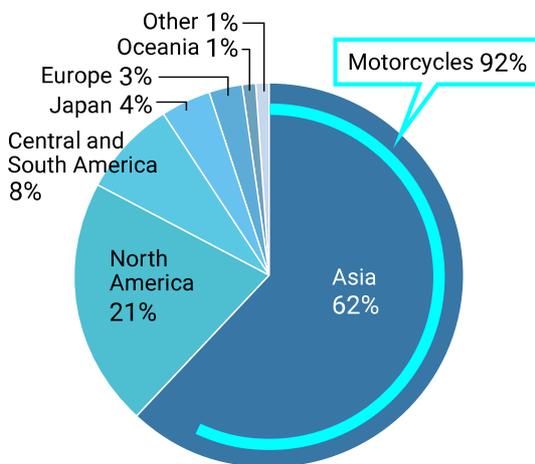
- Improve the fuel efficiency of ICE systems
- Upgrade and expand BEV products
- Expand sales of BEV models
- Develop power trains with carbon neutral fuel capabilities



### Improve the fuel efficiency of ICE systems

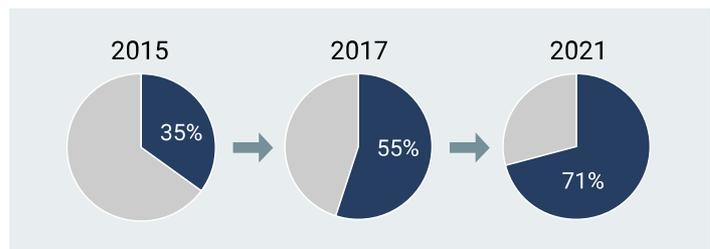
62% of the CO<sub>2</sub> emitted when our company's product lines are used (Scope 3, Category 11.) originates from the whole Asian region, with 92% of emissions coming from two-wheeled vehicles. In emerging nations, two-wheelers are a cheap and convenient means of transportation for delivery, two-wheeled taxis and commuting to work or school. They also serve an important role as part of the social infrastructure that supports the movement of persons, goods and services. While closely following Nationally Determined Contribution (NDC) targets for greenhouse gas reduction as well as energy policies and regulatory movements in various countries and territories, Yamaha Motor will further improve the fuel consumption of ICE systems as a cheap, convenient and highly mobile option and also popularize models equipped with the low-carbon BLUE CORE engine. In this way, we will encourage the economic growth of emerging nations from the standpoint of the SDGs while creating jobs and providing solutions to environmental issues.

By area CO<sub>2</sub> emissions during product use



BLUE CORE: A motorcycle engine design concept that balances riding performance, fuel economy and environmental performance at a high level

Sales weighting trends for BLUE CORE-equipped Yamaha Motor two-wheeled vehicle models



## Expand the mobility service business in India

Yamaha Motor Co., Ltd. has established a new company "Moto Business Service India Pvt. Ltd. (MBSI)" in India for the purpose of expanding the mobility service business. The Company has also begun leasing motorcycles to Royal Brothers, a local mobility service provider that offers motorcycle rentals and other services.

MBSI will run an asset management business by leasing motorcycles to Mobility as a Service (MaaS) operators providing services for vehicle sharing, taxis, logistics, and more. By creating job opportunities through our business, the company will contribute to improving the quality of life for people in India. In addition to Royal Brothers, MBSI will aim to expand Yamaha Motor's mobility service business in India through collaborations with other MaaS operators going forward.



## Upgrade and expand BEV products

Since the 1980s, we have marked electric power as a potential solution to environmental and energy resource problems, and we have pursued technological research to that end. In 2002, we launched the Passol, the first mass-produced electric scooter. Since then, while keeping the ideal EVs for each region in mind, we have sought to expand the possibilities of mobility and create better lifestyles and societies through the electrification of a diverse range of products including not only two-wheeled vehicles but also electric golf cars, compact low-speed cars (land cars), electrically power assisted bicycles, electric wheelchairs and drones.



We launched a 2.5kW-class electric scooter equipped with a detachable battery known as the NEO'S in Europe in March, and we plan to release it successively in the ASEAN region. NEO'S is an electric scooter that combines a simple and stylish body with the smooth and nimble riding experience that EVs are known for. We expect an increase in demand for electric scooters of the same class in future in Europe due to a shift in users from 50cm<sup>3</sup> scooters to EVs as well as factors such as changes in urban systems such as no-entry areas, parking problems and traffic congestion that will lead a new class of customers to switch from four-wheeled to two-wheeled commuting. NEO'S is a model designed to meet the needs of that electric scooter market.

## BEV Products Going on Sale in 2022



EMF electric scooter: launching in Taiwan



NEO'S electric scooter: launching in Europe



HARMO electric propulsion unit: launching in Europe

## Field Tests for Expanding Sales of BEV Models Working to Create a Carbon-Neutral Age

Expanding the sales of BEV products will require social infrastructure such as charging stations. We will introduce the E01\* to business offices, local governments and public agencies as a field test to help us understand customer needs, pursue possibilities in peripheral businesses and develop new markets in order to build EV infrastructure and the sharing business.

The E01 is equipped with a CCU (Communication Control Unit). The information communicated is integrated with information from the VCU (Vehicle Control Unit) and periodically uploaded to our web servers as vehicle information (location information, riding status). Information such as riding logs, battery level and last location parked can be accessed via a web app. From this data, we can estimate the future needs of motorcycle EV-using organizations and riders, which we will use as reference when developing products or advocating for infrastructure that meets social needs.

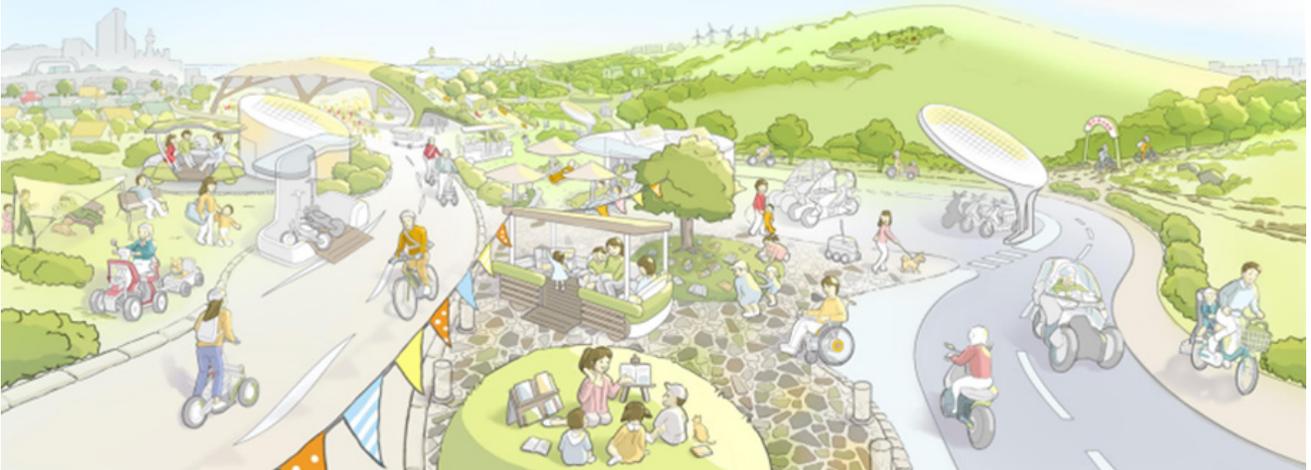


\* E01: A PoC (Proof of Concept) model of an electric scooter less than or equal to 125cc that offers practicality along with the riding performance needed of a means of inter-city transportation.

### Performing Various Field Tests to Find the Transportation of the Future



Solving social issues by promoting exciting compact mobility vehicles with low environmental impacts



**Providing a Sharing Service for Common Specification Batteries for Electric Motorcycles**

On April 1, 2022, five companies, namely ENEOS Holdings, Inc., Honda Motor Co., Ltd., Kawasaki Motors, Ltd., Suzuki Motor Corporation and Yamaha Motor Co., Ltd., established Gachaco (Gachaco, Inc) to provide sharing services for common specification batteries for electric motorcycles and develop infrastructure for sharing services. Gachaco aims to build a battery charging network as infrastructure so that all who use electric mobility vehicles can ride safely and securely without worrying about running out of battery charges. The network will also help create a carbon-free, recycling-oriented society.



## Develop Power Trains with Carbon Neutral Fuel Capabilities

During this medium-term period (2022-2024), Yamaha Motor will expand its facilities for R&D into power-train technologies such as electric motors and hydrogen engines that promise carbon neutrality. These expanded facilities will be based in Building No. 32, the heavy-duty building the company completed by Yamaha Motor in 2021 for R&D and other activities. Equipment such as motor benches for motor performance tests, hydrogen supply equipment and carbon neutral fuel tanks for holding e-fuels such as liquid hydrogen fuel will be successively installed. The facility will lead the drive to make all of the company's products environmentally-friendly.



### Development of electric motors

The electric motor (maximum output 50kW class) developed for compact mobility products featured a segment conductor in its coil, and increasing the space factor allowed the creation of a high-output, highly efficient and lightweight (the unit weight of the 50kW class is 13kg) unit. It also has excellent cooling performance thanks to the adoption of the casting technology and heat management technology cultivated through the development of internal combustion engines.



The 350kW class units developed to be installed in high-output mobility products have a compact "mechatronic system integration" structure where the gears and inverter are one, and it can be used at a maximum voltage of 800V. If four of this unit are mounted on a single vehicle, a maximum output of 1.47MW (2,000 horsepower) is possible.

### Hydrogen engine development

In pursuit of carbon neutrality, Kawasaki Heavy Industries, Ltd., Subaru Corporation, Toyota Motor Corporation, Mazda Motor Corporation and Yamaha Motor Co., Ltd. have begun to discuss the possibility of joint research into expanding the options for fuels used in internal combustion systems. Yamaha Motor is developing hydrogen engine technology that could potentially be installed in the company's products such as motorcycles and ROVs (four-wheeled buggies).



5.0 liter V8 hydrogen engine



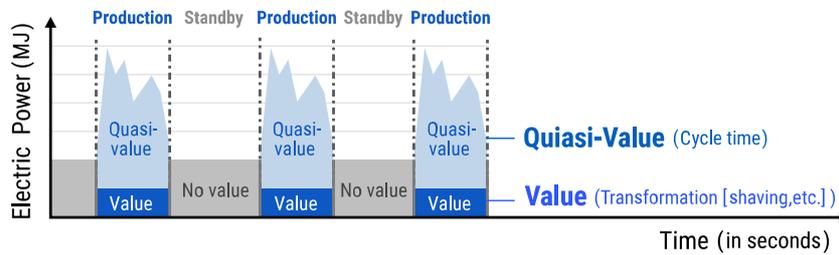
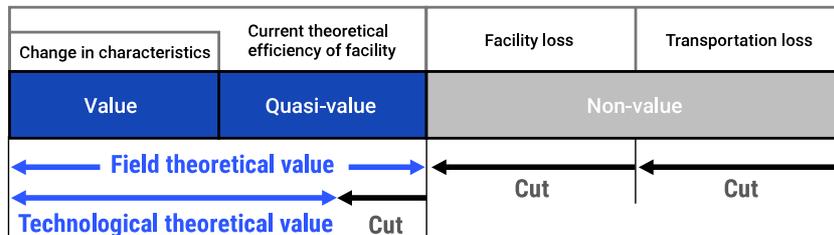
## Theoretical Value Energy Activities: Global Implementation

At Yamaha Motor, we are working to reduce CO<sub>2</sub> emissions of the entire Group by cooperating with overseas Group companies and sharing energy-saving know-how accumulated within Japan. Specifically, we are implementing a "theoretical value energy" approach, in which we define the value and quasi-value of each facility and process at our production bases in Japan and abroad, identify the essential functions, and aim to minimize loss. To date, we have visited 30 locations in 13 countries, covering 98% of Groupwide CO<sub>2</sub> emissions, in our effort to reduce energy loss.

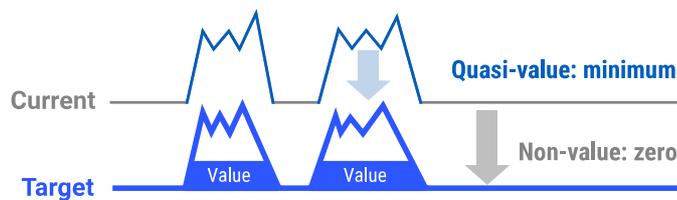


### Theoretical Value Energy

In this approach, we pursue energy minimization by defining the energy theoretically required in facilities and processes as "value energy," and thoroughly eliminating quasi-value and non-value areas through improvements in both facilities and operations. We are implementing this approach at suppliers as well as Group companies in Japan and overseas.

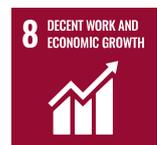


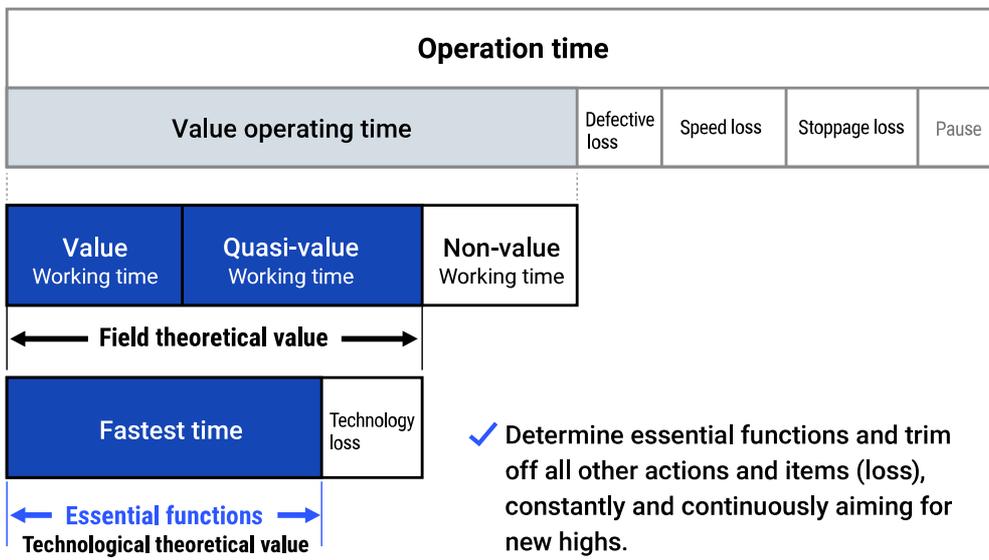
### Non-value: zero, Quasi-value: minimum



## Theoretical Value Energy Activities: Smart Factories Based on Theoretical-Value-Based Production

Yamaha Motor is rolling out a smart factory initiative that focuses on time taken by the conveyance tasks and simple tasks that are given a non-value because they do not contribute directly to production in theoretical-value-based production. We are developing a new system of next-generation conveyance connected to linear conveyor modules, compact automatic guided vehicles (AGV) and indoor and outdoor automatic conveyance solutions. These are concepts and technologies that only Yamaha, with its rich experience in robotics and mobility, can conceive of.



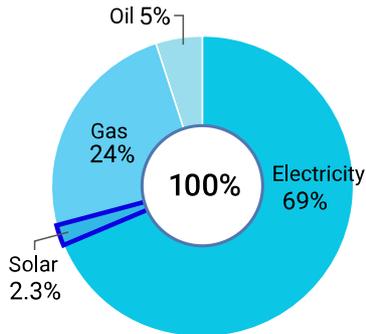


## Expand Use of Renewable Energy: Setting Targets for the Ratio of Renewable Energy

We are installing power generation systems that use solar and wind power. Following the installation of a solar power generation system at the Main Factory in 2004, these systems have been successively installed elsewhere and the use of renewable energy is expanding. We have extended them to India, the U.S.A, Thailand, Taiwan and elsewhere globally.



Ratio of energy use by Group company



As we aim for a 44% reduction in CO<sub>2</sub> emissions by 2024, we plan to install solar power generation equipment and energy-saving equipment in over 10 countries by 2024, working in sequence from the locations with the greatest reduction effect. We allocated 2.8 billion yen in the 2022 budget to increase the share for renewable energy. The goal is to raise the current 2.3% to 9% in 2024 and to exceed 30% in 2035.



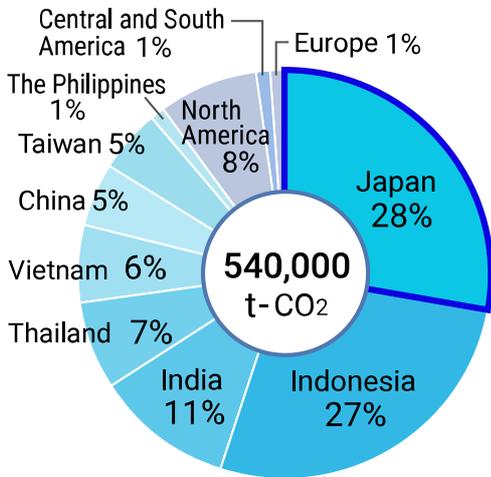
Factory in India Photo of solar panels

## Expand Use of Renewable Energy at Production Sites: Introducing CO<sub>2</sub>-Free Electricity

As we move towards carbon neutrality by 2050, we are accelerating activities that move our Scope 1.2 targets forward. The Main Factory of Yamaha Motor and its surrounding factories have high weight when it comes to CO<sub>2</sub> emissions by region and good prospects for reduction. From 2022, they will start procuring Shizuoka Green Power, a virtually 100% renewable energy produced from hydroelectric power, from Chubu Electric Power Miraiz in Shizuoka prefecture where the factories are based.



CO<sub>2</sub> emissions by region



静岡県で生まれた  
CO<sub>2</sub>フリーでんきで脱炭素化

地球にやさしく、未来をあかるく。大井川・天竜川・富士川・安倍川の各水系の豊かな水資源から生まれた地球にやさしい電気を静岡県産のCO<sub>2</sub>排出ゼロの電気「静岡 Green でんき」としてお届けします。

静岡 Green でんき

中部電力ミライズ

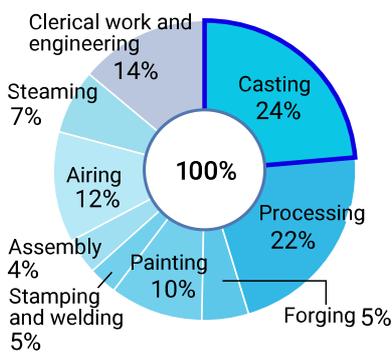
ご採用企業さま: www. 株式会社静岡銀行、静岡鉄道株式会社、浜松トキウス株式会社、静岡冷凍グループ株式会社グリーンテック、ヤマハ株式会社、株式会社ユニバース、シャープジャパン株式会社、株式会社三洋運輸、株式会社養生堂、株式会社清水銀行、遠州鉄道株式会社、株式会社遠鉄百貨店

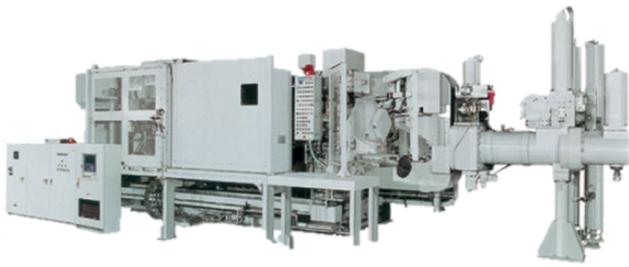
Going carbon-free with CO<sub>2</sub>-free power from Shizuoka prefecture

### Update Facilities, Reform Processes: Installing Energy-Saving Equipment

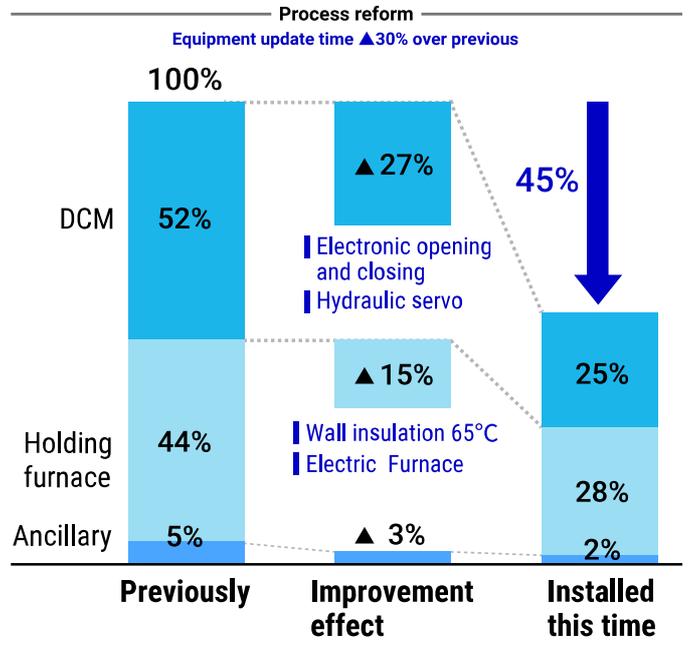
In January 2022, the Main Factory installed new die-cast machines featuring new technologies like ultra high-speed injection and new vacuum technology. We are strengthening our casting technology production systems, one of Yamaha Motor's strengths, to handle increasing requirements for size, complexity and reduced weight in new or electrified products.

CO<sub>2</sub> emissions by process



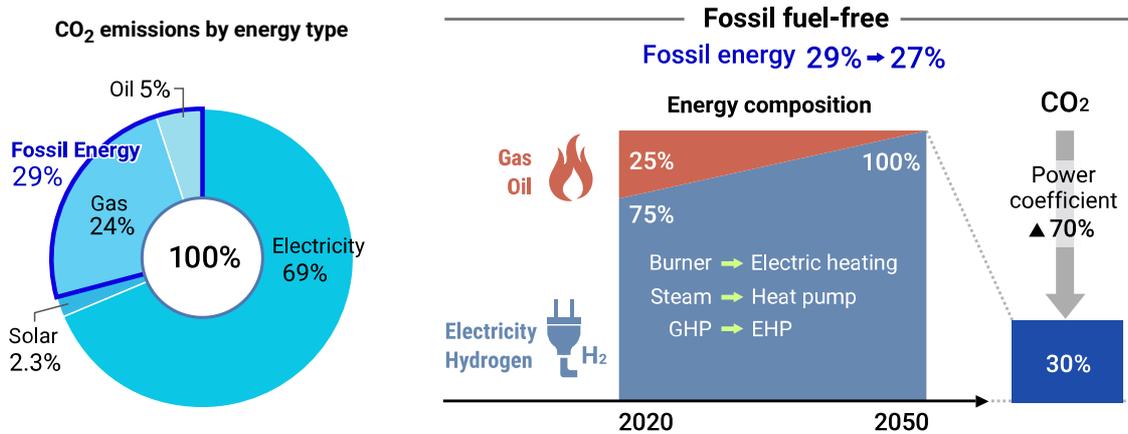


[Example] Ultra high-speed die-cast



## Switch from Fossil Fuels to Electricity: Moving Away from Fossil Energy

29% of the energy consumed in our production processes comes from fossil fuels. Almost all of it is used in casting. As part of our drive to be carbon neutral by 2050, we will be changing energy sources from burners to electric heating, from steam to heat pumps and from GHP (gas type) to EHP (electric type).

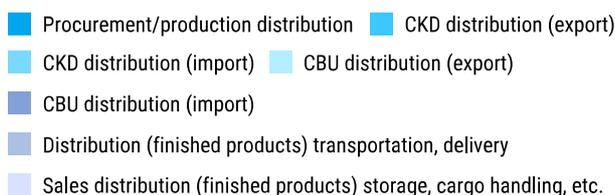
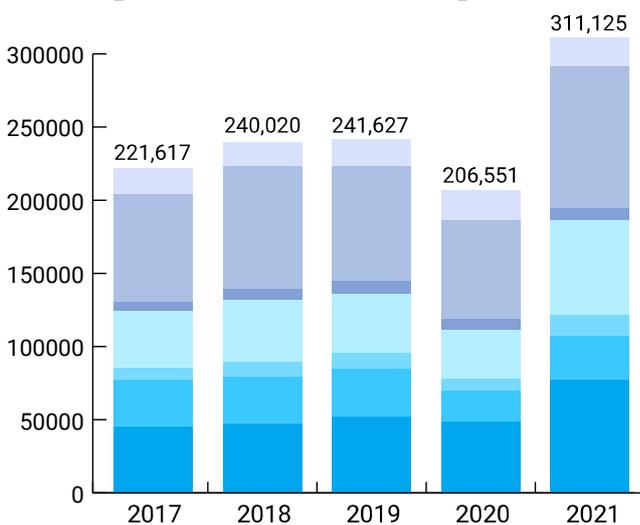


## Reduction of CO<sub>2</sub> Emissions in Distribution

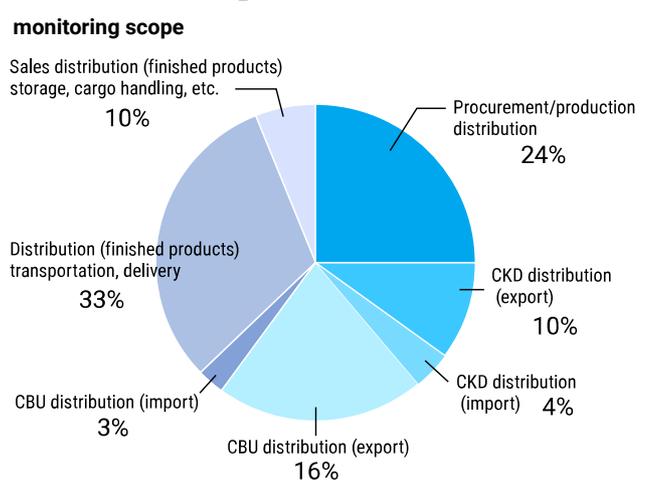
We are working to improve transportation efficiency with the aim of reducing CO<sub>2</sub> emissions from distribution operations. We are also taking active steps to monitor CO<sub>2</sub> emissions from distribution operations at overseas locations in a Groupwide effort to promote reduction activities.

## Monitoring CO<sub>2</sub> Emissions from Distribution Operations at Overseas Locations

Global CO<sub>2</sub> emissions from distribution (t-CO<sub>2</sub>)



2021 Breakdown of CO<sub>2</sub> emissions from distribution by monitoring scope



In 2021, 311,125 tons of CO<sub>2</sub> were emitted globally from distribution operations. During the COVID-19 pandemic, an increase in outdoor and family leisure activities led to increased demand for our products. While our distribution costs and CO<sub>2</sub> emissions increased because of issues such as production delays due to part shortages and shipping delays caused by insufficient containers, we responded to minimize risks in the supply chain and resumed supplying products to customers, leading to a major increase in the number of units sold. Going forward we will continue to raise the level of the BCP for procurement, production and supply while promoting initiatives for reducing CO<sub>2</sub> in distribution.

# Initiatives for "Resource Recycling"

Yamaha Motor works on solution to issue of resource recycling through its business activities.

The 3R concept (Reduce, Reuse, Recycle) is becoming ever more important in all phases of product life cycles, from development and production to use and final disposal, in order to create a recycling-oriented society. The Yamaha Motor Group set "promoting recycling and the effective use of limited resources" as a goal and has undertaken various initiatives to meet it.

Going forward, we will continue to adopt various approaches to conserve natural resources and enhance recycling efficiency. In addition to actively utilizing recyclable materials, we are reducing the number of parts and making them smaller by pursuing optimal size. We also use LED technologies to lengthen product life while adopting designs that facilitate dismantling and improving the recyclability of parts. Our aim is to improve the applicability of the 3R concept to our products.



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  - [Motorcycle Recycling System](#)
  - [Recycling System for Small FRP Boats](#)
  - [FRP Pool—Renewal](#)
  - [FRP Pool—Reduce](#)
  - [FRP Pool—Reuse](#)
  - [FRP Pool—Recycle](#)
2. [Measures to Reduce Waste and Conserve Resources at the Manufacturing Stage](#)
3. [Measuring and Reducing Water Consumption](#)

## Reduction of New Resource Use through the Use of Renewable Resources

### 3R Designs and Product Recycling

The Yamaha Motor Group is proactively incorporating the "3R (Reduce, Reuse, Recycle) design" in its various products. In Japan, we continue to work with other companies in our industry in the "motorcycle recycling system" for appropriate disposal by stores handling motorcycle scrapping. We also participate in a similar "recycling system for small FRP boats" in the marine segment, and are also implementing "renewal, reduce, reuse, recycle" initiatives for FRP pools.

TRICITY300

**Tail lights • Position Light**  
Use of LED for longer life



**Meter**



**Head light • Position Light**  
Use of LED for longer life



**Cylinder head**  
Adopted DiASiL cylinder for Renewable and single material consideration



**Steering head pipe**  
Adopted bolt-on structure for reduce welding



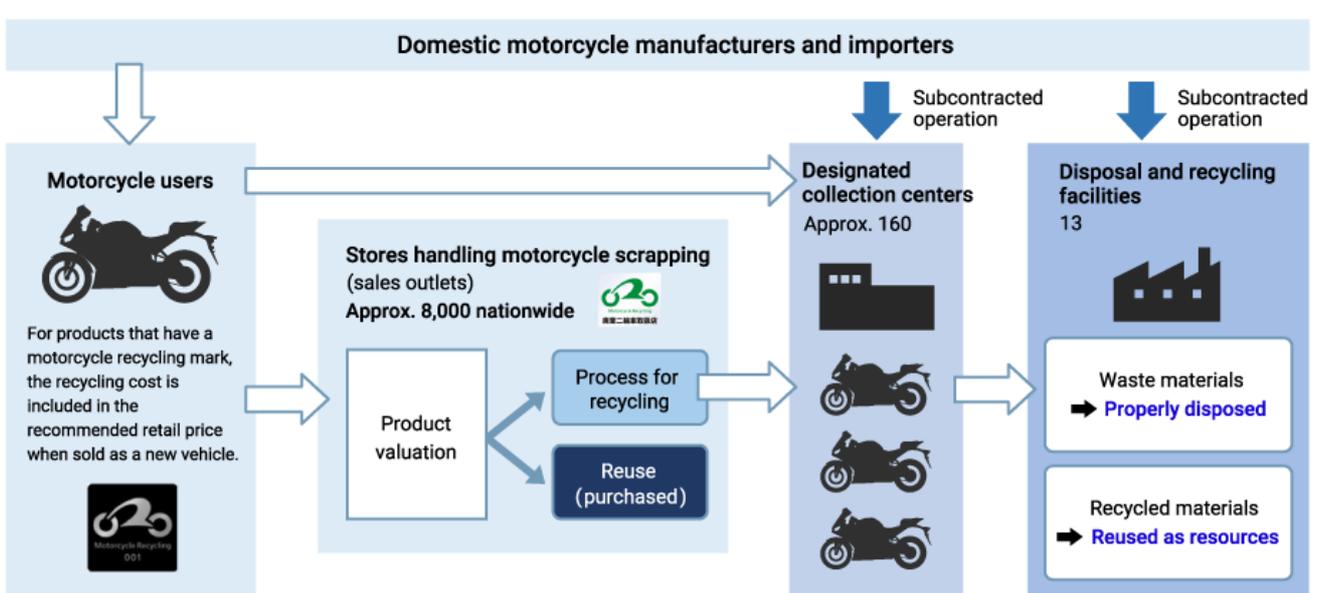
**DiASiL cylinder (Die-casting Aluminum–Silicon Cylinder)**

Yamaha Motor was the first manufacturer in the world to develop a cylinder with the DiASiL. It used the controlled filling (CF) die-casting technology to make an aluminum alloy containing higher silicon possible for using, which had been considered very difficult for the castings. The manufacturing technique makes mass-production to be realized for all-aluminum cylinders that had excellent sliding characteristics without a sleeve, and increases wear resistance, production efficiency, obtains good recyclability.

**Motorcycle Recycling System**

The motorcycle recycling system in Japan is a voluntary initiative to promote the appropriate disposal of scrapped motorcycles and the recycling and reuse of resources and to achieve a recycling-oriented society. In 2020, Our recycling rate was 97.8%. Along with promoting the use of the motorcycle recycling system, the Yamaha Motor Group takes responsibility for the appropriate disposal and recycling of Yamaha end-of-life motorcycles that customers wish to scrap.

**Process of the Motorcycle Recycling System**

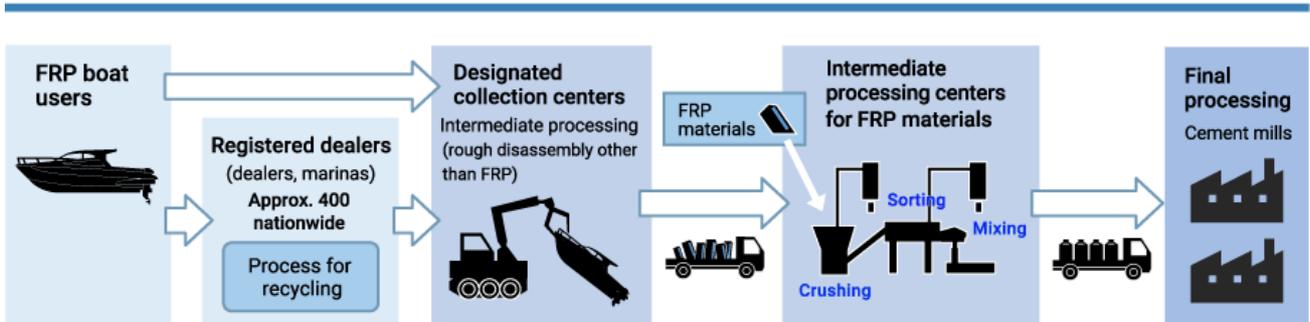


## Recycling System for Small FRP Boats

The recycling system for small boats (boats, yachts, personal watercraft, fishing boats, etc.) made from glass fiber-reinforced plastic (FRP) is mainly carried out by the Japan Marine Industry Association's FRP Boat Recycling Center. After scrapped FRP boats are taken to subcontracted, designated collection centers and roughly disassembled, FRP materials are taken to an intermediate processing center where they are crushed and sorted, and finally calcined to cement for recycling (material thermal recycling).

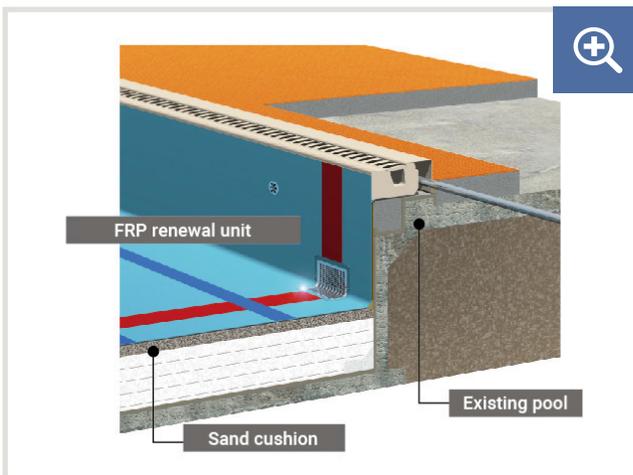
Yamaha Motor participates in this recycling system, and takes responsibility for appropriately disposing of and recycling FRP boats that customers wish to scrap and have recycled.

### Process of Recycling System for Small FRP Boats



## FRP Pool—Renewal

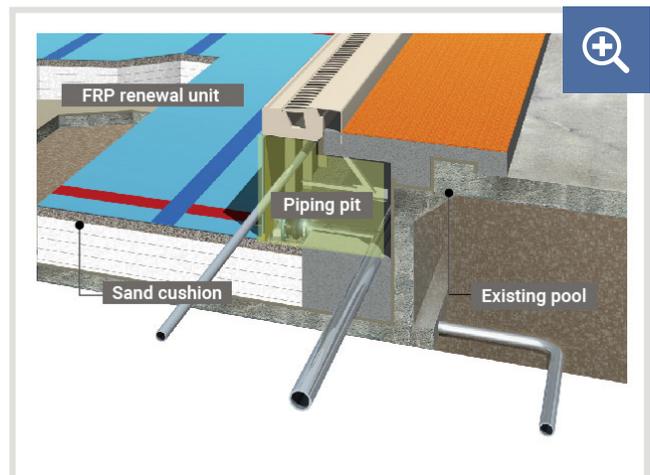
Yamaha Motor contributes to the realization of a recycling-oriented society by developing technology for creating environmentally friendly pools that leverage the merits of FRP materials. Yamaha Motor's renewal construction method makes the most of the structures of existing concrete pools, and therefore it minimizes the crushing noise generated by vibration drills and operating noise of large heavy machinery during disassembly. Moreover, while disassembling concrete pools normally produces about 350 tons of waste materials, this method requires only partial removal of the existing structure, reducing the amount of waste materials by approximately 85%. Compared with typical reconstruction and renewal work, it significantly reduces environmental burden.



### Full renewal construction method

This is a basic construction method that makes the most of an existing concrete pool in renewing it as an FRP pool. The original concrete pool is covered with an FRP renewal unit that is secured with special stays. A layer of sand filled underneath the FRP floor panel serves as a cushion to reduce impact.

Full renewal using this method is completed in approximately 45 days, much shorter than the average construction period required to build a new pool.



### Pit renewal construction method

Old concrete pools often have buried pipes, which require a considerable amount of time and effort to deal with any pipe problems. With the pit renewal construction method, new piping pits are installed between the existing concrete pool and the FRP unit. This ensures the new pool can be maintained more easily with minimal costs.

### FRP Pool—Reduce

In a recycling-oriented society, reducing waste is the top priority. FRP pools boast excellent corrosion and earthquake resistance and a long service life, enabling them to be used over an extended period of time by providing regular maintenance. The first school pool delivered more than 40 years ago in 1978 is still safely used today.



Installed in 1978 (Iwata City Tobu Elementary School, Shizuoka Prefecture)



Installed in 1988 (Tsumagoi Water Park)



### FRP Pool—Reuse

Yamaha Motor's FRP reuse construction method employs a unique modular construction that enables the pools to be disassembled and relocated for reuse.

**The temporary pool used at the FINA World Championships was disassembled and relocated to be reused as a permanent pool**



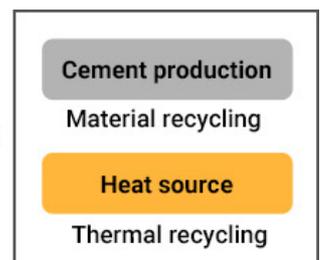
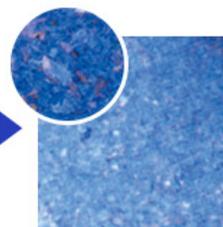
Warming-up pool for the FINA World Championships 2001 in Fukuoka



Swimming pool for the national athletic meet in Okayama

### FRP Pool—Recycle

FRP materials can be recycled in various ways, such as melting them so that they can be reused as resources and heat recovery (power generation). Now, they can also be recycled to be used as materials and a thermal energy source for making Portland cement. With these methods, FRP can be recycled at a rate of almost 100%.



## Measures to Reduce Waste and Conserve Resources at the Manufacturing Stage

In 2021, Yamaha Motor generated a total of 22 thousand tons of waste.<sup>\*1</sup> We separate metal, plastic, foundry sand, and other waste for reuse and recycling as raw materials. We also subject oil and some plastics to a thermal recycling process to create materials that can be used as combustion improvers. In addition, we use post-combustion residue as a raw material in cement and roadbeds. As a result, we have maintained our direct and indirect landfill record of "zero tons" (a 100% recycling rate).

The Yamaha Motor Group began tracking its volume of waste from 2016. Group companies in Japan and overseas have been working to reduce their volumes of waste by thoroughly separating waste, introducing returnable packing materials, and using longer-lasting cutting fluids and oils. The Yamaha Motor Group's waste material volume (Boundary: 134 companies within the scope of global environmental consolidation) in 2021 was 50 thousand tons [External Assurance](#).

\*1 Aggregate volume of materials discharged (including industrial waste, specially controlled industrial waste and materials with value)

### Specially controlled industrial waste from Yamaha Motor \*2

2017	2018	2019	2020	2021
277 t	229 t	288 t	122 t	178 t

\*2 Industrial waste materials that are explosive, poisonous, infectious, or otherwise harmful or potentially harmful to human health or the environment

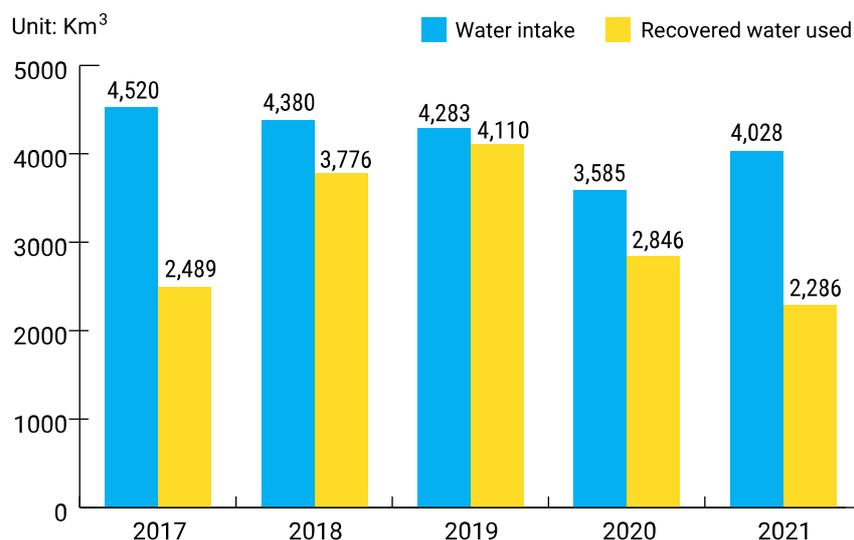
## Measuring and Reducing Water Consumption

The Yamaha Motor Group is working to reduce consumption of water. In accordance with our 2050 goal of "reducing water usage in production activities," we continue to strive to measure our global use of water and reduce consumption Groupwide through programs including the reuse of coolant water and water collection (rainwater and other sources) at factories, the reuse of water using reverse osmosis (RO) membranes, posters to remind employees to conserve water, and the installation of water-saving packing in faucets.

In 2021, Yamaha Motor's water intake volume was 1,169 thousand m<sup>3</sup> and wastewater volume was 1,198 thousand m<sup>3</sup> External

Assurance

**Water Intake and Recovered Water Used at the Yamaha Motor Group**



Boundary: 134 companies within the scope of global environmental consolidation

**Breakdown of Water Intake at the Yamaha Motor Group (thousand m<sup>3</sup>)**

	2017	2018	2019	2020	2021
Underground water	2,221	1,501	1,723	1,472	1,615
Industrial water	1,487	1,448	934	731	859
Tap water	575	946	1,251	1,002	1,226
Other fresh water	167	258	375	380	328
<b>Total water intake</b>	<b>4,450</b>	<b>4,153</b>	<b>4,283</b>	<b>3,585</b>	<b>4,028</b>

External Assurance

Note: Breakdown includes estimated figures.

# Initiatives for "Biodiversity"

Yamaha Motor works on solution to issue of biodiversity through its business activities.



## Contents

1. Impact on Biodiversity
2. Outline of Yamaha Motor's Main Biodiversity Initiatives
3. Initiatives for Creating a Society in Harmony with Nature
4. Global Activity Reports
  - Activity reports from Japan
  - Activity reports from the Americas
  - Activity reports from Asia & Oceania
  - Activity reports from Europe

## Impact on Biodiversity

At Yamaha Motor, we understand that our business activities are heavily dependent on the blessings of nature that biodiversity produces, and that those activities may impact the ecosystem. With this understanding, we will aim to create a sustainable society in harmony with nature, where humans and every other creature that lives on Earth can coexist harmoniously and continue to enjoy the blessings of nature.

## Outline of Yamaha Motor's Main Biodiversity Initiatives

### Background

.....

We recognize the importance of preserving biodiversity and other issues related to sustainability, and also that addressing these issues can lead to opportunities for growth.

Yamaha Motor has always attempted to harmonize all of its corporate activities with the global environment, through initiatives including technological innovation in smaller, more environmentally friendly engines, the creation of products such as electrically power assisted bicycles and electric motorcycles that use smart power technologies, and research and development of next-generation power sources.

We have therefore formulated the "Outline of Yamaha Motor's Main Biodiversity Initiatives" to build on these programs as we address biodiversity.

## Concept

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

Contribute with intellectual technologies that respect the earth



Make strides in environmental communication and information disclosure



### 【Declaration】

Pursue activities that are in harmony with the earth's environment



Contribute with intellectual technologies that respect the earth

We are deeply aware of the significant benefits of nature on our product fields, and aim to use technology to preserve biodiversity.

Pursue activities that are in harmony with the earth's environment

We will continue to systematically address biodiversity by cultivating an ecological mindset and taking greater initiative.

Where biodiversity is threatened, we will promote activities at a global level that protect and foster nature in harmony with the earth's environment.

Make strides in environmental communication and information disclosure

We will cooperate and work together with broad segments of society in our activities to address biodiversity, and strive to disclose information as appropriate.

## Initiatives for Creating a Society in Harmony with Nature

We view environmental conservation activities that embody the unique style of Yamaha from the following four perspectives.



### Activities to protect the natural environment where our products are used

We continuously engage in activities to protect mountains, oceans, and other natural environments where our products including motorcycles, ATVs, snowmobiles, personal watercraft, and boats are used, as we view such activities are vital to continuing our business.



### Activities that use our products

Our products are used to help protect nature, such as in conservation activities and unmanned survey operations in areas that cannot be easily accessed by humans.



### Activities in collaboration with Yamaha users

There are many customers around the world who use our products. We will work with these customers to promote activities that protect the global environment.



### Activities that contribute to solving regional environmental issues

We operate our business in various regions across the world. With the understanding that our business activities are founded on the environment of these regions, we will also tackle regional environmental issues.

## Global Activity Reports



## Activity reports from Japan



Activities to protect the natural environment where our products are used



Activities that use our products



Activities in collaboration with Yamaha users



Activities that contribute to solving regional environmental issues



Company

Yamaha Motor Co., Ltd.

Activities

[ Every month ]  
Protecting and monitoring threatened plant species transplanted within the premises of the Yamaha Motor Kikugawa Test Course when the course was developed (organized by Yamaha Motor)

Achievements

*Bletilla striata* and *Penthorum chinense*, both near-threatened species, increased in number



Company

Yamaha Motor Co., Ltd.

Activities

[ May 8, 2022 ]  
Participated in the 33th Loggerhead Turtle Cleanup Campaign to protect the environment for the endangered loggerhead sea turtles to come ashore to nest (organized by Hamamatsu City)

Achievements

Participants: 2,600, 32 from Yamaha Motor





Company Yamaha Motor Co., Ltd.

Activities [ November 13, 2021 ]  
Thinned moso bamboo that grows on company-owned land adjacent to Lake Hamana to prevent unwanted effects on the surrounding land and Lake Hamana (organized by Yamaha Motor)

Achievements Participants: 18



Company Yamaha Motor Co., Ltd.

Activities [ March 15, 2019 ]  
Participated in reforestation activities aimed at nurturing the abundant groundwater of the area around Iwata City as part of the city's 20th Groundwater Recharge Project (organized by Iwata City)

Achievements Planted approx. 300 trees



Company Yamaha Motor Co., Ltd.

Activities [ March 23, 2019 ]  
Participated in the Iwata City Coastal Disaster Prevention Forest Tree-planting Event to create a green coastal levee (organized by Iwata City, Shizuoka Prefecture)

Achievements Planted approx. 500 trees





Company Yamaha Motor Co., Ltd.

Activities [ May 24, 2019 ]  
Organized the 11th Marine Cleanup Activities at Lake Hamana to carry out cleanup activities using our products such as personal watercraft and boats to access shores that cannot be reached by land (organized by Yamaha Motor)

Achievements Collected 450 kg of garbage, with 114 participants



Company Yamaha Motor Co., Ltd.

Activities [ June 5, 2022 ]  
Participated in the 44st Lake Hamana Cleanup Campaign to help protect the region's natural resources of Lake Hamana (organized by Hamamatsu City and Kosai City)

Achievements Collected approx. 18 tons of garbage, with approx. 16,000 participants (80 from Yamaha Motor)



Company Yamaha Motor Co., Ltd.

Activities [ June 15, November 9, 2019 ]  
Cooperated with coral planting in Okinawa Prefecture as a supporting company for Team Tyura Sango, a project to restore the coral reefs (organized by Team Tyura Sango)

Achievements Planted approx. 400 coral seedlings, with approx. 300 participants (41 from Yamaha Motor)





Company Yamaha Motor Co., Ltd.

Activities [ June to July, 2019 ]  
Conducted environmental beautification activities in the neighborhoods of our offices during the Environment Months (organized by Yamaha Motor)

Achievements Participants: approx. 3,000



Company Yamaha Motor Co., Ltd.

Activities [ September 7, 2019 ]  
Organized a Baby Turtle Observation Tour and "Sustainable Beach" Project to carry out beach cleanup and coastal restoration activities to protect the endangered loggerhead sea turtles, and remove alien plant species to protect the endangered riverside tiger beetle (organized by Yamaha Motor)

Achievements Collected 167 kg of garbage, installed 60 sandbags for restoring the beach, removed 64 kg of grass, with 325 participants



Company Yamaha Motor Co., Ltd.

Activities [ September 27, 2019 ]  
Called on participants at the Yamaha Motorcycle Day fan event to join activities for harmonious coexistence with nature (organized by Yamaha Motorcycle Sales Japan)

Achievements Participants: approx. 3,300 (of which 300 signed an environmental declaration at the booth)





Company Yamaha Motor Co., Ltd.

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Activities [ October 26, 2019 ]  
Planted trees to help restore the Enshunada coastal forest (organized by Yamaha)

Achievements Planted approx. 300 trees, with 150 participants (15 from Yamaha Motor)



Company Yamaha Motor BizPartner Co., Ltd.

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Activities [ November 25, 2021 ]  
Sidewalk cleanup activities around the company

Achievements One 40 liter trash bag full of litter collected by seven participants.



Company Yamaha Kumamoto Products Co., Ltd.

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Activities [ October 2, 2020 ]  
Cleanup activities within Company grounds and nearby streets

Achievements Participants: 308





Company Yamaha Kumamoto Products Co., Ltd.

Activities [ June 21, September 27, 2019 ]  
Carried out beautification activities around the company as part of an effort to create a people-friendly and environmentally friendly factory (organized by Yamaha Kumamoto Products)

Achievements Participants: 328, 304



Company Yamaha Kumamoto Products Co., Ltd.

Activities [ June 22, 2019 ]  
Participated in river and beach cleanup activities around the Yatsushiro Sea (organized by Yatsushiro City)

Achievements Participants: 48



Company Yamaha Kumamoto Products Co., Ltd.

Activities [ October 19, 2019 ]  
Participated in cleanup activities at a green space along the Kuma River the day after an All Japan Fireworks Competition (organized by competition secretariat)

Achievements Participants: 90





Company Yamaha Motor Solutions Co., Ltd.

Activities [ June 21, 2019 ]  
Carried out sidewalk cleanup activities around the company

Achievements Participants: 300



Company Yamaha Amakusa Manufacturing Co., Ltd.

Activities [ July 8, 2021 ]  
Cleanup activities around the company

Achievements Participants: 80



Company Sugo Co., Ltd.

Activities [ July 19, 2021 ]  
Cleanup activities on the road around Sugo Co., Ltd.

Achievements Participants: 23





Company Sugo Co., Ltd.

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Activities [ August 19, 2019 ]  
Carried out cleanup activities around Sportsland SUGO

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Achievements Participants: 25



Company Yamaha Motor Engineering Co., Ltd.

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Activities [ May 20, 2021 ]  
Cleanup activity in the vicinity of the company by new employees

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Achievements Participants: 14; 4 trash bags full of litter collected



Company Yamaha Motor Engineering Co., Ltd.

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Activities [ September 5, 2019 ]  
Carried out sidewalk cleanup activities around the company

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Achievements Participants: 22



# Activity reports from the Americas



Activities to protect the natural environment where our products are used



Activities that use our products



Activities in collaboration with Yamaha users



Activities that contribute to solving regional environmental issues



Country U.S.A.  
Company Yamaha Motor Corporation, U.S.A

Activities [ Annual ]  
Financial support related to access to and conservation of property for outdoor recreation purposes

Achievements Donated 250,000 dollars



Country U.S.A.  
Company Yamaha Motor Corporation, U.S.A

Activities [ February 2020 ]  
A professional angler who has participated in the Bassmaster tournament took part in an activity held by Matanzas Riverkeeper, an environmental organization supported by the Company, carrying out Matanzas River cleanup from a boat outfitted with a Yamaha outboard motor

Achievements Collected 122 kg of garbage

Achievements





Country  
Company

U.S.A.  
Yamaha Motor Manufacturing Corporation  
of America

Activities

[ February 1, 2020 ]  
Environmental education at a local  
elementary school in collaboration with a  
community group

Achievements



Participants: 25



Country  
Company

U.S.A.  
Yamaha Motor Manufacturing Corporation  
of America

Activities

[ June 27, 2019 ]  
Conducted environmental education in  
collaboration with local schools (survey of  
aquatic life)

Achievements



Participants: 55



Country  
Company

U.S.A.  
Yamaha Motor Manufacturing Corporation  
of America

Activities

[ August 15–16, 2019 ]  
Supported activities by a non-profit  
organization to prevent marine pollution by  
plastics

Achievements



Donated 5,000 dollars



Country  
Company

U.S.A.  
Yamaha Motor Manufacturing Corporation  
of America

Activities

[ August 24, 2019 ]  
Carried out beach cleanup activities in  
cooperation with a local volunteer group

Achievements

Collected 25 kg of plastic waste, with 63  
participants



Country  
Company

Peru  
Yamaha Motor del Peru S.A.

Activities

[ February 16, 2020 ]  
Execution of a beach cleanup activity

Achievements

Participants: 60



# Activity reports from Asia & Oceania



Activities to protect the natural environment where our products are used



Activities that use our products



Activities in collaboration with Yamaha users



Activities that contribute to solving regional environmental issues



Country Thailand  
Company Thai Yamaha Motor

Activities [ December 4, 2021 ]  
Distributed trees to employees to plant at home, an activity that could be performed safely even during the coronavirus crisis, to raise all employees' awareness of CO<sub>2</sub> reduction

Achievements Participants: 353



Country Thailand  
Company Thai Yamaha Motor

Activities [ November 21, 2020 ]  
Cleanup and planting activity at a mangrove forest

Achievements Participants: 218





Country Thailand  
Company Yamaha Motor Electronics Thailand

Activities [ June 8, 2019 ]  
Carried out beach cleanup activities for the World Environment Day

Achievements Participants: 234



Country The Philippines  
Company Yamaha Motor Philippines, Inc.

Activities [ July 19, 2019 ]  
Participated in a tree-planting project organized by a local environmental group to help preserve an environment full of greenery

Achievements Planted 100 trees, with 5 participants from Yamaha Motor



Country Vietnam  
Company Yamaha Motor Vietnam

Activities [ January 26, 2022 ]  
YMVN garden tree-planting activity

Achievements Participants: 30





Country Vietnam  
Company Yamaha Motor Vietnam

Activities [ March 19, 2021 ]  
Tree-planting and cleanup activities at a Buddhist temple

Achievements Participants: 80



Country Vietnam  
Company Yamaha Motor Vietnam

Activities [ July 2021 ]  
Tree-planting around the company and greening of the office and restrooms

Achievements Participants: 30



Country Taiwan  
Company Yamaha Motor Electronics Taiwan

Activities [ May 31, 2020 ]  
Execution of the "Let's Do Beach Cleanup" activity

Achievements Participants: 120





Country Taiwan  
Company Yamaha Motor Electronics Taiwan

Activities [ September 13, 2020 ]  
Tree planting activity as part of environmental conservation

Achievements Participants: 72



Country China  
Company Yamaha Motor Powered Products Jiangsu

Activities [ November 16, 2021 ]  
Cleanup activities around the company

Achievements Participants: 22



# Activity reports from Europe



Activities to protect the natural environment where our products are used



Activities that use our products



Activities in collaboration with Yamaha users



Activities that contribute to solving regional environmental issues



Country Norway  
Company Yamaha Motor Europe N.V

[ January 2, 2021 ]  
Activities Cleanup of the ocean using Yamaha products

Achievements Participants: 177



Country Portugal  
Company Yamaha Motor Europe Portuguese Branch

[ January 1, 2020 ]  
Activities Execution of a beach cleanup activity that has been continuing for seven years

Achievements Participants: 159



Country Portugal  
Company Yamaha Motor Europe Portuguese Branch

[ May 23, 2019 ]  
Activities Carried out Tagus River cleanup activities using two boat outboards in cooperation with local university, NGOs, and governments

Achievements Participants: 30





Country  
Company

Netherlands  
Yamaha Motor Europe N.V.

Activities

[ January 2, 2021 ]  
Cleanup activities at a beach using ATVs.  
1,609 volunteers participated and collected  
approximately 40 kilograms of litter

Achievements

Participants: 1609



# Environmental Management

Introducing information concerning environmental management activities



## Contents

1. Basic Policies (from the "Yamaha Motor Group Sustainability Basic Policy")
2. Promotion Structure
3. Environmental Consolidated Boundary
4. Strengthening Environmental Governance through Global Environmental ISO 14001 Unified Certification
5. Global Yamaha Motor Environment & CSR Operation System
6. Integrated Management System Operation
7. Life Cycle Assessment
8. Strengthening Compliance with Environmental Laws and Regulations and Control of Chemicals Contained in Products
9. Green Procurement Guidelines
10. Contributing to Reduction of Air Pollution in Each Country and Region
11. Reduction of VOC Emission through Production Activities
12. Promotion of Environmental Activities in Collaboration with Suppliers
13. Raising Environmental Awareness of Employees

## Basic Policies (from the "Yamaha Motor Group Sustainability Basic Policy")

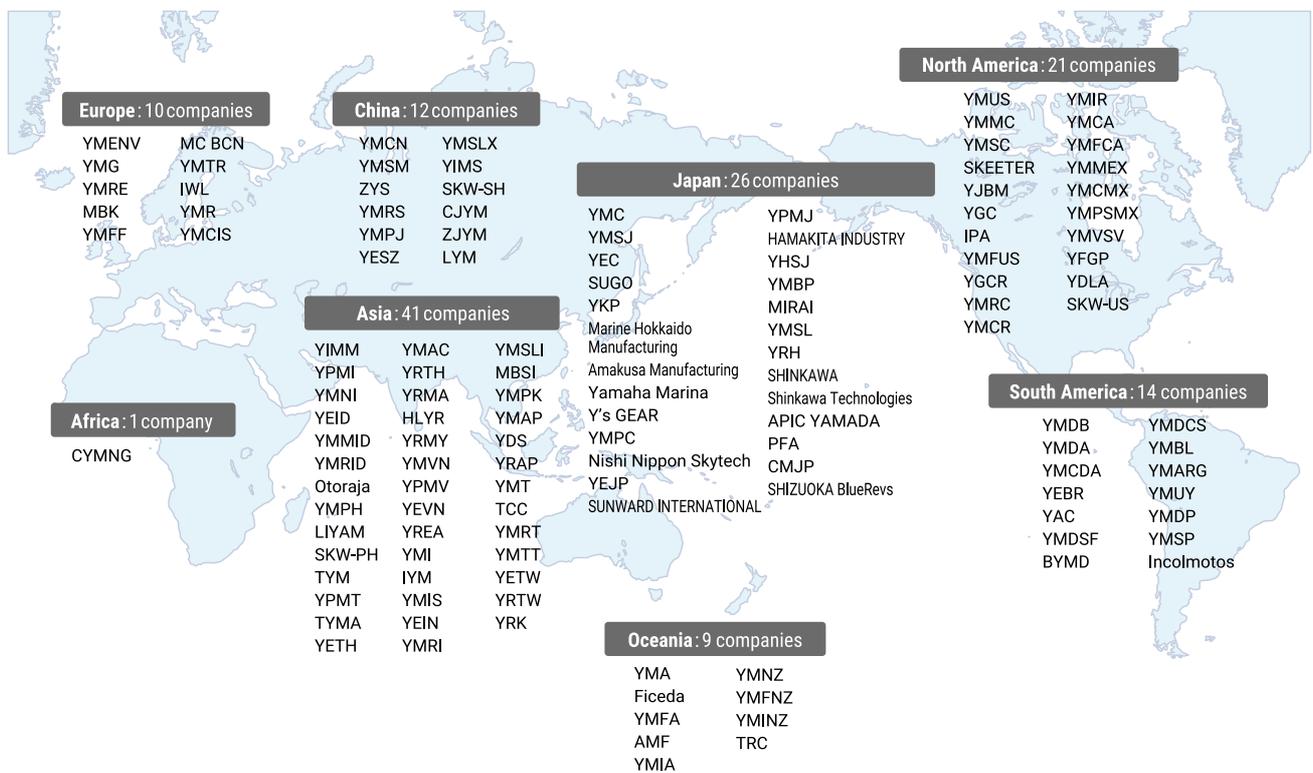
We will develop technologies in a way to prevent global warming, and work to minimize environmental loads. Furthermore, we will undertake the conservation of biodiversity and sustainable use of natural resources.

## Promotion Structure

The Yamaha Motor Group has established an Environment Committee, chaired by Director, as the central organization responsible for the Group's environmental activities in Japan and overseas. The committee deliberates on policies and visions for the future concerning environmental initiatives, medium- and long-term environmental policies, strategic investment proposals relating to environmental preservation, environmental monitoring topics and responses to issues, and other key issues relating to environmental management. The policies and activities discussed are reported to the Board of Directors as necessary.

## Environmental Consolidated Boundary

The scope covers consolidated subsidiaries and affiliate companies which are considered important for environmental management. There were 134 companies in the global environmental consolidation scope as of the end of December 2021.



## Enhancement and Promotion of Integrated Management

### Strengthening Environmental Governance through Global Environmental ISO 14001 Unified Certification

Under its “Global Environment” basic policies of sustainability the Yamaha Motor Group has built a globally unified environmental management system (hereafter “Group Environmental MS”). We are promoting the acquisition of ISO14001 certification, centering on our manufacturing companies in Japan, Asia, Europe, and North and South America. In this and other ways, we are undertaking the ongoing improvement of our environmental activity levels for the whole of the Group.

Under our Group Environmental MS, it is the responsibility of the top management personnel of each Group company to determine the roles and authorities related to the Environmental MS. Likewise, to prepare promotion frameworks, implement monitoring and management reviews to confirm that their company's activities are being appropriately operated, and give necessary instruction. We are promoting viable environmental management activities in such ways. Furthermore, by compiling the results of the management reviews of each Group company and implementing reviews of the President and Chief Executive Officer of Yamaha Motor in relation to the management of the whole Group, we are working to ensure the strengthening of the Group's global environmental governance.

Each Group company gives the highest priority to compliance, obtaining an understanding of stakeholder needs, determining significant risks based on the evaluation of the risks and opportunities related to the environmental activities of the business, and engaging in the reduction of environmental risks and the prevention of pollution. What is more, we work to continuously improve the environmental management system through environmental internal audits to verify the adequateness and effectiveness of the system. In FY2021, there was no material breach of any environmental law or regulation involving fines by any operating company.

To reinforce the Group's environmental governance, we utilize the originally developed G-YECOS\* information network to roll out environmental policies, share environmental activities, and collect environmental data, thereby strengthening and streamlining the Group's environmental management system.

\* G-YECOS : Global Yamaha Motor Environment & CSR Operation System

[> Yamaha Motor Group ISO14001 certification list](#) 

## Global Yamaha Motor Environment & CSR Operation System

The Yamaha Motor Group makes use of its proprietary global environmental & CSR operation system (G-YECOS) to promote sharing and visualizing of Group companies' environmental information and CSR activities, and to improve communication among Group companies including headquarters. G-YECOS also serves as a tool for appropriate and timely collection and analysis of various types of environmental data for the purpose of disclosure to stakeholders. We will continue to enhance the utility of the system as a portal site of the Yamaha Motor Group for ESG information including environmental information.

## Integrated Management System Operation

Yamaha Motor has introduced an integrated management system that integrates environmental and safety management, which has led to improvement and greater efficiency in on-site business processes. We are working to improve the effectiveness of the management system through continual improvement using the PDCA (Plan, Do, Check, and Act) cycle.

Meanwhile, integrated management system audits use a proprietary system led by internally certified auditors to increase the skills of employees in a systematic manner, taking a process-orientated approach to improve on-site business processes. We have also reinforced governance by setting priority audit items each year and applying them Group-wide.

Business Activities	Initiatives for Reducing Environmental Burden	Impact on Global Warming (CO <sub>2</sub> Emissions)
<b>R&amp;D</b> 	<p><b>Development phase</b></p> <p>To promote recycling and the effective use of limited resources, we implement "3R design" in the development phase, which involves giving consideration to resource saving, reusability, recyclability, and ease of treatment and disposal.</p>	<p>Included in Scopes 1, 2</p>
<b>Procurement</b> 	<p><b>Procurement phase</b></p> <p>To procure necessary raw materials and parts sustainably, we provide suppliers with Green Procurement Guidelines, in which we ask them to engage in efforts to minimize the use of limited resources (mineral resources, energy resources mainly composed of fossil fuels, water resources, land use, etc.). We also monitor and report the amounts of chemicals harmful to humans and the ecosystem contained in our products, effluent, and waste, according to the regulations in each country.</p>	<p>Scope 3 Category 1</p>
<b>Production</b> 	<p><b>Production phase</b></p> <p>Chemicals used during the production phase may also deplete the ozone layer and harm human health and the ecosystem if they are not managed properly. In Japan, environmentally hazardous substances emitted from factories are managed and reported in accordance with the PRTR Act and relevant ordinances. We are striving to reduce the emission of environmentally hazardous substances through various activities, including curbing NO<sub>x</sub> generation by optimizing the operating conditions of equipment, reducing fuel usage by improving thermal efficiency, and switching to low-nitrogen, low-sulfur fuels. Moreover, we are voluntarily taking steps to reduce the emission of volatile organic compounds (VOCs) from our factories. VOCs emitted during painting operations are believed to be a cause of air pollution from suspended particulate matter and photochemical oxidants.</p>	<p>Scope 1 Scope 2</p>
<b>Distribution/sales</b> 	<p><b>Distribution phase</b></p> <p>We are actively moving forward to reduce CO<sub>2</sub> emissions from distribution, including our supply chain, as well as reducing the use of packing and packaging materials.</p>	<p>Scope 3 Category 4</p>
<b>Use</b> 	<p><b>Use phase</b></p> <p>Reducing CO<sub>2</sub> emissions by improving fuel economy</p> <p>Increasing lineup of electrified products and promoting development of next-generation mobility devices</p>	<p>Scope 3 Category 11</p>

Business Activities	Initiatives for Reducing Environmental Burden	Impact on Global Warming (CO <sub>2</sub> Emissions)
<b>Collection/recycling</b> 	<b>Disposal phase</b> "3R design" during the development phase, giving consideration to reusability and recyclability Recycling systems for motorcycles and small FRP boats, FRP pools; renewal, reduce, reuse, recycle	Scope 3 Category 12

## Strengthening Compliance with Environmental Laws and Regulations and Control of Chemicals Contained in Products

In recent years, there has been a strengthening of regulations related to the use of substances of concern (SOC) in products not only in developed countries but in other countries as well. The number of substances that fall under the SOC category is increasing dramatically, making the management of chemical substances contained in our products an extremely important issue more than ever for the management of the Company. The Yamaha Motor Group has established a Management Committee for Chemical Substances Contained in Products to build a framework for the management of chemical substances contained in our products as well as to formulate policies, promote related activities, and confirm the state of activities. The Group is implementing the PDCA cycle to steadily roll activities out not only in Japan but also at overseas plants.

We are also focused on the execution of employee education, centered around e-learning for all employees on asbestos management. Yamaha Motor is not only responding to the regulation of SOC but also implementing activities that are ahead of the times, including efforts to go lead-free as lead is expected to be regulated in the future.

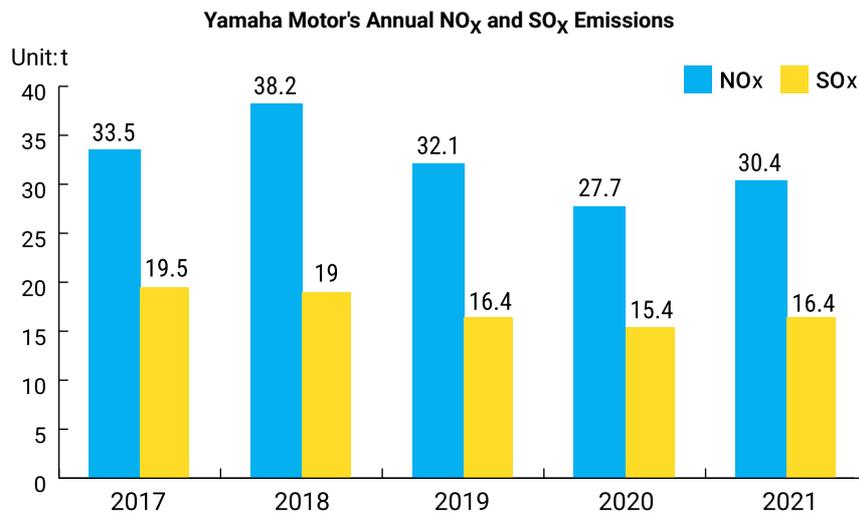
## Green Procurement Guidelines

The Yamaha Motor Group is working with suppliers to control and reduce environmentally hazardous substances and make more efficient use of natural resources and energy in accordance with its Green Procurement Guidelines.

> [Green Procurement Guidelines](#) 

## Contributing to Reduction of Air Pollution in Each Country and Region

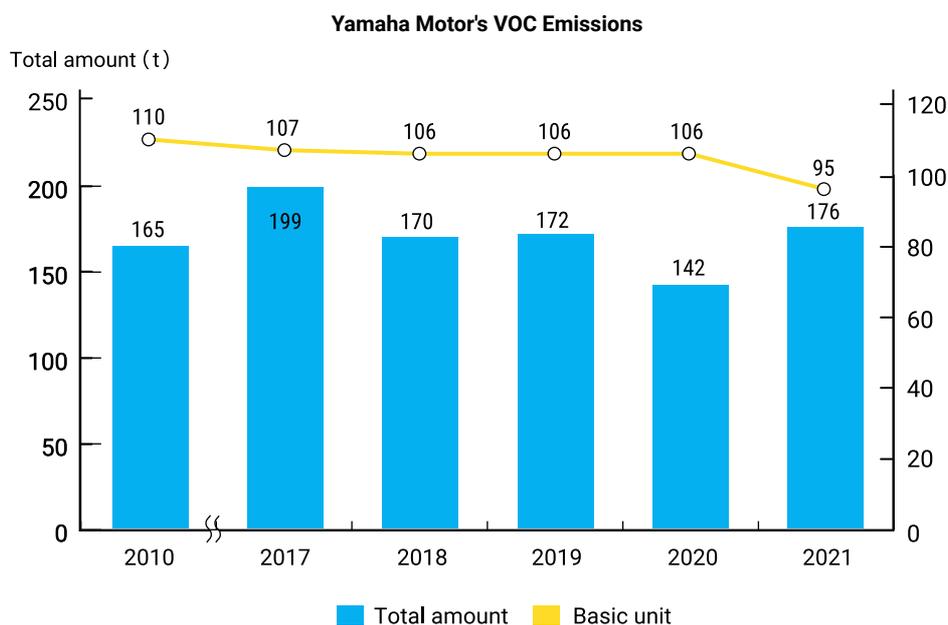
Yamaha Motor controls the emission of environmentally hazardous substances from its factories according to laws and ordinances. We strive to reduce the emission of such substances through various efforts, including optimization of equipment operation conditions to reduce NO<sub>x</sub> generation, improvement of thermal efficiency to reduce fuel usage, and replacing existing fuels with low-nitrogen, low-sulfur alternatives.



## Reduction of VOC Emission through Production Activities

The Yamaha Motor Group monitors and reports emissions of chemical substances harmful to humans and the environment and amounts of such substances contained in waste according to the regulations of each country. Over 99% of substances subject to reporting under the Pollutant Release and Transfer Register (PRTR) scheme that Yamaha Motor releases into the environment are volatile organic compounds (VOCs), and most of them are used in painting operations.

The Yamaha Motor Group will continue to promote efforts to increase the use of paints with minimal VOC content, improve coating efficiency, and reduce paint wastes.



## Promotion of Environmental Activities in Collaboration with Suppliers

Since 2019, our environmental facility division and procurement division have been working together to help suppliers promote environmental activities. Specifically, they select companies deemed to have high environmental impact from a list of suppliers in Japan and abroad. Then the environmental facility division measures their power usage, identifies the amounts of power loss, and provides advice and know-how based on its findings. The suppliers initiate activities based on the input and introduce the same improvements at the rest of their factories. Going forward, we will further pursue these activities as a Groupwide effort including suppliers, with different suppliers targeted each year.

## Raising Environmental Awareness of Employees

### **Introduced Yamaha Eco Point System**

In January 2008, Yamaha Motor introduced its Yamaha Eco Point System targeting employees. This system assigns points to environmental activities including participation in eco-commuting and cleanup programs, and allows members to select eco prizes according to the number of activities conducted and the number of points earned during the year.

### **Using the Intranet to Foster an "Eco Mind"**

Yamaha Motor uses its corporate intranet to report in a timely manner on the status of eco-commuting and employee volunteerism and to disseminate information on cleanup programs for beaches and areas in the vicinity of Company facilities as well as environmental communication with local communities and the public. These efforts serve to raise employee awareness concerning the environment and to encourage participation.

### **Distribution of ESG-related Information by Email**

Since January 2019, we have been sending a monthly email to employees at Yamaha Motor and Group companies in Japan, containing ESG-related information including environmental information. The articles contained in these emails are also posted to our intranet so they can be accessed at overseas Group companies.

Articles to date have included explanations of the external environment affecting environmental issues and the Yamaha Motor Group Environmental Plan 2050.

## Environmental Education

In response to a request for partnership (provision of funding and support) from a teacher at Eastside Elementary School in the United States, Yamaha Motor Manufacturing Corporation (YMMC) launched an environmental education project to help students learn about their natural surroundings. Students had the valuable experience of studying environmental issues such as ecosystems, the food chain, and pollution in the midst of nature near West Point Lake. They came up with ways to improve air quality in the elementary school and carried out tree planting.



# Green Procurement Guidelines

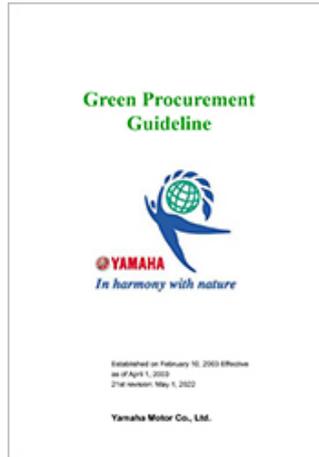
A guideline to ban or reduce environmentally hazardous parts, materials etc.

← Data Collection

## Green Procurement Guidelines PDF (Last update: May 1, 2022)



Japanese Version  
(PDF 525 KB)



English Version  
(PDF 276 KB)



Chinese Version  
(PDF 545.3 KB)

# Data Collection

The Yamaha Motor Group's environmental data for the past five years.

[Green Procurement Guidelines](#)



## ↓ Contents

1. Sales of low carbon products
2. Global energy consumption
3. Global CO<sub>2</sub> emissions
4. Conversion factors used for energy consumption and CO<sub>2</sub> emissions
5. SASB requirements

## Sales of low carbon products

Item	Unit	2017	2018	2019	2020	2021
Number of fuel-injected motorcycles sold	K vehicles	3,524	3,564	3,554	3,363	3,993
Number of motorcycles featuring a BLUE CORE engine sold		2,538	2,800	2,901	2,245	3,184
Number of electrically power assisted bicycles sold (including number of drive units)		489	569	648	670	821

## Global energy consumption

### Energy consumption by region

Area	Unit	2017	2018	2019	2020	2021
Asia	GJ	4,589,429	4,372,462	4,643,304	3,552,887	4,101,753
Europe		291,754	276,040	314,128	270,287	264,028
North America		884,450	874,540	927,928	849,549	1,025,669
Japan		3,376,165	3,289,194	3,273,060	3,007,288	3,450,096
Oceania		20,509	19,657	27,244	23,143	21,452
Central and South America		290,325	311,398	317,855	296,154	363,395
China		428,597	363,525	315,049	332,788	370,500
Africa		-	-	-	-	244
Total		9,881,229	9,506,816	9,818,568	8,332,096	9,597,137

External Assurance

### Energy consumption by type

Item	Unit	2017	2018	2019	2020	2021
Electricity purchased	GJ	7,148,056	6,862,753	6,772,082	5,791,460	6,651,197
City gas		571,882	562,792	583,812	544,384	631,144
Natural gas		1,193,943	1,152,276	1,567,532	1,234,396	1,393,431
LPG		511,940	482,557	449,341	421,531	569,120
Butane		776	11	16	11	11
Gasoline		223,042	224,327	200,806	141,044	157,817
Heavy oil A		101,299	88,011	91,430	82,912	89,356
Light oil		126,633	131,940	138,345	96,895	82,955
Kerosene		2,398	1,244	791	7,662	7,025
Hot water		1,260	905	14,412	11,799	15,049
Total		9,881,229	9,506,816	9,818,568	8,332,096	9,597,137

External Assurance

## Global CO<sub>2</sub> emissions

Area	Unit	2017	2018	2019	2020	2021
<b>Scope 1</b>						
Asia	t CO <sub>2</sub>	66,751	67,784	78,992	58,750	67,511
Europe		5,595	5,289	5,437	4,234	4,689
North America		13,810	13,716	13,290	12,822	16,305
Japan		52,440	50,247	49,581	46,388	52,436
Oceania		1,265	1,213	1,000	735	695
Central and South America		2,526	2,336	2,081	1,834	3,474
China		6,750	6,008	5,096	5,412	5,894
Africa		-	-	-	-	0
Total			149,043	146,167	155,847	130,174
<b>Scope 2</b>						
Asia	t CO <sub>2</sub>	233,054	218,805	219,285	165,076	191,436
Europe		4,821	4,556	4,728	4,180	3,270
North America		43,448	42,701	32,066	28,461	34,307
Japan		94,739	92,769	108,834	94,709	98,657
Oceania		27	26	928	917	824
Central and South America		2,517	2,669	2,989	2,785	3,221
China		26,274	21,820	15,428	16,231	18,174
Africa		-	-	-	-	12
Total			404,880	383,346	384,258	312,359
<b>Scope 3</b>						
01.Purchased products and services	t CO <sub>2</sub>	3,563,262	3,531,412	3,522,932	3,115,239	4,602,716
02.Capital goods		89,156	174,557	249,256	218,028	201,270
03.Energy-related activities		58,728	56,700	56,300	47,250	55,860
04.Transport and delivery (upstream)		221,617	240,020	241,627	206,551	311,125

Area	Unit	2017	2018	2019	2020	2021
05.Waste materials emitted by businesses		16,157	16,494	15,589	13,538	16,333
06.Business trips		27,504	26,739	24,266	3,902	3,306
07.Employees' commuting		7,701	8,364	8,180	8,160	10,500
08.Leased assets (upstream)		Included in Scopes 1, 2				
09.Transport and delivery (downstream)		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
10.Processing of products sold		6,495	6,219	5,730	5,065	4,871
11.Use of products sold		25,753,328	25,963,326	23,859,974	19,624,372	23,237,944 External Assurance
12.Disposal of products sold		57,668	58,683	57,393	51,298	44,660
13.Leased assets (downstream)		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
14.Franchises		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
15.Investments		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Total		29,801,616	30,082,514	28,041,247	23,293,403	28,488,585
Scope 1, 2, 3 Total		30,355,540	30,612,027	28,581,352	23,735,936	28,989,488

\* Scope 3: Other indirect emissions are calculated using the Emission Unit Value Database(ver. 2.4) as per the Ministry of the Environment's Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (ver. 3.2).

## Conversion factors used for energy consumption and CO<sub>2</sub> emissions

### Conversion factors (variable factors) used for 2021 results in the Environmental Plan 2050

\* With regard to actions relating to the Environmental Plan 2050, results for 2019 onwards are calculated using variable factors and therefore cannot be compared with past data.

Item name	Common unit	Calorific value per unit factor	CO <sub>2</sub> emission factor
		GJ/Common unit	t-CO <sub>2</sub> /Common unit
Electricity	MWh	9.76	*Note 1
Kerosene	kL	36.7	2.49
Heavy oil A	kL	39.1	2.71

Item name	Common unit	Calorific value per unit factor	CO <sub>2</sub> emission factor
		GJ/Common unit	t-CO <sub>2</sub> /Common unit
LPG	t	50.8	3
Butane	t	49.7	3.03
City gas (Japan)	1000Nm <sup>3</sup>	45	2.24
City gas (other than Japan)	1000m <sup>3</sup>	40	1.81
Gasoline	kL	34.6	2.32
Bioethanol-blended gasoline	kL	34.6	By mixture ratio
Light oil	kL	37.7	2.58
Bioethanol-blended light oil	kL	37.7	By mixture ratio
Industrial steam	GJ	1.02	0.06
Non-industrial steam	GJ	1.36	0.057
Hot water	GJ	1.36	0.057
Waste oil	t	38.3	2.92
Waste plastic	t	29.3	2.55

\*Note 1

Domestic: Adjusted emission factors by electric utility for the most recent year announced by the Ministry of the Environment.

Overseas: As a rule, emission factors by electric utility .

Otherwise, CO<sub>2</sub> emission factors by country announced by the International Energy Agency (IEA)

(From a coefficient of 「GHG Protcol Purchased\_Electricity\_Tool\_Version-4\_8\_0」 2008, 2010 years or 2012)

Conversion factors (fixed factors) used for 2009 to 2018 in the Environmental Plan 2020

Energy Segment		Reporting Unit	Calculation coefficient		
			Calorie	CO <sub>2</sub> (tCO <sub>2</sub> )	Data source
Electricity purchased (electric utilities in each country)		MWh	Individual setting (IEA values by country)		
	Japan: daytime electricity	MWh	9.97		Energy Saving Act
	Japan: nighttime electricity	MWh	9.28		
	Japan: Chubu Electric Power	MWh		0.451	Published values
Gasoline (including aviation gasoline)		kl	34.6	2.32	Act on Promotion of Global Warming Countermeasures
Kerosene (including jet fuel)		kl	36.7	2.49	Act on Promotion of Global Warming Countermeasures
Light oil (diesel fuel)		kl	38.2	2.62	Act on Promotion of Global Warming Countermeasures
Heavy oil A (for small and medium-sized boiler fuels)		kl	39.1	2.71	Act on Promotion of Global Warming Countermeasures
Petroleum gas	Liquefied petroleum gas (LPG)	t	50.2	3	Act on Promotion of Global Warming Countermeasures
	Butane	t	49.6	3.03	Supplier data
Natural gas	Natural gas (overseas)	thousand m	(35.2)	(1.81)	Individual setting (IEA global average)
	City gas 13A (Japan)	thousand m	41.1	2.08	Act on Promotion of Global Warming Countermeasures

## SASB requirements

	Code	Accounting Metric	Unit of Measure	2021	
Activity Metrics	TR-AU-000.A	Number of vehicles manufactured	K vehicles	4,375	
	TR-AU-000.B	Number of vehicles sold	K vehicles	4,490	
Product Safety	TR-AU-250a.2	Number of safety-related defect complaints, percentage investigated	Percentage (%)	100 * Investigated all complaints that the Ministry of Land, Infrastructure, Transport and Tourism of Japan has requested to investigate.	
	TR-AU-250a.3	Number of vehicles recalled (in Japan)	Number	39,872 (in Japan)	
Labor Practices	TR-AU-310a.1	Percentage of active workforce covered under collective bargaining agreements	Percentage (%)	61	
	TR-AU-310a.2	Number of work stoppages	Number	0	
		totaldays idle	Number, Days idle	0	
Fuel Economy & Use-phase Emissions	TR-AU-410a.1	Sales-weighted average passenger fleet fuel economy, by region	Asia	km/L	49
			Europe	gCO <sub>2</sub> /km	77
			North America	mpg	70
			Japan	km/L	36
			Oceania	km/L	26
			Central and South America	km/L	44
			Other	km/L	52
	TR-AU-410a.2	Number of (1) zero emission vehicles (ZEV), (2) hybrid vehicles, and (3) plug-in hybrid vehicles sold	Number	Not applicable	
TR-AU-410a.3	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities		<ul style="list-style-type: none"> <li>· <a href="#">Evaluate Risks and Opportunities and Their Financial Impact</a></li> <li>· <a href="#">Yamaha Motor's Net-zero CO<sub>2</sub> Emissions (Carbon Neutrality) Strategy</a></li> </ul>		
Materials Sourcing	TR-AU-440a.1	Description of the management of risks associated with the use of critical materials		<ul style="list-style-type: none"> <li>· <a href="#">Addressing Human Rights Issues at Addressing Procurement Risk</a></li> </ul>	

	Code	Accounting Metric	Unit of Measure	2021
Material Efficiency & Recycling	TR-AU-440b.1	Total amount of waste from manufacturing	Metric tons (t)	49,557
		Percentage recycled	Percentage (%)	66.0
	TR-AU-440b.2	Weight of end-of-life material recovered	Metric tons (t)	—
		Percentage recycled	Percentage (%)	97.6 (on a weight basis) Actual results in 2021
	TR-AU-440b.3	Recyclability of products	Percentage (%) by salesweighted metric tons (t)	Target value: Set at 90%

\* A disclosure index for the auto industry required by the Sustainability Accounting Standards Board (SASB) TR: Transportation; AU: Automobiles

# Addressing Materiality (Material Social Issues)

Introducing initiatives for addressing material social issues based on the unique style of Yamaha Motor

As we aim to create sustained growth in our corporate value while aiming for the sustainable development of society and the global environment, we endeavor to identify and promote initiatives that address important issues drawn from the SDGs and other sources that we can resolve through our business activities in the wide range of fields we are active in.

In 2022, we reviewed what had formerly been four issues we tackled. "Transportation, education and industry" became "Transportation and industry," and "Innovation" was distributed between "Environment and resources" and "Transportation and industry" based on which issue had greater relevance. The issues were restructured into three: "Environment and resources," "Transportation and industry" and "Human capital management." We also revised the themes we tackle to match internal and external environmental changes and narrowed them down through prioritization.

The results of the materiality (material social issues) KPIs that are the indices for ESG management constitute part of the non-financial assessment of the individual performance-based compensation of the director in charge while the overall progress constitutes part of the company-wide performance-based compensation for all executives including the President and Representative Director.



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### ■ Addressing Materiality (Material Social Issues)

1. Environment & Resources
2. Transportation & Industry
3. Human Capital Management

### ■ 2021 Results

1. Environment & Resources
2. Transportation, Education & Industry
3. Innovation
4. Human Capital Management

# Addressing Materiality (Material Social Issues)

## Environment & Resources

### Aiming to Achieve Carbon Neutral

Our recognition of issues	SDGs themes (targets)	Goals (2030)	Medium-term targets (2022–2024)		
<p>Reduce the environmental impact of key products that emit CO<sub>2</sub>, such as motorcycles and outboard motors</p>	 <p><b>12.2</b> By 2030, achieve the sustainable management and efficient use of natural resources.</p>  <p><b>13.1</b> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p> <p><b>13.2</b> Integrate climate change measures into national policies, strategies and planning.</p>	<p>Reduce CO<sub>2</sub> emissions from operation of production (per unit sales) by 80% compared to 2010 levels (net zero CO<sub>2</sub> emissions is achieved by 2035)</p>	<ul style="list-style-type: none"> <li>  Reduce CO<sub>2</sub> emissions from production activities by 52% from 2010 levels</li> <li>  Deploy energy-saving and renewable energy facilities in more than 10 countries</li> <li>  Introduce electricity generated by methods that do not emit CO<sub>2</sub> at Yamaha Motor's domestic facilities</li> </ul>		
	 <p><b>9.4</b> By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>  <p><b>13.2</b> Integrate climate change measures into national policies, strategies and planning.</p>			<p>Yamaha is promoting the development and sale of products with low environmental impact, including electrification</p>	<ul style="list-style-type: none"> <li>  Conduct demonstration tests of internal combustion engines that use carbon-neutral fuel* and do not emit CO<sub>2</sub></li> <li>  Introduce at least eight new models of electric motorcycles to the global market.</li> <li>  Develop and demonstrate new electric concept models of marine propulsion systems by 2024.</li> <li>  Introduce at least six new models of electrically power assisted bicycles to the global market.</li> </ul> <p>*Hydrogen, synthetic liquid fuels, biofuels, etc.</p>

## Aiming for Conservation of Marine Resources

Our recognition of issues	SDGs themes (targets)		Goals (2030)	Medium-term targets (2022–2024)
<p><b>As a top marine brand company, reduce the risk of marine ecosystem destruction and fishery resource depletion</b></p>		<p><b>9.4</b> By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>	<p>Boat products are becoming more recyclable.</p>	<ul style="list-style-type: none"> <li>  Develop FRP waste recycling technology and realize it by 2024.</li> <li>  Switch FRP materials to naturally-derived materials and gradually introduce them into mass-produced models in 2024.</li> </ul>
		<p><b>14.2</b> By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.</p>	<p>Establishing solutions that contribute to the sustainability of the fishery industry</p>	<ul style="list-style-type: none"> <li>  Pilot introduction of fishery management solutions in 2024, after conducting demonstration tests.</li> </ul>

Realizing safe and friendly transfer to everyone

Our recognition of issues	SDGs themes (targets)		Goals (2030)	Medium-term targets (2022–2024)
<p>Promote activities to eliminate traffic fatalities involving motorcycles</p>		<p><b>3.6</b> By 2020, halve the number of global deaths and injuries from road traffic accidents.</p>	<p>Reducing the percentage of motorcyclists in all traffic fatalities.</p>	<p>[ Skills ]                        Increase the number of YRA participants by 1.6 times from the previous three years (220000 participants)                      [ Technology ]                        Promote technological research and development of airbag functions                        Develop peripheral risk warning systems (forward, backward, blind spots, and lane departures) to launch in market by the end of FY2024</p>
<p>Mobility technology is used to provide transportation infrastructure for the elderly, children, underpopulated areas, and other vulnerable populations.</p>		<p><b>11.2</b> By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.</p>	<p>Reducing the transfer constraints by the introduction of a low-speed automatic transportation system.</p>	<p>Establish automated service vehicle technology on limited public roads for implementation in at least 3 locations by 2024.</p>
			<p>Being able to provide new mobility that makes people happier.</p>	<p>Launch personal mobility vehicles that offer a new transfer experience in 2023</p>
<p>Providing assets for mobility services to improve convenience and create jobs</p>		<p><b>1.4</b> By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.</p>	<p>Being able to provide services that enable those who cannot afford motorcycles to improve their standard of living and earn a stable income</p>	<p>  Launch a business providing mobility as a service to India and Nigeria.                        Contribute to improving access to basic services by supporting startups that provide safe travel and logistics services</p>

## Make the operation easy, comfortable, and precise using Robotics technology

Our recognition of issues	SDGs themes (targets)	Goals (2030)	Medium-term targets (2022–2024)
<p><b>Creating new spare time through labor savings and realizing an environment where people can work humanly.</b></p>	 <p><b>8.2</b> Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.</p>	<p>New technologies are operationalized and efficiency is promoted in manufacturing, agriculture, and medicine</p>	<p>[ Manufacturing ]</p> <ul style="list-style-type: none"> <li>  Operationalize the automated guided vehicle inside of factory by 2022, and aim to launch in the overseas markets by 2024.</li> <li>  By 2023, sell cooperative robots that support and automate repetitive and heavy work by humans on a global scale.</li> </ul> <p>[ Agriculture ]</p> <ul style="list-style-type: none"> <li>  Sell a system that links aircraft and smart agriculture as a project of the Ministry of Agriculture, Forestry and Fisheries of Japan.</li> <li>  Establish labor-saving technology and business for fruit tree farming and cultivation monitoring in the U.S., Australia, and other countries.</li> </ul>
	 <p><b>8.2</b> Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.</p>		<p>[ Medicine ]</p> <ul style="list-style-type: none"> <li>  Sell more precise new cell handling systems than ever before</li> <li>  Provide antibody detection services to find therapies tailored to each person</li> </ul>
	 <p><b>3.3</b> By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases</p>		

Strengthening Corporate Capabilities with Diverse Human Resources

Our recognition of issues	SDGs themes (targets)		Goals (2030)	Medium-term targets (2022–2024)
<p><b>Maximizing engagement and performance of employees by appropriately assigning human resources in a timely manner from a global perspective</b></p>	 	<p><b>5.5</b> Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p>	<p>Achieves the right person in the right place regardless of individual attributes, such as gender, country of origin, and originality and promotes businesses respecting various sense of values</p>	<ul style="list-style-type: none"> <li>  Increase local talent ratio of overseas subsidiary executives to at least 55%</li> <li>  Approximately 10 global mobility (international transfers) had been implemented as of the end of 2024</li> <li>  Increase the percentage of female managers in the Group as a whole to at least 13% by 2024</li> <li>  Increase the engagement score of HQ employee by 20% or more compared to 2021</li> </ul>
<p><b>10.2</b> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>				

> New Medium-Term Management Plan

# 2021 Results

## Environment & Resources

Initiatives for resolving issues

### Initiatives for "Climate Change"

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
<b>Scope3. 24% reduction of CO<sub>2</sub> emissions from products</b> (on 2010 levels, relative to sales volume) [90% reduction targeted for 2050]	13.75% reduction	14.9% reduction		<b>13.1</b> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
<b>Scope1.2. 50% reduction of CO<sub>2</sub> emissions from products</b> (on 2010 levels, relative to sales volume) [86% reduction targeted for 2050]	17.36% reduction	46.1% reduction		

\*Environmental plan 2050 revised its target to 2050 carbon neutral in July 2021

Initiatives for resolving issues

### Initiatives for "Resource Recycling"

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
<b>18.7% reduction of waste generated in operation of production</b> (on 2010 levels, relative to sales) (50% reduction targeted for 2050)	10.5% reduction (Yamaha Motor)	32.2% reduction (Yamaha Motor)		<b>12.4</b> By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.
				<b>12.5</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

## Provide clean water for everyone

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
<p><b>Help rural community development by contributing to the sharing of clean water</b></p>	<p>Improve living environments and sanitation by facilitating access to clean waterx Total number of water purification systems (Yamaha Clean Water Supply Systems) installed: 50 * Targets have been revised due to the COVID-19 pandemic.</p>	<p>Total number of water purification systems installed: 42 * No progress could be made in installation due to the COVID-19 pandemic. The total number of contracts concluded has exceeded the target of 50 and we are on standby waiting for the lifting of travel restrictions.</p>		<p><b>6.1</b> By 2030, achieve universal and equitable access to safe and affordable drinking water for all.</p>
				<p><b>6.5</b> By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate.</p>
				<p><b>6.b</b> Support and strengthen the participation of local communities in improving water and sanitation management.</p>

## Establish technological foundation for electrification

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
<p><b>Promote development to enable the timely launch of electrified products, while closely watching electrification policies and battery technology innovations in each country</b></p>	<p>Launch electrified products in the unique style of Yamaha in many product lines, including motorcycles, new personal mobility products, marine products, PAS and drones, and establish a foundation for the development of electrified products</p>	<p>Continuing development toward the global launch of two electric scooter models (E01 and E02) Participating as a member of the Japan Automobile Manufacturers Association in the e-Yan Osaka field test aimed at popularizing the use of electric motorcycles; demonstration experiments continuing with mainly university students serving as monitors Participated in the Swappable Batteries Consortium for Motorcycles and Light Electric Vehicles in Europe and started standardization efforts in order to popularize electric vehicles Started accepting advance orders ahead of a planned launch of HARMO in Europe in spring 2022 and exhibited it at the Genoa Boat Show (September) Developing and preparing to manufacture TRITOWN, a compact electric stand-up</p>	  	<p><b>9.1</b> Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p>
				<p><b>9.4</b> By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)
		<p>mobility vehicle, ahead of a market launch in 2023</p> <ul style="list-style-type: none"> <li>  Completed proof-of-concept for two compact electric mobility vehicle models</li> <li>Collaborating with development and manufacturing partners to launch them during this medium-term period</li> <li>  Conducted field tests for New Style Mobility "NeEMO" in Wako city, Saitama prefecture (April) and Shimane prefecture (November)</li> <li>  Made a full model change of the PAS SION-U electrically power assisted bicycle (May)</li> <li>  Released the PW-X3 drive unit for new e-bikes (September)</li> <li>  The YPJ-MT Pro electrically power assisted bicycle won a Good Design Award</li> <li>  The YMR-08AP multi-rotor agricultural drone was introduced more widely after receiving a business continuation grant from Ministry of Agriculture, Forestry and Fisheries to help counter the spread of the coronavirus.</li> <li>  Helping to reduce agricultural labor by participating in a project of the Ministry of Agriculture, Forestry and Fisheries aimed at spreading and popularizing agricultural drones</li> </ul>	<p><b>13.1</b> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p>

Initiatives for resolving issues

Create a sustainable marine society

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)
<p><b>Address issues related to the marine environment</b></p>	<p>Initiatives for addressing the issue of marine plastics</p>	<ul style="list-style-type: none"> <li>  Cooperating with external companies on research into marine garbage collection devices</li> <li>  Continuing research into recycling plastics and using naturally-derived materials for plastics</li> </ul>	<div style="display: flex; align-items: center;">  <div style="margin-left: 10px;"> <p><b>14.2</b> By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.</p> </div> </div>

Initiatives for resolving issues

Reduce traffic congestion and improve the environment

Goals (2030)	Medium-term targets (2019–2021)	Progress (2019)	SDGs themes (targets)	
<p><b>Market electrically power assisted bicycles in at least two emerging and developing nations</b></p>	<p>Sales of electrically power-assisted bicycles in the Indian market</p> <p>*As a result of proceeding with activities, the goal was withdrawn.</p>	<p>As a result of the test sales, the product was not sold in India.</p> <p>*In other countries, test marketing activities were postponed for a year due to the COVID-19 pandemic.</p>		<p><b>9.1</b> Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p> <p><b>9.4</b> By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>

Initiatives for resolving issues

Organize educational programs to reduce traffic accidents

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
<p><b>Reduce traffic accident fatalities</b></p>	<ul style="list-style-type: none"> <li>  Conduct a total of 2,000 Yamaha Riding Academy safe riding courses for 180,000 participants in 2021</li> <li>  Number of countries with trainers: 20</li> </ul>	<ul style="list-style-type: none"> <li>  Safe riding courses: 798 courses held in all countries with 39,000 participants</li> <li>  Number of countries with trainers: 20</li> <li>* Increased the number of opportunities for remote learning in the ASEAN region and Central and South America in an attempt to maintain and extend safety education activities</li> </ul>		<p><b>3.6</b> By 2020, halve the number of global deaths and injuries from road traffic accidents.</p>

## Create a sustainable marine society

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
Protect life below water (marine resources)	Propose solutions for the fishery industry	Execute proof-of-concept of catch management solutions due to the increasing sophistication of outboard motors in Hokkaido		<b>9.1</b> Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

## Promote various mobility devices for the elderly

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
Electrically power assisted bicycles are widely adopted as an alternative mobility device by senior citizens in Japan who have surrendered their driver's licenses	Thousands of electrically power assisted bicycles are supplied to municipalities through cooperation with the national government	Completed work on the Ministry of Economy, Trade and Industry's "Project for Safety Measures and Promotion of Electrically Power Assisted Bicycles," which involved tasks such as data analysis and supplying vehicles to local authorities and rental companies	 	<b>11.2</b> By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.  <b>17.17</b> Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

## Install digital devices to ensure proper maintenance

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
Install in a total of 4 million vehicles (by 2024)	Put at least 200,000 motorcycles equipped with these devices on the market each year	Shipped a total of 500,000 scooters equipped with the devices   Connected NMAX: 260,000 scooters   Connected AEROX: 240,000 scooters		<b>3.6</b> By 2020, halve the number of global deaths and injuries from road traffic accidents.

## Provide low-speed mobility services

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
<b>Market unmanned ground systems</b>	Commercialization of a low-speed mobility service is within sight	<ul style="list-style-type: none"> <li>Started and strengthened relationships with partners</li> <li>Seeking to increase awareness and understanding of the issues involved when it comes to the relationship between movement and health through joint research and questionnaires for new concept vehicles</li> <li>Signed cooperative agreements with Kawachinagano city and Chatan town</li> </ul> <p>* Delay in turning it into a paid service due to the COVID-19 pandemic</p>	 	<p><b>9.1</b> Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p> <p><b>11.2</b> By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.</p>

## Innovation

## Develop new mobility devices

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
<b>Launched a new mobility device model that is driving business</b>	Increase LMW(Leaning Multi Wheels) model lineup to promote it in the market as a new value	<ul style="list-style-type: none"> <li>Launched TRICITY300 (Europe: 7,222; Japan: 520, Taiwan: 180)</li> <li>Launched in Taiwan as well after Europe and Japan</li> <li>Developing and preparing to manufacture TRITOWN, a compact electric stand-up mobility vehicle, ahead of a market launch in 2023</li> <li>Completed proof-of-concept for two compact electric mobility vehicle models</li> </ul> <p>Collaborating with development and manufacturing partners to launch them during this medium-term period.</p>		<p><b>9.4</b> By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>

## Promote economic development

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
<b>Improve production efficiency</b>	Develop a high-efficiency multifunctional platform and high-speed platform for the robotics industry	<ul style="list-style-type: none"> <li>Released a series of add-ons for the YRM20 high-efficiency multifunctional platform which expand its scope of use.</li> <li>Development of the follow up high-speed platform is proceeding as planned</li> </ul>		<b>8.2</b> Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.

## Promote automation as a means to free workers from menial labor

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
<b>Optimize entire factories</b>	Collaboration with other companies on automatic guided vehicles (AGVs) in factories	Developing technology and business according to plan ahead of a 2022 release		<b>8.2</b> Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.
<b>Agricultural and logistics solution provider</b>	Launch an autonomous drone	<ul style="list-style-type: none"> <li>Added an obstacle avoidance function to the FAZER R unmanned helicopter (October)</li> <li>Participating in the Ministry of Agriculture, Forestry and Fisheries' smart agricultural technology and smart agricultural-use drone development project (April).</li> </ul>		<b>2.4</b> By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.

Provide robotics technology solutions to the agricultural industry

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
<p><b>Realize unmanned agricultural operations for a number of crops</b></p>	<p>Realization of unmanned harvesting operation is within sight for at least one type of crop</p>	<p>Making progress on developing unmanned business and technology for harvesting strawberries in collaboration with a startup we are investing in Considering automating farm information collection and post-harvest tasks</p>		<p><b>2.4</b> By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.</p>

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
<p><b>Globalization of human resources</b></p>	<ul style="list-style-type: none"> <li>Increase the ratio of local talent among management positions to 60% at overseas subsidiaries; actively promote the recruitment and expansion of successors</li> <li>Continue to hire global talent at the headquarters (at least 10% of all new graduates hired for management track positions)</li> </ul>	<ul style="list-style-type: none"> <li>Ratio of local talent among those in management positions: 50%</li> <li>Global talent at headquarters: 12.3%</li> </ul>		<p><b>10.2</b></p> <p>By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>
<p><b>A front-runner in the active participation of female employees</b></p>	<ul style="list-style-type: none"> <li>Increase the number of female managerial employees at headquarters (16 women in 2014)                             <ul style="list-style-type: none"> <li>2020: 32 women</li> <li>2025: 48 women</li> </ul>                             (Including Yamaha Motor employees on loan to Group companies)                         </li> <li>Execute a uniquely Yamaha-like after-school childcare program on a trial basis at headquarters</li> <li>Obtain the "Eruboshi," "Kurumin," and "Platinum Kurumin" certifications (Japan)</li> <li>Obtain a grasp of the actual condition of the Yamaha Motor Group's global diversity and inclusion efforts (set up for 2021)</li> </ul>	<ul style="list-style-type: none"> <li>Total number of female managers at Yamaha Motor Co. Ltd.: 44 (including those on transfer to other companies)</li> <li>Execute a uniquely Yamaha-like after-school childcare program on a trial basis at headquarters</li> <li>* Suspended due to the COVID-19 pandemic</li> <li>1) Execute a uniquely Yamaha-like after-school childcare program on a trial basis at headquarters</li> <li>2) Completed a handbook for male employees on support for work-life balance. We plan to distribute it in 2022 to coincide with amendments to the Child Care and Family Care Leave Act.</li> <li>3) Planned and held an International Women's Day event together with Yamaha Corporation (a conversation with female executives of both companies).</li> <li>Undertook the Yamaha Motor Group's global diversity and inclusion initiatives. Gained an understanding of the utilization of women in management positions globally and set a target value of 10% for 2030</li> <li>Total number/percentage of female managers                             <ul style="list-style-type: none"> <li>Yamaha Motor alone: 37 (3.46%) (those on transfer are counted at their transfer locations)</li> <li>Domestic locations: 36 (5.30%)</li> <li>Overseas locations: 328 (16.79%)</li> </ul> </li> <li>Total number/percentage of females in management</li> </ul>	 	<p><b>5.1</b></p> <p>End all forms of discrimination against all women and girls everywhere.</p>
			<p><b>5.5</b></p> <p>Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p>	
				<p><b>5.C</b></p> <p>Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.</p>

Goals (2030)	Medium-term targets (2019–2021)	Progress (2021)	SDGs themes (targets)	
		positions (core positions) – Domestic: 6 (2.67%) – Overseas: 16 (8.65%)		<b>8.5</b> By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

# Cooperating with International Initiatives

Introducing Cooperating with International Initiatives

Sustainable Development Goals (SDGs) >

Participating in the UN Global Compact >

Supporting the TCFD >

# Sustainable Development Goals (SDGs)

Introducing the Yamaha Motor Group's key initiatives on Sustainable Development Goals (SDGs)

## Approach to SDGs

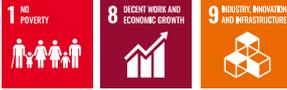
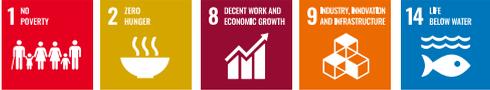
The United Nations Sustainable Development Summit was held in September 2015, and passed Sustainable Development Goals (SDGs) comprising 17 goals and 169 targets as a “plan of action for people, planet and prosperity.”

The Yamaha Motor Group is engaged in business activities around the world, with the corporate mission of being a “*Kando* Creating Company—Offering new excitement and a more fulfilling life for people all over the world.” We have laid out our approach to the sustainability in the preamble of Yamaha Motor Group Sustainability Basic Policy, “As a company trusted by society, we will, under appropriate corporate governance, contribute to the resolution of social issues and sustainable development through innovative and diverse products and services, in ways that take the unique style of Yamaha.”

We are pursuing the SDGs as part of our commitment to sustainability, with the aim of achieving corporate growth through the resolution of social issues in the countries and communities in which we operate, as a company that all stakeholders, including society, always look to for the next advances and innovations.

## SUSTAINABLE DEVELOPMENT GOALS



Activity	Related SDG
> <a href="#">Supporting employment and education with motorcycles</a>	
> <a href="#">Vitalizing local communities through increased overseas manufacturing</a>	
> <a href="#">Promoting traffic safety</a>	
> <a href="#">Improving the technical skills of motorcycle technicians</a>	
> <a href="#">Developing technical skills by leveraging Japanese-style manufacturing</a>	
> <a href="#">Modernizing fishing industries in developing countries with outboard motors</a>	
> <a href="#">Training engineers by transferring FRP boat manufacturing technology</a>	
> <a href="#">Verification testing of mobility support for persons with limited mobility</a>	
> <a href="#">Increasing productivity by spreading pesticides with drones</a>	
> <a href="#">Yamaha Clean Water Supply System</a>	
> <a href="#">Forest measurement service</a>	
> <a href="#">Cleaning up beaches to protect endangered species</a>	
> <a href="#">Cleaning up lakeshores using marine products</a>	
> <a href="#">Protecting rare plant species</a>	
> <a href="#">Removing alien plant species</a>	

## Activity

## Related SDG

> [Yamaha Motor Foundation for Sports](#)



# Initiatives related to SDGs

Introducing the Yamaha Motor Group's SDGs



## Contents

1. Creating possibilities and enriching the lives of young people
2. Improving local economies through globalization of business
3. Correct and safe use of products
4. Yamaha Technical Academy
5. Aiming to raise the level of local manufacturing skills
6. Promoting the fishing industry with marine engines
7. From wooden boats to FRP boats
8. Building community-friendly transport systems
9. Further contribution to labor saving and efficiency in the agricultural field
10. Bringing smiles to faces through clean water
11. For the future 100 years from now
12. Protecting the ocean, our business field
13. Effective lake cleanups with our products
14. Preserving biodiversity
15. Removing alien plant species from seashores
16. Creating healthy people and society through sports

## Creating possibilities and enriching the lives of young people



### Supporting employment and education with motorcycles

Approximately 81% (unit sales basis) of Yamaha's motorcycles—our main business—are sold in Asia outside Japan. Their primary use is for daily mobility. As a means of commuting to school or to work, these motorcycles are creating possibilities and enriching the lives of young people in these countries.



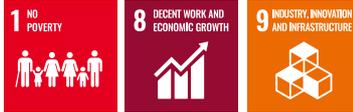
## Improving local economies through globalization of business



### Vitalizing local communities through increased overseas manufacturing

With more than 160 Group companies operating in over 30 countries and territories around the world, we develop, manufacture, and sell a wide range of products, making us a major contributor to the growth of local employment opportunities.

> Group companies (overseas)



## Correct and safe use of products



### Promoting traffic safety

We conduct a wide range of safety awareness activities, including motorcycle safe riding classes for ordinary customers, classes for companies and organizations that use motorcycles commercially and instructor training for affiliates in various countries.

- > Yamaha Riding Academy
- > Yamaha Riding Academy [Video](#)
- > Parent-Child Motorcycle Class [Video](#)



## Yamaha Technical Academy



### Improving the technical skills of motorcycle technicians

Yamaha Technical Academy is an educational program for Yamaha motorcycle technicians. Enhancing the skills of these technicians increases customer satisfaction and benefits our sales network, enriching the lives of the people involved in these activities.

> Yamaha World Technician Grand Prix



## Aiming to raise the level of local manufacturing skills



### Developing technical skills by leveraging Japanese-style manufacturing

Yamaha Motor's Indian subsidiaries and local NGOs have been setting up Yamaha Training Schools since 2013. In 2017, Yamaha Motor NTTF Training Center was opened to develop human resources in India, as part of the public-private sector Manufacturing Skill Transfer Promotion Program. The inaugural class graduated in July 2021. Both facilities are contributing to higher levels of technology and enriching daily lives in the communities in which they operate.



- > Yamaha Training Schools Video
- > India Institute for Manufacturing



## Promoting the fishing industry with marine engines

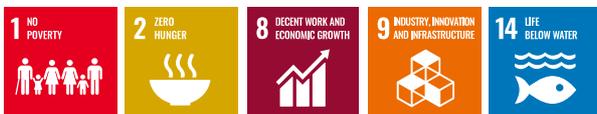


### Modernizing the fishing industry with Enduro, an outboard motor tailored to the difficult environments of developing countries

We help modernize the fishing industry by introducing outboard motors as well as the Japanese way of fishing, and handling and processing fish in countries where people use wooden boats with oars and sails. This expands accessibility to larger fishing grounds, increases the types of fish caught, and brings them back to market more quickly. Given the potential threat of outboard motor breakdowns on the lives of fishermen, Enduro was invented for use in difficult environments while running on inferior fuel. Our efforts to train local mechanics and set up parts networks are also widely supported by fishing communities.



- > Enduro
- > Fisheries industry modernization



## From wooden boats to FRP boats



### Training engineers by transferring FRP boat manufacturing technology

We have launched “technical assistance factories” for FRP boats around the world. Today, 13 facilities spanning 11 countries produce 2,000 boats annually, and also play a role in training technicians, creating employment, and promoting the fishing, tourism, and transport industries. The transition to FRP boats from wooden boats also reduces deforestation as well as operating costs for small-scale fishermen and fisherwomen, while reducing CO<sub>2</sub> emissions through low fuel consumption. FRP boats also reduce accidents associated with wooden boats and promote the safety of boat operations and fishing.



> FRP Boats in Mauritania [Video](#)

> Modernizing Fishery in Africa [Video](#)



## Building community-friendly transport systems



### Verification testing of mobility support for persons with limited mobility

We carried out verification testing in Japan for automated driving services using golf car-based vehicles, as part of a Ministry of Land, Infrastructure, Transport and Tourism-led project to create safe transport for people and goods in rural areas with aging populations.

> Unnan City Demonstration by Green Slow Mobility – Supporting the creation of towns where people love walking –

> Yamaha Motor Begins Evaluation Trial of Low-Speed Autonomous Driving Vehicles in Iwata City

> Mobility Bringing People Together [Video](#)





### Increasing productivity by spreading pesticides with drones

Yamaha Motor's industrial-use unmanned helicopters are dramatically increasing the efficiency of agricultural operations through remote operations for spreading pesticides and direct rice seeding. We launched a multi-rotor agricultural drone in 2019 to help boost productivity in Japan's agriculture, which is faced with the issue of an aging workforce. We are working to release it globally and further contribute to labor saving and greater efficiency.



- > Rev Story: Transforming Agriculture from the Air [Video](#)
- > Invested in a Brazilian agricultural startup
- > Undertook the development of a safe, reliable agricultural drone and the technology to use it
- > Concluded a joint development agreement with an Australian company for smart agricultural solutions



## Bringing smiles to faces through clean water



### Yamaha Clean Water Supply System

We have developed the Yamaha Clean Water Supply System, which purifies surface water, and installed the system in areas where it is difficult to access clean drinking water. In addition to improving the lives of people in these areas by alleviating illnesses caused by contaminated water, this initiative has provided more time for women and children, who are primarily responsible for drawing and carrying water, to engage in studies and other productive activities. The system also contributes to promoting water sales and delivery businesses, and to less burning of wood by eliminating the need to boil water.



- > Yamaha Yamaha Motor Providing 10 Compact Water Purification Systems in Senegal
- > Yamaha Clean Water Supply System
- > Improving living conditions through Clean Water Supply System
- > Quenching Thirst, Hand in Hand Video
- > Working to Change Water and Lives in Africa Video
- > Bringing Beautiful Change to People's Lives Video

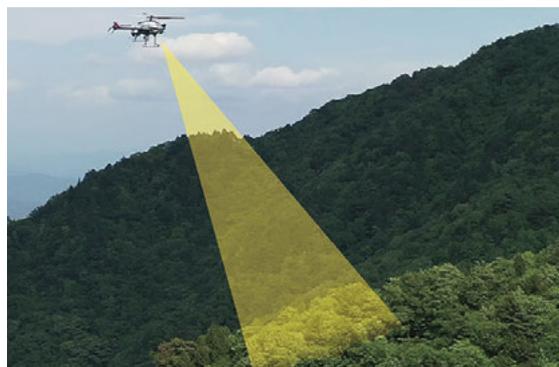


## For the future 100 years from now



### Forest measurement service

Through laser measurement from the sky using our industrial-use unmanned helicopters, we have made it possible to visualize forests over a wide range. Obtaining accurate data makes it possible to manage forest resources more efficiently, helping to conserve the environment and making forestry more smart.



- > Nurturing Forests Rich in Sound Video



## Protecting the ocean, our business field



### Cleaning up beaches to protect endangered species

Since 1991, we have been carrying out ongoing beach cleanups and baby loggerhead sea turtle observation tours at the Nakatajima Sand Dunes (in the southern part of Hamamatsu, Shizuoka Prefecture), where turtles come to lay their eggs, to protect endangered loggerhead sea turtles.



## Effective lake cleanups with our products



### Cleaning up lakeshores using marine products

To protect the natural environment of Lake Hamana in Shizuoka Prefecture, we have held the "Marine Cleanup Activities at Lake Hamana" continuously every year since 2013, using Yamaha Motor's boats and outboard motors. We conduct effective cleanups by utilizing the distinctive features of our products.



## Preserving biodiversity



### Protecting rare plant species

Prior to the construction of our motorcycle test course in Kikukawa, Shizuoka Prefecture, in 2008 we carried out a one-year environmental assessment of the site and surrounding area. Thereafter, we transplanted rare plant species, and we continue to carry out activities to protect and monitor rare plant species.

> Initiatives for "Biodiversity"



## Removing alien plant species from seashores



### Removing alien plant species

Together with our beach cleanup activities at the Nakatajima Sand Dunes (in the southern part of Hamamatsu, Shizuoka Prefecture), we remove alien plant species including *Oenothera laciniata* and *Diodia teres* in May and September of each year, to create an environment compatible for the endangered riverside tiger beetle.



## Creating healthy people and society through sports



### Yamaha Motor Foundation for Sports

The Yamaha Motor Foundation for Sports supports activities for sports enthusiasts and provides opportunities for children to experience sports, with the aim of creating people and a society that shares a passion for pursuing challenges.

> [Yamaha Motor Foundation for Sports](#)



# Yamaha Motor signed the UN Global Compact

Introducing the Yamaha Motor Group's support of the UN Global Compact

The UN Global Compact is a set of 10 voluntary principles in four areas, proposed by then UN Secretary-General Kofi A. Annan at the World Economic Forum held in January 1999. Yamaha Motor Group's president signed the UN Global Compact, registering as a participating company on December 5, 2017.



Yamaha Motor Group aims to - in addition to promoting our own CSR practices - further promote initiative towards Sustainable Development Goals(SDGs), working towards corporate growth through solving societal issues in the countries and regions in which it operates. We report annually our concrete activities for the pursuit of the Global Compact Principles to the UN Global Compact and participate in the working groups including "Human Rights Due Diligence "subcommittee of the Global Compact Network Japan. We have also established the Global Compact Secondary Meeting, where related departments work together to share and resolve issues.

## The Ten Principles of the UN Global Compact

Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights Principle 2: Businesses should make sure that they are not complicit in human rights abuses
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining Principle 4: Businesses should eliminate all forms of forced and compulsory labour Principle 5: Businesses should effectively abolish child labour Principle 6: Businesses should eliminate discrimination in respect of employment and occupation
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

# External Assurance

External assurance of information disclosed by the Company is described below.

To ensure a high degree of transparency and reliability in disclosure of environmental and social data, Yamaha Motor engaged KPMG AZSA Sustainability Co., Ltd. to perform external assurance of the items listed below for fiscal 2021.



## Independent Assurance Report

To the President and CEO of Yamaha Motor Co., Ltd.

We were engaged by Yamaha Motor Co., Ltd. (the “Company”) to undertake a limited assurance engagement of the environmental and social performance indicators marked with **External Assurance** for the period from January 1, 2021 to December 31, 2021 (the “Indicators”) included in its Sustainability website ([global.yamaha-motor.com/about/csr/](http://global.yamaha-motor.com/about/csr/)) (the “Website”).

### The Company’s Responsibility

The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the “Company’s reporting criteria”), as described in the Website.

### Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the ‘International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information’ and the ‘ISAE 3410, Assurance Engagements on Greenhouse Gas Statements’ issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Website, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company’s responsible personnel to obtain an understanding of its policy for preparing the Website and reviewing the Company’s reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the Indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the generation, aggregation and reporting of the Indicators in conformity with the Company’s reporting criteria, and recalculating the Indicators.
- Making inquiries and reviewing materials including documented evidence of the Company’s Hamamatsu Robotics Office selected on the basis of a risk analysis, as alternative procedures to a site visit.
- Evaluating the overall presentation of the Indicators.

### Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Website are not prepared, in all material respects, in accordance with the Company’s reporting criteria as described in the Website.

### Our Independence and Quality Control

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Control 1, we maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

A handwritten signature in black ink, appearing to read 'Kazuhiko Saito'.

Kazuhiko Saito, Partner, Representative Director  
KPMG AZSA Sustainability Co., Ltd.  
Tokyo, Japan  
June 17, 2022

## Scope of Assurance

- The Yamaha Motor Group's energy consumption, Scope 1 CO<sub>2</sub> emissions (total), Scope 2 CO<sub>2</sub> emissions (total), CO<sub>2</sub> emissions from the use of sold products, water intake (total) and waste generation
- Yamaha Motor Co., Ltd.'s waste water
- The Yamaha Motor Group's lost time injury frequency rate
- The frequency rate of occurrence of industrial accidents among Yamaha Motor Co., Ltd.'s contractors
- Yamaha Motor Co., Ltd.'s occupational illness frequency rate

※ Items that have been checked by the provider of external assurance are marked. External Assurance

# Third-Party ESG (Environmental, Social, and Governance) Evaluations

Introducing third-party ESG (environmental, social, and governance) evaluations

With an increasing emphasis on socially responsible investment (SRI) that identifies companies for investment using evaluations from environmental and social perspectives in addition to financial analysis, Yamaha Motor proactively releases ESG-related information. The following are some of third-party evaluations we have received.

## FTSE4Good / FTSE Blossom Japan / FTSE Blossom Japan Sector Relative Index



**FTSE4Good**



**FTSE Blossom  
Japan**



**FTSE Blossom  
Japan Sector  
Relative Index**

We were selected as constituents of the FTSE4Good Index Series, a global index on ESG (Environmental, Social and Governance), and of the FTSE Blossom Japan Index and FTSE Blossom Japan Sector Relative Index, both indices that the Government Pension Investment Fund (GPIF) uses for ESG investment.

## MSCI ESG RATINGS

**MSCI**  
ESG RATINGS



CCC	B	BB	BBB	A	AA	AAA
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THE USE BY YAMAHA MOTOR OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES ("MSCI") DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF YAMAHA MOTOR BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED 'AS-IS' AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.

Yamaha Motor has been awarded an AAA rating in the 2021 assessment of the Morgan Stanley Capital Investment (MSCI) Environmental, Social and Governance (ESG) Ratings.

## MSCI ESG Leaders indexes / MSCI JAPAN ESG SELECT LEADERS INDEX

**2021** MSCI ESG Leaders  
Indexes Constituent

### 2021 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

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Yamaha Motor has been selected as a constituent of the MSCI ESG Leaders Indexes and the MSCI Japan ESG Select Leaders Index, which are composed of companies with excellent ESG (environment, society, governance) ratings.

## CDP



Yamaha Motor is included in the B grade in climate change report category managed by CDP which is the international non-profit organization in 2021.

## S&P Japan 500 ESG

Yamaha Motor is included in "S&P Japan 500 ESG," created by S&P Dow Jones Indices LLC of the U.S., the world's largest financial index production company.



Yamaha Motor is included in the 2022 SNAM Sustainability Index, managed by Sompo Japan Nipponkoa Asset Management Co., Ltd., to facilitate SRI for pension funds and institutional investors investing in a broad range of companies that are highly rated for their environmental, social, and governance activities.

Health and Productivity



Yamaha Motor was recognized in 2021 in the Certified Health and Productivity Management Organization Recognition Program (Large Enterprise Category), jointly run by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, for the fourth consecutive year.

# Human Rights

Thoughts on Human Rights

As described in Basic Policies of Sustainability, the Yamaha Motor Group strives to contribute to the sustainable development of society through our business activities based on our corporate philosophy and to always abide by the letter and spirit of domestic and international laws and regulations. We are dedicated to earning the trust of the global community, and we place great value on communicating with all stakeholders. We recognize that respect for human rights is an issue of vital importance.

In 2017, the Yamaha Motor Group signed on to the UN Global Compact advocated by the United Nations. As a corporate group, we have and will continue to support the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Guiding Principles on Business and Human Rights, and the Children's Rights and Business Principles, which support the principles related to human rights and labor in the UN Global Compact.

The Yamaha Motor Group strives to ensure legal compliance in every country and community where the Group companies pursue business activities. But no matter what laws and regulations might prevail, business is conducted with priority given to international agreements and the spirit of the UN Global Compact. In addition, the scope of respect for human rights goes beyond employees of the Yamaha Motor Group to include suppliers and other business partners.

[Supporting the UN Global Compact](#)



The Yamaha Motor Group maintains the following policies and guidelines related to human rights.

## Basic Policies of Sustainability

We have made the declaration that "We will respect human rights, will not discriminate, and will not use child labor or carry out forced labor under any form" toward all stakeholders, including employees and business partners.

[Basic Policies of Sustainability](#)



## Code of Ethics

We will forbid derogatory comments against employees on the basis of race, nationality, ideals, principles in life, physical characteristics, personality, relatives, etc., that abuse or deny a person's character, and harassment of any kind, including sexual harassment.

[Code of Ethics V. Respect for Human Rights  
1. Human Rights and 2. Prevention of Harassment \(PDF 801KB\)](#)



## Sustainability Guideline for Suppliers

We ask that our suppliers strive in all aspects of employment to eliminate discrimination on the basis of race, ethnicity, nationality, religion, sex and other issues, to refrain from the use of child labor or forced labor, to ensure fair working hours and wages, and to engage employees in dialogue and communication in good faith.

[Sustainability Guideline for Suppliers](#)



## Statement on UK Modern Slavery Act

In accordance with the Modern Slavery Act, we publish a statement on our website in the United Kingdom and Australia and update it yearly.

[UK Modern Slavery Act Transparency Statement](#)



[AUS Modern Slavery Statement 2021](#)



## Key Measures and Due Diligence Processes

Our risk management system, which covers all business units and subsidiaries under the Group umbrella, has a human rights-related component addressing associated risk in our own operations and across the supply chain.

In 2021, this risk assessment identified three Group companies (one in Japan, two overseas) with human rights-related risks, and they carried out investigations, training and monitoring at each location.

[Risk Management](#)



In addition to the use of a risk management system, we conduct a Groupwide compliance awareness survey each year to gauge how aware employees are about human rights. We also have a reporting line established to enable employees to report a problem right away in the event a situation arises, and we maintain and operate a whistle-blowing system.

[Compliance](#)



The Yamaha Motor Group has a whistle-blowing system that enables employees to report a situation anonymously should they themselves encounter infringement of human rights, including harassment, or they see or hear of others experiencing a violation of human rights. In addition, Yamaha Motor has a Fair Business Hotline as a contact point for suppliers and other business partners to make issues known to us.

We also participate in and implement the activities of the Human Rights Due Diligence Working Group of the Global Compact Network Japan (the Japan office for the UN Global Compact), and are also working to raise the level of support for human rights at Yamaha Motor.

We believe that education is the most vital means to prevent the risk of human rights violations from occurring. We work to raise awareness of human rights by providing an educational program about the Code of Ethics for all employees in the Group.

Compliance and Legal and Regulatory Training



Note that the Yamaha Motor Group had 1 report of human rights violations in 2021.

# Risk Management

An introduction to the Yamaha Motor Group's initiatives in the areas of risk management, crisis management, and business continuity



## Contents

1. Risk Management Structure
2. Risk Management Activity Cycle
3. Significant Risks at the Group Level
4. Crisis Management Structure and Activities
5. Business Continuity Planning
6. Cybersecurity
7. Management of Information

## Risk Management Structure

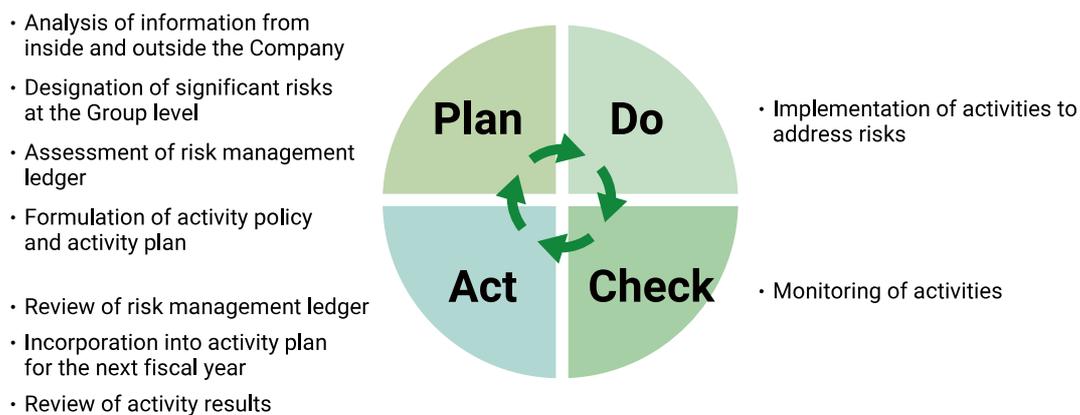
Based on the Rules of Risk Management, the risk management structure works toward the thorough reduction of risks on a Groupwide basis. It is led by the Sustainability Committee and the Risk Compliance Secondary Meeting of its subordinate council, the Sustainability Promotion Meeting, which comprises the risk management supervising section and divisions in charge of risk management. The Committee, chaired by the President and Chief Executive Officer, monitors risks on a Groupwide basis while also designating significant risks at the Group level to be tackled as priorities and checking on activities to address risks. The Risk Compliance Secondary Meeting is independent of the business line and the Chief General Manager of Human Resources & General Affairs Center is the person in charge.

Furthermore, the divisions in charge of risk management formulate response policies and rules for the risks under their charge, promote activities to address risk based on these response policies, etc., and monitor activities at headquarters divisions and Group companies. To ensure effectiveness, the integrated auditing division carries out audits of the divisions in charge of risk management.



## Risk Management Activity Cycle

Risk management activities are promoted through the repetition of the following PDCA (plan, do, check, and act) cycle. The Yamaha Motor Group has prepared a risk management ledger of all risks that need to be covered, and works to reduce risk by appropriately managing and operating the risk management ledger.



## Significant Risks at the Group Level

Each year, risks that need to be prevented and addressed as special priorities are determined to be significant risks at the Group level. In addition to the results of risk assessment at the Group level, significant risks at the Group level can be comprehensively determined and designated based on the Group's business strategy, legal and regulatory changes inside or outside the Group, or other developments including information concerning the likelihood of a risk event occurring or the operating environment.

2022 Group Major Risks

Significant Risks at the Group Level	Background	Measures
Pandemic	<p>Due to the influence of this new coronavirus, the Group has experienced a pandemic.</p> <p>In order to continue the business while securing the health of employees, it is necessary to look back on the activities so far and to review the effectiveness of the internal rules once again.</p> <p>Pandemic has been, therefore, designated a significant risk.</p>	<p>In the future, the Group is continuing to change the responses according to the risk of infection spread, reviewing the definition of each item and the responses according to the level and brushing up the internal rules to make them more effective, and promoting to ensure that domestic and overseas Group companies can take the same level of countermeasures.</p>
Cybersecurity	<p>The degree of reliance on and the importance of information systems within the Group's business activities are increasing. Measures are needed to prevent leaks of personal or confidential information, information system failures, etc., caused by cyberattacks and computer virus infections. Cybersecurity has been, therefore, designated a significant risk.</p>	<p>The Group has established a Cybersecurity Policy and is promoting to take measures covering both tangible and intangible aspects of cybersecurity to increase protection against external attacks, to detect attacks at an early stage, and to minimize damage in the event of an attack.</p>
Products containing environmentally hazardous substances	<p>Countries around the world have been steadily tightening regulations on environmentally hazardous substances, and the Group must strengthen control structures to prevent violation of laws and regulations by the products it manufactures. Products containing environmentally hazardous substances have been, therefore, designated a significant risk.</p>	<p>The Group is promoting to prevent violation of laws and regulations and ordinances, by reliably grasping legal information in countries concerned, by sharing them internally and externally to sections concerned, by executing education by hierarchy, by promoting business standardization of correct management systems and procedures for complicated laws and regulations, and by efficiently utilizing IT systems.</p>
Improper Import/Export Procedures	<p>In light of the growing number of bilateral and multilateral free trade agreements, and expanding import/export procedures for global logistics among Group companies, the Group must further enhance its system for preventing any violation of agreements, laws and regulations. Improper import/export procedures have been, therefore, designated a significant risk.</p>	<p>The Group is promoting to establish the group-wide structure in order for any violation not to occur by grasping information of enactment and revision of free trade agreements, by standardizing operation and training persons concerned according to the management system stipulated in the group rules, and by monitoring the operational status of these on a daily and regular basis.</p>
Violation of Copyright Law Regarding Software License	<p>Computer software is protected as a copyrighted work and requires proper management.</p> <p>However, due to the diversification of business forms and changes in the environment such as the cloud computing, the license system is becoming more complicated and the risk of violating laws and regulations is increasing regardless of intention.</p> <p>Violation of copyright law regarding software license has been, therefore, designated a significant risk.</p>	<p>In order to prevent software license violation, the Group is promoting to raise awareness inside the Group through education for managers and employees, as well as to strengthen and further establish IT asset management system and its operation.</p>

Significant Risks at the Group Level	Background	Measures
Bribery	Anti-corruption initiatives are strengthening in every country and region, and there is a need to have an effective system organized in order to prevent regulatory violations and to strengthen antibribery as the Group that conducts business on a global scale. Bribery has been, therefore, designated a significant risk.	<p>Based on Yamaha Motor Group Anti-Bribery Policy, the Group is promoting anti-bribery commitment and management system on global basis, and to conduct trainings, monitoring activities and measures that address risks assessed, and to address anti-bribery effectively and organizationally.</p> <p>Since 2021, we have strengthened the anti-bribery program for high bribery risk regions, and will continue to promote implementation of such program.</p>

## Crisis Management Structure and Activities

The Yamaha Motor Group works to minimize the damage from and quickly resolve crisis situations as per the “Rules for Initial Response to an Emergency.”

In the event of a disaster, accident, or compliance-related incident at the Group, the division involved will report to the risk management supervising section or the divisions in charge of risk management as per standards for determining the level of reporting, which are set in advance. If the reported event is of a scale significant enough to warrant the involvement of Group management or multiple divisions and/or companies, the risk management supervising section will refer the matter to a response team designated in advance, and an Emergency Countermeasure Headquarters, chaired by the President, will be established. The headquarters will work to understand the situation and formulate a provisional response, and, if necessary, will promptly report on the matter to customers and related parties.

## Business Continuity Planning

To prepare against envisioned risks that could impact the continuity of our business, Yamaha Motor has formulated “Rules of Business Continuity” and responds as per those Rules.

Yamaha Motor's primary operations are concentrated in Shizuoka Prefecture, and could be affected if a major earthquake were to occur in the Nankai Trough.

To prepare for disasters, we have taken steps such as earthquake-proofing our buildings and facilities based on damage predictions from government bodies in order to prevent and mitigate disasters. We are prepared to respond to tsunamis and have stockpiled food, water and other necessities and prepared emergency means of communication. We regularly conduct company-wide disaster drills (including night drills for some departments) including nearby Group companies, and also conduct periodic drills in safety confirmation. In addition to all this, we have formulated a BCP that seeks to ensure business continuity while prioritizing the lives and safety of our employees.

We implement continuous and comprehensive measures for both tangible and intangible aspects, including identifying and formulating countermeasures to bottlenecks to recovery, clarifying recovery procedures, selecting response personnel in advance and building a structure for gathering information from the supply chain.

Another concern is the outbreak of a potentially global pandemic. To prepare for this possibility, Group companies have developed infection prevention measures and identified issues that could affect the continuity of their operations to formulate response plans.

In regard to the coronavirus that has ravaged world since 2020, we took measures in accordance with our Procedure for Business Continuity (Pandemic Influenza Version), setting up a COVID-19 Task Force headed by the President, which carried out the collection of information, determination of response policies, and the communication of information.

As for overseas operations, we gave instructions to Yamaha Motor employees and their families residing in some countries to return to Japan in accordance with the state of the spread of COVID-19 infections in the country and local medical risks. For employees working at headquarters, we adopted teleworking and staggered office hours systems. These, along with the establishment of a site for headquarters and Group companies to share information, form part of our drive to continue to ascertain the status of infections worldwide and commit fully to preventing infections.

## Cybersecurity

Cyberattacks have become increasingly advanced and sophisticated in recent years, and businesses are faced with a heightened risk for infection by computer viruses, leakage of personal and confidential information, and information system failures. The Yamaha Motor Group has established a Cybersecurity Policy with the aim of protecting the products and services used by our customers, as well as our information assets.

In addition to the basic defensive measures already in place, such as monthly vulnerability analysis that includes anti-malware measures, the Group has a Security Operation Center (SOC) that monitors for irregularities to enable early detection and response and a Computer Security Incident Response Team (CSIRT) that responds to incidents to prepare for contingencies. The Group also provides training to increase employees' cybersecurity literacy, conducts assessments to ascertain the situation at each Group company and develop improvement plans, and makes other ongoing efforts to reduce cyber risks.

There were no information security- or cyber security-related violations in FY2021.

[Cybersecurity Policy \[PDF\]](#)

## Management of Information

In 2013, the Yamaha Motor Group established the Group Operations Guidelines, determining the Groupwide policy related to information management in general, including confidentiality management, document control, protection of personal information, and management of disclosed information.

With the development of information communication technology and expansion in the use of big data, and triggered by the 2018 enforcement of data protection laws in Europe, strict laws and ordinances related to the protection of personal information are being established in various countries. In response, Yamaha Motor revised its Information Management Group Operations Guidelines in 2020, in particular establishing a system for protecting personal information and setting rules on the handling of personal information (notifying and obtaining consent when acquiring personal information, safety management steps, handling requests involving an individual's rights, dealing with leaks, etc.). Yamaha Motor and its Group companies around the world are cooperating in the promotion of a global response.

In relation to information management, each year, we also monitor the status of the handling of information among Group companies. Recommendations are made based on the results. At the same time, we execute group training, e-learning, and other educational and awareness-building activities to thoroughly ensure the appropriate handling of information.

In FY2021, there were no allegations that were recognized by regulating authorities, etc., as being violations of our customers' privacy.

# Cybersecurity

## Aim

The following policy is established with the aim of protecting the products and services used by our customers and information assets handled by the Yamaha Motor Group, including personal information, from cyber risks.

## Yamaha Motor Group Cybersecurity Policy

1. We will comply with laws and regulations related to cybersecurity, guidelines and regulations provided by each country, union, etc., and other social norms.
2. We will establish control structures for cybersecurity.
3. We will identify cyber risks and their severity, and strive to maintain appropriate defenses and detection measures.
4. In the event of cybersecurity incidents, we will strive to respond rapidly.
5. We will conduct training and awareness-raising activities related to cybersecurity regularly and as needed.
6. We will review and continually improve activities related to cybersecurity.

Yamaha Motor Co., Ltd.

# Compliance

An introduction to the Yamaha Motor Group's initiatives in the area of compliance.



## Contents

1. Compliance Structure
2. Code of Ethics
3. Compliance Risk Assessment
4. Compliance and Legal and Regulatory Training
5. Whistle-Blowing Systems (Compliance Hotlines)
6. Anti-Corruption
7. Compliance with Anti-Monopoly Law and Competition Law
8. Thorough Import and Export Management

## Compliance Structure

The Yamaha Motor Group has established a Sustainability Committee, chaired by the President and Chief Executive Officer, to create a structure to ensure legal and regulatory compliance throughout the entire Group. The Committee deliberates plans to ensure compliance, and monitors the implementation of those plans and the corporate culture with regard to compliance. The outcomes of these deliberations and monitoring are reported, as appropriate, to the Board of Directors as items deliberated by the Sustainability Committee, together with ESG risks, and a structure has been established to ensure their effectiveness.

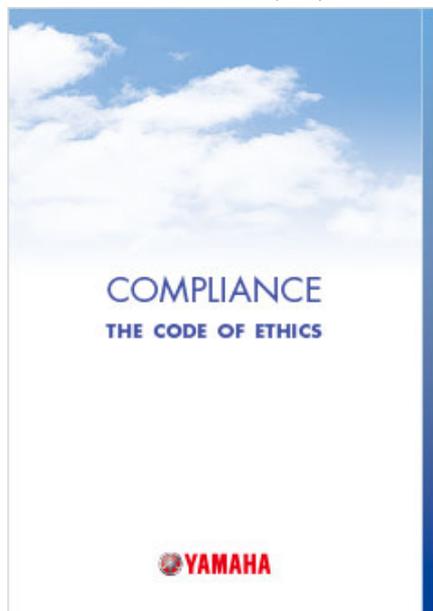
Specific activities are carried out as per the "Compliance Management Rules," and the compliance supervising section manages the Group's overall activities.

As a way to ensure that compliance is incorporated into the corporate culture, Groupwide compliance awareness surveys are carried out each year to confirm the effectiveness of compliance measures, including the degree of understanding and scope of implementation of the Code of Ethics, the extent to which reporting lines and hotlines are used, and the effectiveness of training programs. Based on the results of these surveys and social trends, the Code of Ethics Guidebook is updated annually, and the Code of Ethics is reviewed regularly.

## Code of Ethics

The Yamaha Motor Group has formulated and disseminated throughout the Group its Code of Ethics, which stipulates standards of behavior to be observed based on the Company Pledge, passed down since the Company's foundation, and the Management Principles. The Code has been translated into local languages at overseas Group companies, and an educational video has been prepared in 11 languages for use in training at Group companies to further familiarize all employees with the Code of Ethics. Group companies also hold training sessions on the Code of Ethics for new employees.

## Code of Ethics (PDF)



In the 2021 compliance awareness survey, in response to the question, “Do you have a full understanding of the contents of the Code of Ethics?,” 87% of respondents answered “Yes” while 4% answered “No.”

## Compliance Risk Assessment

A Groupwide risk assessment is carried out each year to identify the common compliance risks that need to be recognized, including bribery and corruption, cartels, and security-related export controls. These risks are then assessed at individual operating divisions and Group companies, appropriate countermeasures are implemented, and their implementation status is monitored.

## Compliance and Legal and Regulatory Training

A compliance activity plan is formulated each year, and various opportunities are used to conduct compliance training based on this plan.

### a. Compliance training as part of level-specific training

All new employees – both new graduates as well as mid-career hires – and temporary staff take compliance training that focuses on the Code of Ethics when they join the Company. In addition, when an employee is newly promoted to a managerial or supervisory position, division manager, or head of a business site, they take compliance training focused on that position or function each year or as required. This training includes examples of harassment, and how to respond when cases are brought to their attention for consultation.

Thanks to activities like these, in the 2021 compliance awareness survey, in response to the question, “When you are unsure of something in the course of your work, do you place top priority on compliance?,” 92% of respondents answered “Yes” and 1% answered “No.”

### b. Compliance training for all employees

All persons who work for Yamaha Motor take compliance training, with the aim of each employee creating a model that will earn the trust of society for the Company as a whole by practicing compliance. This compliance training is carried out each year (including for temporary staff), and records of attendance are retained. In addition, division managers and executive officers who are primarily

engaged in operating activities take annual compliance training on given topics in an effort for top management themselves to implement compliance.

### c. Specialized training on laws and regulations

Group training programs covering laws and regulations deemed to entail significant risk in the execution of the Company's business activities are carried out annually on select topics. Our legal and regulatory training in 2021 included such topics as the "Antimonopoly Act," "bribery of foreign public officials," "import/export controls," "Subcontracting Act related topics," "prevention of insider trading," "intellectual property rights," "IT risk," "control of substances of concern," "harassment" and "cybersecurity." In addition to online training programs, e-learning is used to provide training in a wide range of fields such as "trade security" and "protection of personal information."

In the 2021 compliance awareness survey, in response to the question, "Do you consider the Company's compliance training to be meaningful?", 82% of respondents answered "Yes" and 4% answered "No."

Training in the Code of Ethics and legal and regulatory training is also carried out for new employees of overseas Group companies, and the results are monitored at the head office.

Compliance Training in Japan - No. of Attendees (Aggregate Attendees)	
Executive officer training	131
Division manager training	229
Workplace training	18,766
Laws and regulations training	19,876
E-learning	107,617
Level-specific stratified training (division manager, manager, floor manager, new hires, mid-career hires and temporary staff, etc.)	2,366

Compliance Training at Overseas Group Companies - No. of Attendees (Aggregate Attendees)				
North America, Europe, Australia	Central and South America	Asia	China	Total
17,212	9,472	26,400	1,981	55,065

## Whistle-Blowing Systems (Compliance Hotlines)

The Yamaha Motor Group has a whistle-blowing system for reporting any acts that may be in violation of the Code of Ethics.

In 2020, hotlines for harassment and compliance were added to the Yamaha Motor Group Compliance Hotline provided for Yamaha Motor and domestic Group companies, with integrated management.

We introduced Global Compliance Hotline for Group companies outside Japan in 2018 and strengthened the system in 2021 by expanding the types of reporters allowed and the number of supported languages.

To make it easy to report issues, both hotlines are established at outside professional institutions and accept anonymous reports. Reports that we receive through the hotline are managed strictly as confidential information based on our internal rules. In carrying out investigations, we give consideration to protection of the personal information of the person making the report as well as that of the person who is the target of the report, while ensuring the confidentiality of matters related to the case in question. In the case that misconduct is revealed through investigations, strict punishments are carried out. At the same time, we promptly execute corrective action as well as take measures to prevent recurrence. Through such response, we work to prevent the occurrence of illegal acts and misconduct and enable their early discovery.

To protect whistle-blowers, internal rules clearly state that no directors/officers/employees of the company and the company's group companies shall treat the person making a report disadvantageously in any manner because the person made the report. We are striving to create a system and culture of compliance by ensuring employees have a deep understanding of the whistle-blowing system, and enabling rapid and proper functioning of the system.

Yamaha Motor established a Fair Business Hotline in 2017 as a contact point for suppliers, and since 2019, its use has been expanded to include all business partners with which we have ongoing transactions.

The number of hotlines (including consultations) received in 2021 was 182, and below is the breakdown of the hotlines.

	2017	2018	2019	2020	2021 (Results)
Reports made	108	120	159	186	182

Subject of Reports in 2021	Percent of Total
Human resources and labor relations	64%
Financial/accounting	6%
Information management	3%
Other regulatory violations	14%
Human rights violation	0%
Corruption prevention	0%
Other	13%

\* Percentage of each subject is based on reports received.

Whistle-blowing systems have also been established and operated individually at major Group companies, based on the local laws and regulations and other circumstances specific to each respective company.

## Anti-Corruption

The Yamaha Motor Group has declared its commitment to anti-corruption in its Sustainability Basic Policy. Furthermore, in the Code of Ethics that stipulate the standards of behavior expected of employees and executives, we have declared our intention to limit the entertainment and exchange of presents with public officials and always maintain healthy and transparent relationships with them. Yamaha Motor Group also signed the “United Nations Global Compact” that aims to eliminate corruption, and further explicitly prevents corruption in the “the Sustainability Guideline for Suppliers”, working together with the entire supply chain of Yamaha Motor Group to combat bribery.

To promote these initiatives more thoroughly at the global level, we have formulated the Yamaha Motor Group Anti-Bribery Policy and are pursuing activities in line with it. Detailed information is available [here](#):

## Compliance with Anti-Monopoly Law and Competition Law

The Yamaha Motor Group has declared its commitment to executing its business with fairness and integrity in its Sustainability Basic Policy. Additionally, in the Code of Ethics that stipulate the standards of behavior expected of employees and executives, we have declared our intention to comply with antitrust and competition laws, refuse to pursue profits through dishonest or illegal means and engage in fair business practices.

Furthermore, “the Sustainability Guideline for Suppliers” explicitly states to comply with competition laws, working together with the entire supply chain of Yamaha Motor Group to pursue fair trade. Yamaha Motor Group established the “Yamaha Motor Group Competition Law Compliance Policy” to further promote these efforts on a global scale and pursues various activities.

> [Yamaha Motor Group Competition Law Compliance Policy \[PDF\]](#)

Yamaha Motor Group make further efforts to comply with anti-monopoly laws and competition laws by developing competitors contact rules groupwide to prevent cartel or bid rigging. At the same time, we conduct training on laws and regulations and training intended for specific groups or individuals (in particular, persons scheduled for overseas assignments or other positions where they may be exposed to potential high risks), and regular monitoring to ensure the competition law compliance.

## Thorough Import and Export Management

Compliance with the rules of international trade and import/export regulations in individual countries is indispensable to Yamaha Motor Group's global business activities. Since we are especially involved in activities that require security export controls, appropriate import and export declarations, freight security controls and controls on chemical substances contained in products, we have established the Trade Control Group Guidelines, based on which we establish regulations and by-laws, transfer information through liaison meetings and other means, provide regular and comprehensive training and perform monitoring.

As one aspect of training for those engaged in trade, we encourage employees to take the STC Associate<sup>\*1</sup> and STC Expert<sup>\*2</sup> examinations and we have had successful candidates each year.

We continue our initiatives to prevent the order, import, transfer and supply of goods which are confirmed to contain substances prohibited for use in manufacturing<sup>\*3</sup> or where the inclusion of such substances cannot be confirmed.

- ※1 A practical accreditation exam for security trade control conducted by the Center for Information on Security Trade Control (CISTEC), a non-profit and non-governmental organization
- ※2 An accreditation exam demanding a higher level of ability compared to the “STC Associate Examination”
- ※3 Substances indicated in Item 1, Article 16 of the Enforcement Order of Industrial Safety and Health Law

## YAMAHA MOTOR GROUP COMPETITION LAW COMPLIANCE POLICY

Based on our corporate mission of “*Kando Creating Company*”, Yamaha Motor Group pursues “Fulfilling social responsibilities globally” as one of the management principles. The Code of Ethics, which stipulates the standards of conduct to be observed by our officers and employees, pledges to observe anti-monopoly laws, competition laws, and other relevant laws around the world to ensure a fair competition, remove the profit pursuit with unfair or illegitimate means, and carry out a fair business activity. Furthermore, CSR Guidelines for Suppliers explicitly states to comply with the competition laws of each country or region, working together with the entire supply chain of Yamaha Motor Group to pursue fair trade. Yamaha Motor Group hereby establishes the Competition Law Compliance Policy to further promote these efforts on a global scale.

### 1. Fair Trade

Yamaha Motor Group will comply with anti-monopoly laws, competition laws, and other relevant laws around the world (the “Competition Law”) to ensure a fair competition, remove the profit pursuit with unfair or illegitimate means, and carry out a fair business activity. Upon noticing cartel, bid rigging, or any other unlawful activity that undermines the fair competition, we will flatly refuse in accordance with the “Compliance Comes First” policy, and take appropriate measures including reporting to the relevant authorities.

### 2. Prohibition of Unfair Conducts with Competitors

Yamaha Motor Group will comply with the applicable Competition Law on price, quantity, market, technical development, business partner, customer, bidding and other important matters for conducting fair competition with competitors, and will not engage in price fixing, output restriction, market allocation, bid rigging, or other unfair conducts (the “Cartel etc.”) with competitors in violation of the Competition Laws. To avoid conducts that may raise doubts of Cartel etc., we restrict contact with competitors without legitimate business purpose (regardless of methods, including exchange of information) , and even when there is a legitimate business purpose, to properly manage such contact. To prevent Cartel etc., we also manage participation to any industry association and other associations established with competitors.

### 3. Prohibition of Unfair Trade with Business Partners

Yamaha Motor Group will comply with the applicable Competition Law on price, market, sale method, and other important matters for conducting fair trade with business partners, and will not engage in resale price maintenance or other unlawful restrictions or discriminatory treatments with business partners in violation of the Competition Law. To avoid conducts that may raise doubts of unfair trade, we will promote fair trade guidelines.

### 4. Compliance System

At Yamaha Motor Group, the Sustainability Committee deliberates the compliance measures and monitors the implementation. The result of these deliberation and

monitoring are then reported to the Board of Directors. As a part of these efforts, the Risk Compliance Officer appointed by the Chairman of the Sustainability Committee directs the Legal Division together with other divisions and the division-in-charge at the group companies to promote global and systematic Competition Law compliance activities.

## **5. Ensuring Effectiveness**

Yamaha Motor Group conducts risk assessments and compliance awareness surveys for group companies each year to confirm the effectiveness of the compliance measures including the Competition Law compliance activities. Based on the results of these assessments and surveys and the social trend considerations, we periodically improve each compliance measure including the Competition Law compliance activities. We further ensure the Competition Law compliance at our group companies through distribution of the Code of Ethics Guidebook, and the e-learning programs, legal trainings, and HR trainings.

## **6. Whistle-Blowing System and Consultations**

Yamaha Motor Group maintains and operates hotlines addressing conducts of the officers and employees of Yamaha Motor Group companies. The Legal Division is responsible for Competition Law consultations and establishes the division-in-charge in each group company to promote the Competition Law compliance. Through these efforts, Yamaha Motor Group aims to detect the Competition Law concerns at an early stage and to take appropriate measures.

## **7. Measures Against the Competition Law Violation**

Upon detecting Competition Law concerns involving the officers and employees, Yamaha Motor Group will promptly conduct necessary investigations, enforce disciplinary actions and other strict measures against the persons involved in accordance with the corporate rules, and take appropriate measures including reporting to the relevant authorities.

## **8. Business Partners**

Yamaha Motor Group asks our business partners to join efforts in promoting fair trade, through initiatives such as the Competition Law compliance under the CSR Guidelines for Suppliers. Through these efforts, Yamaha Motor Group and its entire supply chain join hands to promote fair trade.

Established on July 1, 2021

Yoshihiro Hidaka

President, Chief Executive Officer, and  
Chairman of the Sustainability Committee

# Anti-Corruption Measures

An introduction to the Yamaha Motor Group's initiatives in the area of anti-corruption measures

The Yamaha Motor Group has declared its commitment to anti-corruption in its Basic Policies of Sustainability. Furthermore, in the Code of Ethics that stipulate the standards of behavior expected of employees and executives, we have declared our intention to restrict the entertainment and exchange of presents with public officials and always maintain healthy and transparent relationships with them. Yamaha Motor Group also signed the "United Nations Global Compact" that aims to eliminate corruption, and further explicitly prevents corruption in the "Sustainability Guideline for Suppliers", working together with the entire supply chain of Yamaha Motor Group to combat bribery. To promote these initiatives more thoroughly at the global level, we have formulated the Yamaha Motor Group Anti-Bribery Policy and are pursuing activities in line with it.

[> Yamaha Motor Group Anti-Bribery Policy](#) 

As referenced in the "Anti-Bribery Policy", with regard to preventing bribery, risks evaluated on a common basis Groupwide are included under "corruption" in the comprehensive risk management ledger, and bribery is included in the corrupt practices whose risks are evaluated by the operating divisions and Group companies. The Board of Directors monitors management status as an ESG issue, while also receiving regular reports from the Sustainability Committee. In addition, measures, such as the establishment of regulations for the prevention of the bribery of public officials, and the preparation of a guidebook, have been taken and disseminated throughout the Yamaha Motor Group. Other programs have been established to ensure the thorough prevention of corruption, including group training on laws and regulations, and individual training intended for persons involved (in particular, persons scheduled for overseas assignments or other positions where they may be exposed to potential high risks). A prior consultation system has also been introduced to prevent bribery, and prior consultation with the relevant legal affairs division is mandatory in cases where benefits are provided to public officials in Japan or any other country, or for subcontracting where there are existing possibilities of contact with public officials in Japan or any other country. Mandatory procedures are also in place for political contributions, based on the laws of each country involved.

There were no significant legal violations, penalties, surcharges, etc. related to anti-corruption in 2021.

## **YAMAHA MOTOR GROUP ANTI-BRIBERY POLICY**

Based on our corporate mission of “*Kando Creating Company*”, Yamaha Motor Group pursues “Fulfilling social responsibilities globally” as one of the management principles. The Code of Ethics, which stipulates the standards of conduct to be observed by our officers and employees, restricts providing gifts and entertainment to public officials and pledges to always maintain the relations with public officials to be transparent and sound. Yamaha Motor Group signed the United Nations Global Compact that aims to eliminate corruption, and further explicitly prevents corruption in the CSR Guidelines for Suppliers, working together with the entire supply chain of Yamaha Motor Group to combat bribery. Yamaha Motor Group hereby establishes the Anti-Bribery Policy to further promote these anti-bribery efforts on a global scale, and to contribute to the sustainable development of the countries, regions, and societies in which Yamaha Motor Group is involved.

### **1. Prohibition of Bribery**

Yamaha Motor Group will not, whether directly or indirectly through third parties, engage in any bribery nor any act that may be seen as bribery with any public official (including any person equivalent to or related to a public official). Yamaha Motor Group rejects to obtain profit from improper conducts, and when requested by any public official to provide bribery, will flatly refuse the request in accordance with the “Compliance Comes First” policy, and take appropriate measures including reporting to the relevant authorities.

### **2. Compliance with Anti-Bribery Laws**

Yamaha Motor Group will strive at all times to comply with any and all national and local anti-bribery laws and regulations applicable to Yamaha Motor Group and its business activities including the Unfair Competition Prevention Act of Japan, the Foreign Corrupt Practices Act of the United States of America, and the Bribery Act of the United Kingdom.

### **3. Anti-Bribery Management System**

Yamaha Motor Group, in order to strengthen its anti-bribery activities, establishes and operates the “Anti-Bribery Management System” that includes (i) the prior consultation rule that requires officers and employees to consult with a division-in-charge before providing benefits to public officials or subcontracting services to third parties that may come into contact with public officials, (ii) the use of anti-bribery clause in designated contracts, and (iii) the appointment of anti-bribery officer at each group company. Yamaha Motor Group strives to continuously improve the Anti-Bribery Management System by evaluation of corrupt behaviors through the risk assessment activities, the compliance awareness surveys, and other monitoring activities conducted by the group companies.

### **4. Compliance System**

At Yamaha Motor Group, the Sustainability Committee deliberates the compliance measures and monitors the implementation. The results of these deliberation and monitoring are then reported to the Board of Directors. As part of these efforts, the Risk

Compliance Officer appointed by the Chairman of the Sustainability Committee directs the Legal Division together with other divisions and the anti-bribery officers of group companies to promote global and systematic anti-bribery activities.

## **5. Ensuring Effectiveness**

Yamaha Motor Group conducts risk assessments and compliance awareness surveys for group companies each year to confirm the effectiveness of the compliance measures including the anti-bribery activities. Based on the results of these assessments and surveys and the social trend considerations, we periodically improve each compliance measure including the anti-bribery activities. We further ensure anti-bribery at our group companies through distribution of the Code of Ethics Guidebook and the Anti-Bribery Guidebook, and the anti-bribery e-learning programs, legal trainings, and HR trainings.

## **6. Whistle-Blowing System and Consultations**

Yamaha Motor Group maintains and operates hotlines addressing conducts of the officers and employees of domestic Yamaha Motor Group companies as well as the directors and executive managements of the overseas Yamaha Motor Group companies. The Legal Division is responsible for anti-bribery consultations and establishes the anti-bribery officer in each division and each group company. Through these efforts, Yamaha Motor Group aims to detect bribery concerns at an early stage and to take appropriate measures.

## **7. Measures Against Bribery**

Upon detecting bribery concerns involving the officers and employees, Yamaha Motor Group will promptly conduct necessary investigations, enforce disciplinary actions and other strict measures against the persons involved in accordance with the corporate rules, and take appropriate measures including reporting to the relevant authorities.

## **8. Business Partners**

Yamaha Motor Group asks our business partners to join efforts in preventing bribery through initiatives such as the anti-corruption measures under the CSR Guidelines for Suppliers and adoption of anti-bribery clause in designated contracts. Through these efforts, the Yamaha Motor Group and its entire supply chain join hands to combat bribery.

Established on October 1, 2020

Yoshihiro Hidaka

President, Chief Executive Officer, and  
Chairman of the Sustainability Committee

## Amounts Used for Political Contributions, Lobbying, etc.

Amounts used for political contributions, lobbying, etc. can be viewed from here.

### Amounts used for political contributions, lobbying, etc.

(not including donations to business organizations, NGOs, etc.)

Yamaha Motor: Unit – million yen

	2017	2018	2019	2020	2021
Amount	13	14	13	7	9

Note: The amount shown above for contributions to political organizations in 2020 includes ¥2.5 million to the People's Political Association.

### Amounts used for business organizations, etc.

(Japan Automobile Manufacturers Association, Inc., Japan Marine Industry Association, etc.)

Yamaha Motor: Unit - million yen

	2017	2018	2019	2020	2021
Amount	220	227	218	197	194

# Tax matters

This section introduces initiatives we have in place at the Yamaha Motor Group for tax governance.



## Contents

1. [Basic Tax Policy](#)
2. [Aims](#)
3. [Three Basic Elements](#)
4. [Structural framework to secure the above three elements](#)

## Basic Tax Policy

The Yamaha Motor Group has established the following basic tax policy. The tax function of the head office is to carry out required tax duties in accordance with the company's tax policy and report the status of its progress to the director in charge of the corporate planning and financial domains in a timely manner.

Based on the company's basic tax policy, the tax function of the head office provides employees throughout the company and within the Yamaha Motor Group companies with appropriate guidance on taxation. The head office also works to maintain a governance system related to taxation across the group itself.

## Aims

Contributing to the nation and society through tax payment is one of Yamaha Motor's management principles and is part of the company's global implementation of social responsibility. In pursuit of this philosophy, Yamaha Motor Group companies always pay their taxes both correctly and in a timely manner.

## Three Basic Elements

Legal Compliance	The Yamaha Motor Group complies with the tax laws of each country, and respects standards set out by international organizations.
Maintaining Transparency	Yamaha Motor will disclose tax payment information to stakeholders including tax authorities in a timely and appropriate manner.
Relationship with Tax Authorities	Yamaha Motor strives to establish and maintain appropriate relationships with the tax authorities based in each country. Yamaha Motor endeavors to be fully accountable to ensure against any discrepancies with the tax authorities on individual matters. In the event of a differing viewpoint with an authority, Yamaha Motor will always take appropriate measures to solve any dispute, and in this way, maintain our business value.

## Structural framework to secure the above three elements

<p><b>Tax Governance System</b></p>	<p>Yamaha Motor positions tax governance as management responsibility for the director in charge of corporate planning and financial domains and gives corporate tax function its executive authority. The Yamaha Motor group companies and their employees receive appropriate guidance from the head office tax function as required and carry out business activities in accordance with Group Financial and Accounting Detailed Guidelines.</p>
<p><b>Tax Function Responsibilities</b></p>	<p>The head office tax function establishes and manages the tax governance system within the group based on this basic tax policy and monitors that business activities are properly conducted in accordance with this policy.</p>
<p><b>Business Activity Principles</b></p>	<p>Role and cost sharing among group companies are based on the beneficiary-to-pay principle. For regular transactions between group companies, we recommend the setting of transaction prices based on the arm's length principle. Yamaha Motor does not set up transaction structures that lack economic substance for the purpose of any tax avoidance.</p>
<p><b>Double Taxation Avoidance</b></p>	<p>Through various activities aimed at avoiding double taxation, Yamaha Motor has established and maintains appropriate relations with tax authorities and works to optimize mid- and long-term tax related expenses.</p>
<p><b>Application of Preferential Tax Benefits</b></p>	<p>Yamaha Motor considers the applications of any preferential tax benefits and strives to optimize all tax-related expenses in the planning and promotion of its business activities.</p>

# ISO26000 Reference Table

Presenting a Table of ISO26000 concerning information in Sustainability website

ISO 26000 Core Subjects	Issues	Web Links
Organizational Governance		<ul style="list-style-type: none"> <li>- Approach to CSR</li> <li>- Corporate Governance</li> </ul>
Human Rights	<ol style="list-style-type: none"> <li>1. Due diligence</li> <li>2. Human rights risk situations</li> <li>3. Avoidance of complicity</li> <li>4. Resolving grievances</li> <li>5. Discrimination and vulnerable groups</li> <li>6. Civil and political rights</li> <li>7. Economic, social and cultural rights</li> <li>8. Fundamental principles and rights at work</li> </ol>	<ul style="list-style-type: none"> <li>- Promoting CSR Throughout the Entire Supply Chain</li> <li>- Whistle-Blowing Systems (Compliance Hotlines)</li> <li>- Workplaces Thriving on Diversity</li> <li>- Relationship with Labor Union</li> <li>- Supporting the UN Global Compact</li> </ul>
Labor Practices	<ol style="list-style-type: none"> <li>1. Employment and employment relationships</li> <li>2. Conditions of work and social protection</li> <li>3. Social dialogue</li> <li>4. Health and safety at work</li> <li>5. Human development and training in the workplace</li> </ol>	<ul style="list-style-type: none"> <li>- Supporting Work-Life Balance</li> <li>- Relationship with Labor Union</li> <li>- Occupational Health and Safety</li> <li>- Employee Health</li> <li>- <u>Multifaceted Human Resources Development</u></li> <li>- Workplaces Thriving on Diversity</li> <li>- Supporting the UN Global Compact</li> </ul>
The Environment	<ol style="list-style-type: none"> <li>1. Prevention of pollution</li> <li>2. Sustainable resource use</li> <li>3. Climate change mitigation and adaptation</li> <li>4. Protection of the environment, biodiversity and restoration of natural habitats</li> </ol>	<ul style="list-style-type: none"> <li>- Approach to Global Environment</li> <li>- <u>Initiatives for "Climate Change"</u></li> <li>- Initiatives for "Resource Recycling"</li> <li>- Initiatives for "Biodiversity"</li> </ul>
Fair Operating Practices	<ol style="list-style-type: none"> <li>1. Anti-corruption</li> <li>2. Responsible political involvement</li> <li>3. Fair competition</li> <li>4. Promoting social responsibility in the value chain</li> <li>5. Respect for property rights</li> </ol>	<ul style="list-style-type: none"> <li>- Anti-Corruption</li> <li>- Two Policies Underpinning <u>Procurement</u></li> <li>- Promoting Sustainability Throughout the Entire Supply Chain</li> <li>- Activities at Dealerships</li> <li>- Supporting the UN Global Compact</li> </ul>

ISO 26000 Core Subjects	Issues	Web Links
Consumer Issues	<ol style="list-style-type: none"> <li>1. Fair marketing, factual and unbiased information and fair contractual practices</li> <li>2. Protecting consumers' health and safety</li> <li>3. Sustainable consumption</li> <li>4. Consumer service, support, and complaint and dispute resolution</li> <li>5. Consumer data protection and privacy</li> <li>6. Access to essential services</li> <li>7. Education and awareness</li> </ol>	<ul style="list-style-type: none"> <li>- <a href="#"><u>Thorough Import and Export Management</u></a></li> <li>- <a href="#"><u>Approach to Quality</u></a></li> <li>- <a href="#"><u>Riding Safety Promotion Activities</u></a></li> <li>- <a href="#"><u>Management of information</u></a></li> <li>- <a href="#"><u>Responding to Customers</u></a></li> <li>- <a href="#"><u>Use of Customer Information</u></a></li> </ul>
Community Involvement and Development	<ol style="list-style-type: none"> <li>1. Community involvement</li> <li>2. Education and culture</li> <li>3. Employment creation and skills development</li> <li>4. Technology development and access</li> <li>5. Wealth and income creation</li> <li>6. Health</li> <li>7. Social investment</li> </ol>	<ul style="list-style-type: none"> <li>- <a href="#"><u>Social Contribution Activities</u></a></li> <li>- <a href="#"><u>Yamaha Motor Foundation for Sports</u></a></li> <li>- <a href="#"><u>Sustainable Development Goals (SDGs)</u></a></li> </ul>

# Sitemap

Sitemap of Sustainability (Initiatives for sustainability)

## Sustainability

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- > Top Message
- > Approach to Sustainability
- > Addressing Materiality (Material Social Issues)
- > External Assurance
- > Third-Party ESG (Environmental, Social, and Governance) Evaluations
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## ESG - Environment

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- > Index page
- > Approach to Global Environment
- > Overview of "Yamaha Motor Group Environmental Plan 2050"
- > Initiatives for "Climate Change"
- > Initiatives for "Resource Recycling"
- > Initiatives for "Biodiversity"
- > Environmental Management
- > Data Collection
  - > Green Procurement Guidelines

## ESG - Social

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- > Social Contribution Activities
- > Human Rights
- > Nurturing Personnel
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- > Occupational Health and Safety
- > Workforce
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- > Supply Chain
- > Creating Healthy Society through Sports (Yamaha Motor Foundation for Sports)

## ESG - Governance

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- > Corporate Governance
- > Risk Management
  - > Cybersecurity
- > Compliance
  - > Yamaha Motor Group Competition Law Compliance Policy
- > Anti-Corruption
  - > Amounts Used for Political Contributions, Lobbying, etc.
- > Tax matters

## Cooperating with International Initiatives

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- > Sustainable Development Goals (SDGs)
  - > Initiatives related to SDGs
- > Yamaha Motor signed the UN Global Compact

Yamaha Motor : Sustainability (Initiatives for sustainability) 2022

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

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