

Sustainability (Initiatives for sustainability)

2026

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Sustainability (Initiatives for sustainability)



Top Message



Approach to Sustainability



Addressing Materiality



Integrated Report

Activity Reports



E **Environment** >

Yamaha Motor Group Environmental Plan 2050, Initiatives for Climate Change, Resource Recycling, Biodiversity, and Data Collection



S **Social** >

Human Rights, Human capital management, Safety and peace of mind, Relationship with customers, Supply Chain Initiatives, Contributing to Local Communities and Intellectual Property



G **Governance** >

Corporate governance, Risk management, Compliance, Tax policy, and Dialogue with shareholders and investors

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Related Information

- Cooperation with International Initiatives and National Frameworks
- Impact Assessment
- ISO26000 / SASB requirements
- External Assurance
- Third-Party ESG Evaluations


EY
Shape the future with confidence

Translation

The following is an English translation of an independent assurance report prepared in Japanese and is for information and reference purposes only. In the event of a discrepancy between the Japanese and English versions, the Japanese version will prevail.

Independent practitioner's assurance report

Mr. Motofumi Shitara
President and Representative Director
Yamaha Motor Co., Ltd.

Scope
We have been engaged by Yamaha Motor Co., Ltd. (hereafter the "Company") to perform a 'limited assurance engagement,' as defined in International Standards on Assurance

FTSE4Good

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500

CDP Discloser 2025

MSCI ESG RATINGS AAA
CCC B BB BBB A AA AAA

MSCI Selection Indexes Constituents 2026
2026 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

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Sitemap

Updates

July 30, 2026	**Sustainability (Initiatives for sustainability) web-site updated**
July 1, 2026	**Green Procurement Guidelines (23rd revision) uploaded**

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Top Message

To realize a sustainable society



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 philosophy, we have always taken on new challenges, pioneered market, created unique products and services, and fostered a wide range of businesses. Our company as it exists today was built on this history.

Meanwhile, we are now undergoing a period of major transformation. Following the COVID-19 pandemic, while the diversification of working styles and online experiences are expanding due to the acceleration of digitalization, it seems that the number of customers around the world who wish for a more human-centered life, emotional abundance, and happiness as self-realization is increasing. Once again, we recognize that our role as expected by our stakeholder is to achieve a society where human joy and the environment coexist through the Creating *Kando*, which is our reason for being. In particular, in response to the issue of climate change, as countries around the world accelerate their efforts to achieve carbon neutrality, it is necessary to respond to the differing needs of customers in each region, comply with regulations, and engage in dialogue with stakeholders. In response to global issues such as human rights, it is essential to identify potential risks and opportunities in our management and business, and to exercise appropriate control over them as the foundation of our business activities.

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, in the Medium-term Management Plan starting in 2025, we have set forth the principles of sustainability management: fun in mobility, fulfilling life, and harmony with the Earth. With our founder's vision of "expanding the enjoyment of life" as our foundation, we will continue to embrace the unique style of Yamaha's challenge based on the shared values of "Innovation, Excitement, Confidence, Emotion, Ties," as we strive for the realization of new value creation.

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

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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.

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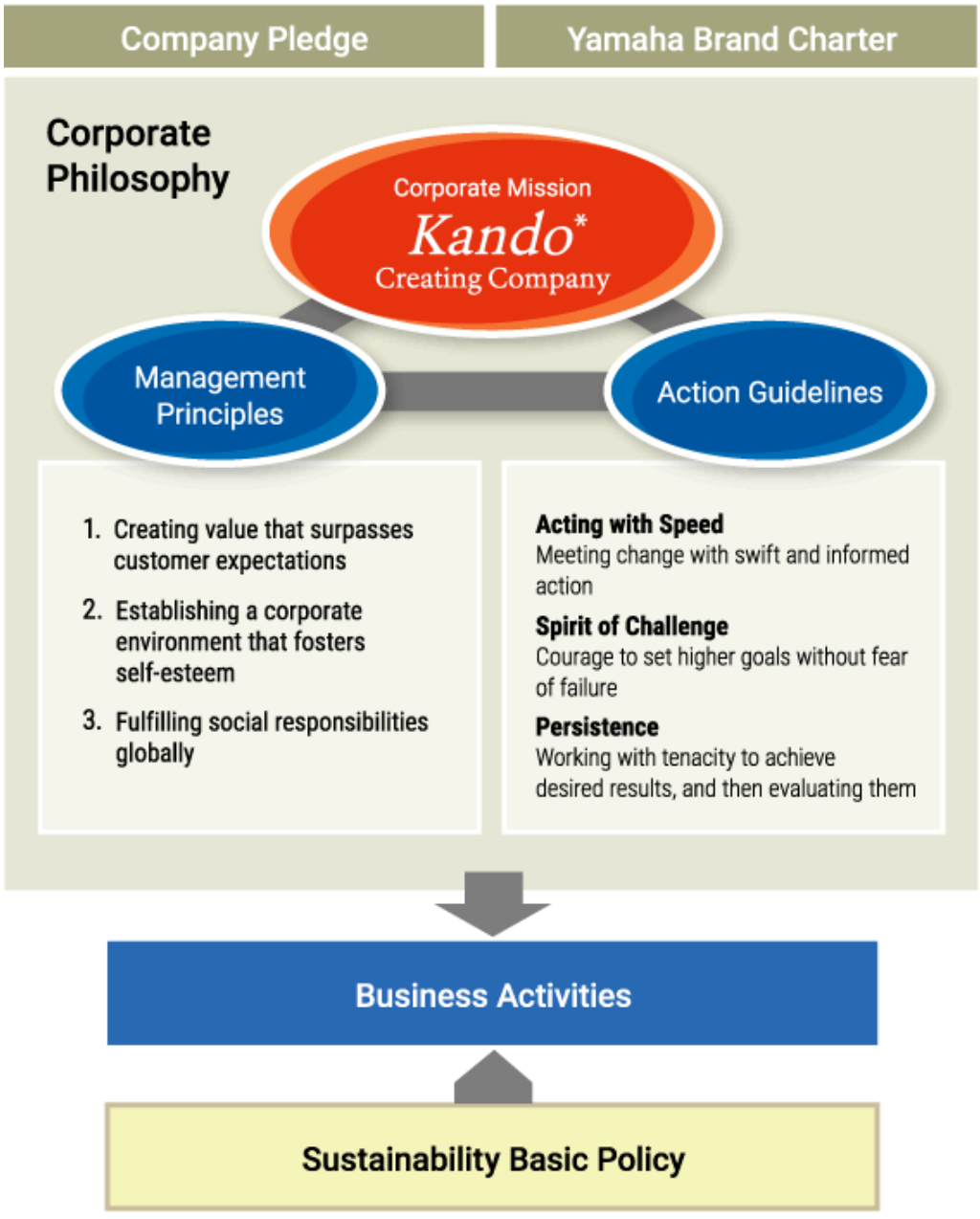
Approach to Sustainability

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.



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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.

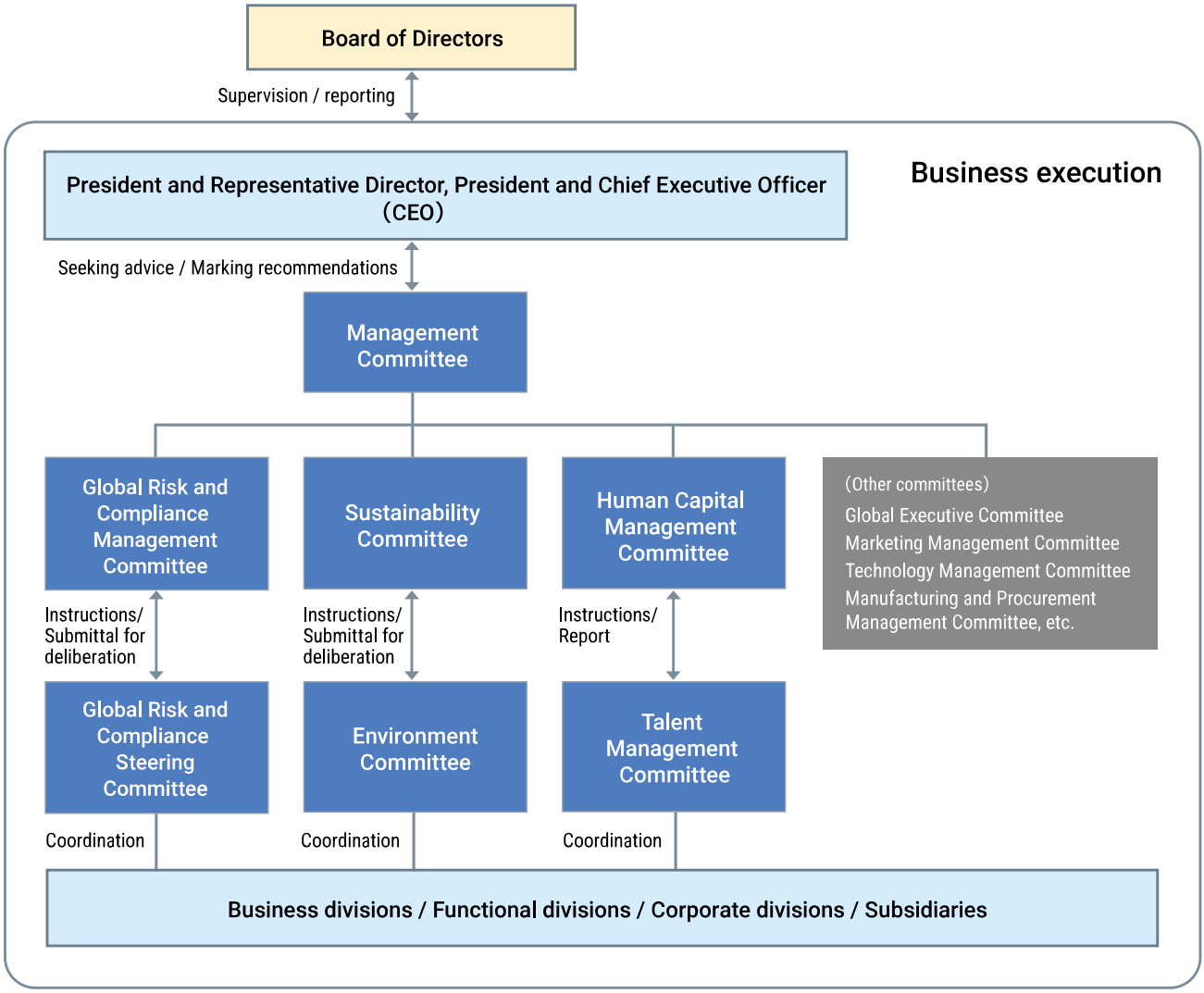
We ask our business partners to uphold this policy and act on its basis.

- 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.

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Sustainability Promotion Structure



The Board of Directors outlines the Sustainability Basic Policy for the Group and conducts regular reviews of the status of initiatives in order to oversee responses to sustainability-related issues.

Responses to sustainability-related issues are discussed and determined by the Management Committee, which is chaired by the President and Chief Executive Officer and is composed of executive officers, including executive officers holding designated responsibilities.

Furthermore, taking the deliberations of the Management Committee into account, the Company has established the Sustainability Committee, the Global Risk and Compliance Management Committee, and the Human Capital Management Committee as sub-committees responsible for formulating long- and medium-term plans from a specialist perspective, conducting risk assessments, and carrying out monitoring activities. Each committee is chaired by an executive officer, with members consisting of executive officers and chief general managers designated by the chair.

In addition, as subordinate committees tasked with deliberation and more detailed examination of related activities, the Group has established the following sub-committees: Environment Committee under the Sustainability Committee; Global Risk and Compliance Steering Committee under the Global Risk and Compliance Management Committee; and Talent Management Committee under the Human Capital Management Committee.

Corporate Philosophy

Basic Policies of Internal Control PDF (153KB)

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Basic Policies of Internal Control

(1)Systems to Ensure the Directors Compliance with Acts, Regulations and the Company's Articles of Incorporation

- The Board of Directors shall supervise Directors in the implementation of their responsibilities, to ensure that they exercise the duty of care and duty of loyalty to the standard of good administrators. The Board is also charged with ensuring that all Directors' activities are lawful.
- Audit & Supervisory Board Members, in accordance with the criteria and methodology established by the Audit & Supervisory Board, shall audit the business conduct of the Directors.
- The Company shall maintain a robust posture against antisocial forces that threaten the order and safety of civil society. The Company shall reinforce this commitment in its Code of Ethics.
- The Company shall form such organizations and develop such rules as necessary to ensure the maintenance of appropriate financial information, and prepare and release reliable financial statements.

(2)Maintenance and Administration of Information Concerning the Business Conduct of Directors

- Documents and other forms of information on the business conduct of Directors shall be prepared, maintained and administered appropriately by establishing and operating necessary arrangement involving internal regulations.
- Confidential information including documents and other forms of information on the business conduct of Directors shall be handled appropriately by establishing and operating necessary arrangement involving internal regulations.
- The Company shall form such organizations and develop such rules as necessary to ensure timely and appropriate disclosure of significant company information.

(3)Rules Relating to Risk Control against Loss

- The Company shall establish a Global Risk Compliance Management Committee as an organization carrying out deliberation on its risk management measures with CRCO (Chief Risk and Compliance Officer) assigned as a head for risk management of the Company, and shall establish a risk management supervising section for developing regulations concerning risk management of the Company and its subsidiaries, conducting risk assessment and structuring system for monitoring the risk management.
- Control of each serious risk factor shall be assigned to a specific section, which shall work to mitigate the risk factor for which it is responsible.
- The Company shall develop and operate internal regulations, etc. as necessary to ensure integrated control of individual departmental risk management activities.
- If a serious crisis arises, an Emergency Countermeasures Headquarters shall be established as provided in the internal regulations, etc., with the President and Chief Executive Officer as its head, in order to minimize damage and negative impact from the event.

(4)Systems to Ensure Efficient Execution of Directors' Duties

- The authority and responsibilities of the Board of Directors, President and Chief Executive Officer and sector heads, and the system for transferring authority between them, shall be better defined by strengthening Board of Directors Rules, Decision-making Rules and other important rules.
- Resolutions to be proposed at the Board of Directors' Meetings shall first be subject to deliberation by the Management Committee and other committees to ensure they are appropriate and meet procedural criteria for subsequent deliberation by the Board of Directors.
- After the Medium-term Plan and the budget for the fiscal year are formulated, management control systems such as a "management by objectives system" shall be established to achieve the plan's goals and targets.

(5)Systems to Ensure Employee Compliance with Acts, Regulations and the Company's Articles of Incorporation

- The Company shall establish the Global Risk Compliance Management Committee as an organization carrying out deliberation on its compliance measures with CRCO (Chief Risk and Compliance Officer) assigned as a head for compliance of the Company, and shall establish a compliance supervising section for enhancing and educating its Code of Ethics to the Company and its subsidiaries.
- The Company shall establish an internal reporting hotline in a third-party organization outside of the Company which enables one to directly report on any unlawful act, or the possibility of illegal or improper

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activity that could damage trust and confidence in the Company, which directly informs Audit & Supervisory Board Members and the President and Chief Executive Officer concerning such report.

- The Company shall maintain a robust posture against antisocial forces that threaten the order and safety of civil society. The Company shall reinforce this commitment in its Code of Ethics.
- The Company shall form organizations and develop rules necessary to ensure the maintenance of appropriate financial information, and prepare and release reliable financial statements.

(6)Systems to Ensure that the Yamaha Motor Group (Composed of the Company and Its Subsidiaries) Conducts Business Appropriately

- The Company's Group Companies Management Rules and Decision-making Rules shall be established that define the controlling sectors in charge of supervising each subsidiary, and the authority, responsibilities and management methods of subsidiaries.
- In order to audit the appropriateness of operations of the Company and its subsidiaries, an internal auditing sector shall be established in the Company under the direct control of the President and Chief Executive Officer. An internal auditing function shall be established in major subsidiaries as well, and shall conduct audits of sections and subsidiaries collaborating with the internal auditing sector of the Company.
- Each domestic subsidiary, in principle, shall have a Board of Directors and an Audit & Supervisory Board Member; overseas subsidiaries shall design the governing body in accordance with local laws.
- At least one Director of each subsidiary, in principle, shall concurrently serve as a Director, Executive Officer, or employee of another company in the Group.
- The section supervising financial reporting of the Company shall provide subsidiaries with guidance and education to ensure appropriateness of financial information.

(7)Systems to Report to the Company on Matters Concerning the Execution of Duties at the Company's Subsidiaries by Directors, Employees Who Execute Business, and Any Person in an Equivalent Position (Directors, Etc.)

- The Group Companies Management Rules of the Company stipulates that Directors, etc. of its subsidiaries must report to the Company on their financial status and other important information.
- The Company shall request Directors, etc. of its significant subsidiaries to make a report on their business execution at the Management Committee meetings, etc. of the Company on a regular basis.

(8)Rules Relating to Risk Management Against Loss by the Company's Subsidiaries and Other Systems

- The Company's CRCO and risk management supervising section shall set out rules on managing risks of the Company and its subsidiaries, and establish a system to monitor the risk assessment and its implementation plans and results.
- The Company's CRCO and risk management supervising section shall provide subsidiaries with guidance and education with respect to risk management initiatives carried out by each subsidiary.
- Standards of conduct shall be set out in the internal rules, etc. to allow the Company to promptly and adequately deal with significant issues about the Company and its subsidiaries when they arise and to minimize the damage from such issues.

(9)Systems to Ensure Efficient Execution of Duties by Directors, Etc. of the Company's Subsidiaries

- Decision-making processes, responsibilities and authority shall be clarified by strengthening the Board of Directors Rules, Decision-making Rules and other important rules.
- The Group Medium-term Plan and the budget for the fiscal year shall be set out.
- A common management control system shall be adopted by the Company and its subsidiaries.
- Global Executive Committee meetings, comprising Executive Officers of the Company and its major subsidiaries, shall be held regularly to share information on the group management policy and deliberate on the policy to deal with important issues.

(10)Systems to Ensure That the Execution of Duties by Directors, Etc. and Employees of the Company's Subsidiaries Complies with Acts, Regulations and the Company's Articles of Incorporation

- CRCO and the compliance supervising section of the Company shall enhance the Code of Ethics to be complied with by the Company and its subsidiaries, and shall provide subsidiaries with education on compliance.
- CRCO and the compliance supervising section of the Company shall provide subsidiaries with guidance and education in respect of compliance initiatives taken by each subsidiary.
- The Company and its subsidiaries shall maintain a robust posture against antisocial forces that threaten the order and safety of civil society. The Company and its subsidiaries shall reinforce this commitment in their Code of Ethics.
- The Company and its subsidiaries shall form organizations and develop such rules as necessary to ensure the maintenance of appropriate financial information, and prepare and release reliable financial statements.
- The internal auditing sector of the Company shall work in collaboration with the internal auditing functions of its subsidiaries and perform audits on the system for compliance with acts and regulations of the subsidiaries.
- Audit & Supervisory Board Members of the Company shall perform audits on the status of Directors' execution of duties, internal control, risk management, measures to deal with compliance, and asset management status, etc. of its subsidiaries in accordance with the criteria and methodology established by the Audit & Supervisory Board.

(11)Employee to Assist Audit & Supervisory Board Members

An Audit & Supervisory Board Members' Office shall be established with a full-time employee dedicated to assisting the Audit & Supervisory Board Members in the execution of their duties.

(12)Employee Assisting Audit & Supervisory Board Members Independence from Directors

- The internal rules provides that the authority to give instructions and orders to the employees assisting Audit & Supervisory Board Members shall be delegated to each Audit & Supervisory Board Member.
- Any dismissal or personnel changes concerning the employee assisting Audit & Supervisory Board Members in the execution of their duties shall be approved by the Audit & Supervisory Board in advance.

(13)Matters in Respect of Ensuring the Effectiveness of Instructions Given by Audit & Supervisory Board Members to the Employees Assisting Audit & Supervisory Board Members

- No employee assisting Audit & Supervisory Board Members in the execution of their duties shall concurrently hold a post involving other business operations. The employee shall perform his or her duties under the direction of the Audit & Supervisory Board Members, whose opinions shall be taken into consideration in evaluating the employee.

(14)Rules Concerning Directors and Employees Reporting to the Audit & Supervisory Board Members

- Directors and employees shall report to Audit & Supervisory Board Members on malpractice and/or acts concerning the execution of duties by Directors or employees, fact which violates the law and the Company's Articles of Incorporation, and incidents that could cause the Company considerable damage, depending on the importance and urgency thereof.
- Directors and employees shall report the following matters to the Audit & Supervisory Board Members periodically, or when necessary, at their request:
  - Establishment and operation of internal control systems, and related subjects
  - Results of internal audits conducted by the internal audit section
  - Operation of the internal reporting system, and receipt of reports

(15)Rules to Submit a Report to Audit & Supervisory Board Members by the Subsidiaries' Directors, Audit & Supervisory Board Members, Employees Who Execute Business, Any Other Person in an Equivalent Position and Employees or Any Person Who Received Reports from Aforementioned Persons

- The subsidiaries' Directors, Audit & Supervisory Board Members, Executive Officers, employees, and any person who received reports from these persons shall report to the Company's Audit & Supervisory Board Members on malpractice and/or acts concerning the execution of duties by Directors and employees of the Company and its subsidiaries, fact which violates the law and the Company's Articles of Incorporation, and

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incidents that could cause the Company considerable damage, when they recognize that such facts are present, depending on the importance and urgency thereof.

- The subsidiaries' Directors, Audit & Supervisory Board Members, Executive Officers and employees and any person who received reports from these persons shall report to Audit & Supervisory Board Members of the Company, at their request, on the following matters on a regular basis or when needed.
  - Matters in respect of the business execution
  - Result of audits performed by Audit & Supervisory Board Members of the domestic subsidiaries
  - Result of internal audits performed by the Company's internal auditing sector
  - Status of compliance and risk management, etc.

(16)Systems to Ensure That Any Person Who Reports as Described in the Preceding Paragraph Will Not Receive Any Disadvantageous Treatment Due to Such Reporting

- The Company shall stipulate in its internal rules that any person who reports as described in the preceding paragraph will not receive any disadvantageous treatment due to such reporting.

(17)Matters Regarding the Policy for Handling Expenses or Liabilities Incurred in Relation to the Procedures for the Advance Payment or Reimbursement of Expenses Incurred During the Execution of Duties by Audit & Supervisory Board Members, and Other Expenses or Liabilities Incurred During Execution of the Said Duties

- In order to pay expenses, etc. incurred in the course of the Audit & Supervisory Board Members' execution of duties, a certain amount of budget shall be allocated annually.
- When requests such as payment of expenses in advance are made by Audit & Supervisory Board Members in accordance with Article 388 of the Corporation Act of Japan, payment of such expenses or liabilities shall be made or discharged in a prompt manner.

(18)Other Systems to Ensure Effective Auditing by Audit & Supervisory Board Members

- The Representative Directors shall meet with the Audit & Supervisory Board Members periodically to exchange opinions.
- Audit & Supervisory Board Members shall attend important meetings including the Management Committee, Executive Committee, and Global Risk Compliance Management Committee.
- Any dismissal or personnel changes of internal audits sector Heads shall be approved by the Audit & Supervisory Board in advance.
- The internal audit section shall explain its internal audit plan to Audit & Supervisory Board Members in advance.
- The minutes of the Management Committee meeting and any other meetings as the Audit & Supervisory Board Members may specify shall be made available for their perusal. The Audit & Supervisory Board Members shall be granted similar access to any approved proposal memorandums they may specify.
- Auditing assistance from outside experts shall be secured when deemed necessary by the Audit & Supervisory Board.

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Addressing Materiality

Introducing Yamaha Motor's initiatives for materiality.

In 2019, Yamaha Motor identified important social issues (material issues) to achieve sustainable social development in harmony with the global environment and to enhance corporate value over the medium to long term. Since then, we have been promoting initiatives while conducting regular reviews and reassessments.

In 2024, in pursuit of our long-term vision, we revisited our history and corporate mission and redefined our value creation story with the aim of achieving sustainable growth and enhancing corporate value by generating three new outcomes: "Fun in Mobility," "fulfilling life," and "harmony with the Earth." This was incorporated into our Medium-Term Management Plan starting from 2025. To achieve these outcomes, we have identified the material issues of "Innovation," "Carbon neutrality," and "Safety and Reliability," and we are advancing initiatives to address and monitor progress on these issues.

The status of sustainability management (results of environmental management initiatives, progress in cultural reforms to accelerate human capital management, and overall progress and results of risk and compliance management promotion) is included as an evaluation item for Group-wide performance-based compensation for directors, including the President and Representative Director (not applicable to outside directors).

Integrated Report 2026 (Value Creation Story: P-11 / Materiality: P-22,23)

Contents

- Addressing Materiality
  1. Innovation
  2. Carbon Neutrality
  3. Safety and Reliability

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Addressing Materiality

Innovation

Initiatives to involve customers in value creation

Vision for 2030	Medium-Term Management Plan (2025–2027) Targets	Results (2025)
Through digital services, foster lasting connections with customers who continue to choose Yamaha Motor motorcycles	① Launch programs to foster connections with customers Number of countries with customer reward programs: 2 new (2025–2026), 1 new (2027), 5 total (2022–2027) ② Establish customer database at dealerships Number of Yamaha Motor IDs (cumulative from 2020): 8.5 million (2025), 10.6 million (2026), 12.8 million (2027) ③ Provide extra value to customers ・Number of downloads of Y-Connect vehicle connectivity app (cumulative from 2020): 6.0 million (2025), 7.0 million (2026), 8.4 million (2027) ・Number of downloads of Y-TRAC Rev circuit driving app (cumulative from 2025): 8,000 (2025), 18,000 (2026),28,000 (2027)	① Number of countries with customer reward programs: 1 (Philippines) ② Number of Yamaha Motor IDs (cumulative from 2020): 8.2 million ③ ・Number of downloads of Y-Connect vehicle connectivity app: (cumulative from 2020): 6.1 million ・Number of downloads of Y-TRAC Rev circuit driving app (cumulative from 2025): 1,120
Enhance customer experiences by evolving into an integrated boat business * Initiatives aimed at transforming our existing propulsion systems, hulls, and peripheral businesses into a fully integrated, centrally managed boat business	① Expand peripheral products and services for boats ② Broaden the scope of business services across the entire marine products ecosystem Compound annual growth rate (CAGR) of parts and service sales: 12%	① ・Market launch of the Wireless Joystick, enabling vessel operation from anywhere on board, not limited to the cockpit ・Introduce the new HARMO electric boat maneuvering system in Japan ② ・Launch to market the Siren3 with expanded target products in the connected domain ・Establish YMCI, a new company in Finland for digital platform and connected technology development ・Average annual growth rate of parts and services sales: 6.7% (vs. 2024)
Provide services that help people with limited economic access to mobility improve their standard of living and earn a stable income, thus generating employment opportunities	① Expand service coverage into new regions Broaden service coverage beyond the current four countries (India, Nigeria, Uganda, and Tanzania) ② Increase the number of vehicles operating in existing service regions Increase employment opportunities generated through our services: Approx. 40,000 jobs (2025)	① Conduct market research in East Africa (Kenya, Uganda, Tanzania, and Ethiopia) ② Increase the cumulative number of employment opportunities to 32,000 (up 8,000 from 2024) Although new rollouts were restrained during the year due to deteriorating macroeconomic conditions, latent demand remains high, and the plan is expected to be surpassed in 2026

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Vision for 2030	Medium-Term Management Plan (2025–2027) Targets	Results (2025)
Promote the adoption of outdoor autonomous transport services using self-driving EVs to help address labor shortages in the manufacturing and logistics industries and to create safer, more comfortable working environments	① Expand new customer acquisition and increase the number of facilities and units in operation at existing customers ② Conduct proof-of-concept testing in preparation for rollout outside Japan	① Expand to approximately 60 locations centered on major Japanese companies, with approximately 90 units in operation ② Coordinate toward implementation of PoC (in progress)

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Reduce CO_2 emissions at worksites (Scope 1 and 2)

Vision for 2030	Medium-Term Management Plan (2025–2027) Targets	Results (2025)
Reduce CO_2 (per unit of net sales) from production by 80% compared with 2010 (Achieve carbon neutrality by 2035)	① Reduce CO_2 emissions intensity from production activities by 74% compared with 2010	① 73% reduction Calculated on a global manufacturing basis
Expand use of renewable energy Ratio of electricity generated from renewable energy sources in 2035: Over 30%	① Ratio of electricity generated from renewable energy sources: Over 15%	① 11% Calculated on a global manufacturing basis

Reduce CO_2 emissions from product use (Scope 3 Cat.11)

Vision for 2030			Medium-Term Management Plan (2025–2027) Targets	Results (2025)
Promote the development and sales of core products with low environmental impact	Electrification	Development and sales of electric motorcycles: Strengthen lineup in the commuter and recreational segments	① Develop and release electric motorcycles: Launch multiple new platform models	① 2 models ・CUXi E: Released in September / Taiwan ・JOG E: Advance release in December / Japan
		Electrification of marine propulsion: Replace 5% of all outboard motor models in developed countries	① Expand sales of electric outboard motors manufactured by Torqeedo GmbH Share of outboard motors sold in developed countries: 4% of total units	① 3.65%
	Reduce energy consumption	Improve internal combustion engine fuel efficiency in motorcycles Develop new engines: 4 models	① Develop and introduce engines with improved internal combustion fuel efficiency Develop new engines: 3 models (2025–2027)	① 4 models under development
		Improve energy efficiency by reducing the weight of outboard motors	① Launch a lineup of next-generation large outboard motors that are lighter than conventional models	① Under development for introduction
		Improve electricity consumption efficiency of electrically powerassisted bicycles compared with 2019: 8%	① Continue pursuit of weight reduction incorporated into specifications (scheduled for sequential introduction from 2027 onward) ② Improve drive unit efficiency by switching e-Kit* products to 48V (phased replacement from 2025)	① Ongoing progress ② Replacement rate: 30% (Ratio to unit sales volume)

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Vision for 2030			Medium-Term Management Plan (2025–2027) Targets	Results (2025)
			Replacement rate: 75% (by December 31, 2028) *1 * Drive unit for electrically power-assisted bicycles made by Yamaha Motor *1	
	Adapt to low-CO_2-emission fuels	Develop motorcycles compatible with flex fuel (E85): 2 models	① Promote development of flex-fuel compatible models	① 2 models under development
		Accumulate marine product technologies compatible with carbonneutral fuels (hydrogen, FCVs, biofuels, e-fuels)	① Continue advance development and feasibility testing	① Continue development of hydrogen fuel utilization technology using actual vessels and exhibit at the Miami International Boat Show
		Sales of unmanned helicopters compatible with alcohol fuel (E27): Over 45% of total units sold	① Launch and sell alcohol fuel-compatible models in 2026	① Evaluate technical feasibility using a prototype alcohol fuel-compatible model (E27)

*1 Certain descriptions have been revised due to product planning revisions, and other factors.

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Promote initiatives to eliminate fatal accidents involving Yamaha Motor products

Vision for 2030		Medium-Term Management Plan (2025–2027) Targets	Results (2025)
Technologies	Launch motorcycles with advanced driver assistance systems	① Promote development of motorcycles equipped with airbags ② Continue development of advanced rider assistance systems (ARAS)	① Promote development of motorcycles equipped with airbags ② Equip the TRACER9 with Matrix LED Headlight (world-first for motorcycles), Emergency Stop Signal (ESS), and Yamaha Variable Speed Limiter (YVSL)
	Launch electrically power-assisted bicycles with enhanced more advanced technologies	① Strengthen market data collection through connectivity and integrate insights into development ② Introduce new value in the PAS domain (by December 31, 2027) *1 ③ Launch to market the new technologies linked with E-kit (by December 31, 2027) *1	① Progress according to plan ② Progress according to plan ③ Progress according to plan
	Reduce accidents involving unmanned helicopters (Maintain accident rate under 3% and zero serious accidents)	① Enhance obstacle detection functions Improve penetration rate of models equipped with obstacle detection: 50% (by December 31, 2027) *2	① ・Penetration rate of models equipped with obstacle detection: 36% ・Accident rate: 3.8% (down 1.3% from 2024), zero serious accidents
User Skills	Provide appropriate education to reduce motorcycle rider accidents	① Expand Yamaha Riding Academy (YRA) and microlearning programs Participants: 360,000* across 6,600 sessions in 32 countries (2025–2027) * Increase of 8,000 vs. previous medium-term management plan	① Number of participants: 35 countries / 2,111 sessions / 159,000 participants
	Promote safe riding awareness among electrically power-assisted bicycle users (Twice as many events as the 2024 results; 9 sessions in 2024)	① Continue awareness initiatives in collaboration with sales companies Traffic safety events: At least 10 (2025), at least 10 (2026), at least 15 (2027)	① Awareness-raising activities conducted by sales companies and business divisions: 13 activities Riding classes, off-road lessons, lessons for the elderly, test rides at safety awareness events, etc.
	Introduce products and services aimed at achieving zero accidents during boat operation	① Introduce and promote overboard detection systems for boat passengers	① Launch to market the Man Overboard (MOB) Detection System
	Reduce accidents involving unmanned helicopter operation (Achieve accident rate under 3%; maintain zero serious accidents)	① Conduct user awareness initiatives and worksite verification on safe operation ・Participate in safety training: Participated as instructors 10 times/year *3 ・On-site patrols conducted: 5 times/year *3	① ・Participate in safety training: 14 times (Participated as instructors in training sessions hosted by authorized dealers, etc.) ・On-site patrols: 7 times

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Vision for 2030		Medium-Term Management Plan (2025–2027) Targets	Results (2025)
Connectivity	Introduce functions that notify users of optimal timing for motorcycle inspections and maintenance	① Number of downloads of Y-Connect vehicle connectivity app (cumulative from 2020): 6.0 million (2025), 7.0 million (2026), 8.4 million (2027) ② Launch vehicle servicing reminder function	① Number of downloads of Y-Connect vehicle connectivity app (cumulative from 2020): 6.1 million ② ① Launch as a function of Y-Connect
	Introduce functions that alert users of potential issues and provide safety information for electrically power-assisted bicycles	① e-Kits for standard product sales with app support: 100%	① Progress according to plan
	Promote outboard motors equipped with connected features that support safety and peace of mind	① Expand the lineup of connected outboard motors from large models to include small and mid-sized models ② Expand availability of connected outboard motors to more countries and regions	① Launch to market the Siren3 compatible with small- and medium-sized outboard motors ② Continue development aimed at expanding service regions

*1 Certain descriptions have been revised to reflect the level of specificity.

*2, 3 Calculation methodologies have not yet been established, so targets are currently organized in a manner that enables quantitative assessment.

Utilize mobility technologies to provide transportation infrastructure for vulnerable populations with limited access to mobility, including seniors and people in depopulated areas

Vision for 2030	Medium-Term Management Plan (2025–2027) Targets	Results (2025)
Establish Green Slow Mobility solutions to enhance quality of life for seniors and contribute to extending healthy life expectancy	① Through advancements in Green Slow Mobility, provide safe and user-friendly transportation that everyone can use, thereby improving quality of life Number of municipalities conducting pilot programs: 3 ② Establish and disclose methods for measuring social impact	① Conduct a total of two demonstration experiments toward establishing measurement methodologies ② Conduct using two methods (smartphone app and paper questionnaire) and continue organizing and comparing the obtained results while planning future demonstration experiments

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Environment

Introducing the approach and policies concerning the global environment



- Approach to Global Environment
- Yamaha Motor Group Environmental Plan 2050
- Initiatives for “Climate Change”
- Initiatives for “Resource Recycling”
- Initiatives for “Biodiversity”
- Environmental Management
- Data Collection

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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 that affect the creation of a sustainable society, such as increasing global warming, the overconsumption of energy, water and other natural resources, and the loss of biodiversity, are worsening on a global level.

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, and the United Nation's Intergovernmental Panel on Climate Change (IPCC)'s Special Report on Global Warming of 1.5°C reports the need for carbon neutrality to be achieved by 2050.

Furthermore, at the 2022 edition of the United Nations Biodiversity Conference (COP15), an international conference for conserving biodiversity and realizing the sustainable use of biological resources, the Kunming-Montreal Global Biodiversity Framework was adopted as a new worldwide goal for 2030. It aims to stop the loss of biodiversity to align with nature's recovery trajectory and take urgent action to reserve biodiversity loss in order to become nature positive.

In response to these social conditions, the Yamaha Motor Group will undertake initiatives to achieve harmony with the global environment.

- To prevent global warming, we aim to become carbon neutral through activities to reduce greenhouse gases (GHS) and conserve energy.
- We will abide by the laws and regulations of every country and region we operate in concerning the prevention of air, water and soil pollution. We will also prevent environmental pollution through continuous monitoring and the reduction of pollutants.
- Through the efficient use of resources, such as the appropriate disposal and recycling of waste, we are pursuing initiatives to create a circular economy.
- When it comes to the conservation of biodiversity, we will aim to be nature positive, consider the effects of our business activities and products on biodiversity throughout the value chain, and promote initiatives to reduce negative effects to the absolute minimum. Forests in particular are involved in many areas including absorbing and fixing CO_2, biodiversity, water resources and soil, so we will be promoting forest conservation activities.
- We will appropriately handle chemical substances with the potential to seriously affect human health or the environment.

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.

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)

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Yamaha Motor Group Environmental Plan 2050

Introducing the Yamaha Motor Group Environmental Plan 2050

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     - 2025 CO_2 emission results and reduction results
- Disclosure in Line with TNFD

Environmental Plan 2050

Yamaha Motor has a diverse range of products that allow users to enjoy interacting with nature in a healthy global environment, and we have grown by providing people around the world with free movement and fulfilling lives. We will therefore take responsibility for environmental conservation in the oceans, mountains and rivers which are our product fields, and minimize our effect on the environment.

In the Yamaha Motor Group Environmental Plan 2050, we set climate change, recycling of resources, and biodiversity as priority action areas, with carbon neutrality, a circular economy and nature positivity as targets to achieve.

Moreover, by increasing the environmental efficiency of our products, which are offered in over 180 countries and regions, across the whole supply chain which takes the Life Cycle Assessment (LCA) into account, we will reduce the CO_2 emitted by our products when used for leisure, in industry and everyday life and contribute to the creation of a carbon-free society.

For resource recycling, there are demands for a switch from socio-economic activities based on mass production, consumption and disposal to a circular economy that efficiently uses limited resources.

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For biodiversity, we are involved in activities at our business locations inside and outside Japan to conserve biodiversity in and around the region where we operate. Furthermore, we support activities that use Yamaha Motor's products, such as beach and lake cleaning using boats and ROVs, and forest conservation efforts involving the use of laser measurements with unmanned helicopters. The Group also discloses nature-related information in line with TNFD* recommendations and promotes initiatives aimed at achieving a nature-positivity.

* TNFD：Taskforce on Nature-related Financial Disclosures

Overview of the Plan

Action Themes		2050 Targets	Priority Actions
Climate Change 	1	Reduce CO_2 emissions from products (Scope 3 Cat.11 86% or higher reduction compared to 2024) *Per unit sold	• Improve the fuel efficiency of the ICE* system • Expand the lineup of BEV • Develop power trains in response to diversification of energy sources, such as CN fuels* ※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_2 emissions from business locations (Scope 1, 2 Achieve carbon neutrality in 2035)	• Reduction of CO_2 emissions generated in operation of production (t-CO_2/net sales) • Reduction of CO_2 emissions in logistics
Resource Recycling 	3	Effective use and recycling of limited resources in products (Use of sustainable materials)	• Consider Eco design • Promote the use of sustainable materials
	4	Effective utilization of limited resources and promotion of recycling at business sites (Zero landfill waste in business activities, waste reduction: basic unit 1% / year)	• Qualitative improvement in recycling/Zero landfill/Reduction of waste generated at the manufacturing stage • Promotion of the reduction of water consumption amounts based on the water stress scenario
Biodiversity 	5	Strengthening of environmental conservation and biodiversity promotion activities in various countries and regions	• Activities to protect the places (land, sea and air) where our products are used • Activities that contribute to solving environmental issues in various countries and regions
Management 	6	Management	• Strengthening of compliance with environmental laws and regulations, strengthening of the control of chemicals in products • Contribution to the improvement of the air pollution of various countries and regions • Reduction of VOC emission through production activities • Promotion of environmental activities in collaboration with suppliers • Building awareness on environmental conservation through global environmental education

- Scope 1： Direct greenhouse gases (GHG) emissions

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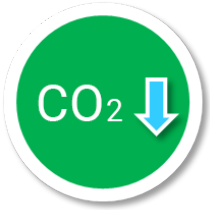
- Scope 2：Indirect GHG emissions
  *Indirect emissions from the use of electricity, heat, and steam supplied by other companies.
- Scope 3：Indirect emissions other than those in Scopes 1 and 2

2050 Society

As of 2022, the global population had already exceeded 8.0 billion. This number is predicted to reach 9.7 billion by 2050, increasing by about 2.0 billion. Economic growth in Africa and India, among other regions, is projected to drive the world's consumption of primary energy to increase by about 1.3 times in 2050 compared to 2020. 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_2 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.

Climate-related Risks and Opportunities

Action Themes	Climate Change	Resource Recycling	Biodiversity
			
Risks	**Short-term** 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. **Medium-term** A growth of demand for motorcycles triggered by economic growth in India, African countries, and other regions may increase CO_2 emissions from operations, and the introduction of carbon tax may increase operational costs. **Long-term** Heightened environmental awareness may lead to decreased sales of products that use fossil fuels.	**Short- to medium-term** 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. **Long-term** Increased consumption of resources accompanying the economic growth of emerging nations may heighten procurement risks, including a shortage of resources and cost increase.	**Short- to long-term** 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.

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Opportunities	**Short- to medium-term** 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 growing, mainly in developed countries. **Long-term** Electric models may be widely adopted.	**Short-term** 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. **Medium-term** Rental business and sharing services **Long-term** Ultra-compact mobility vehicles that are small, lightweight, and resource-saving may be incorporated into the social infrastructure.	**Short- to long-term** 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.

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

1. Governance

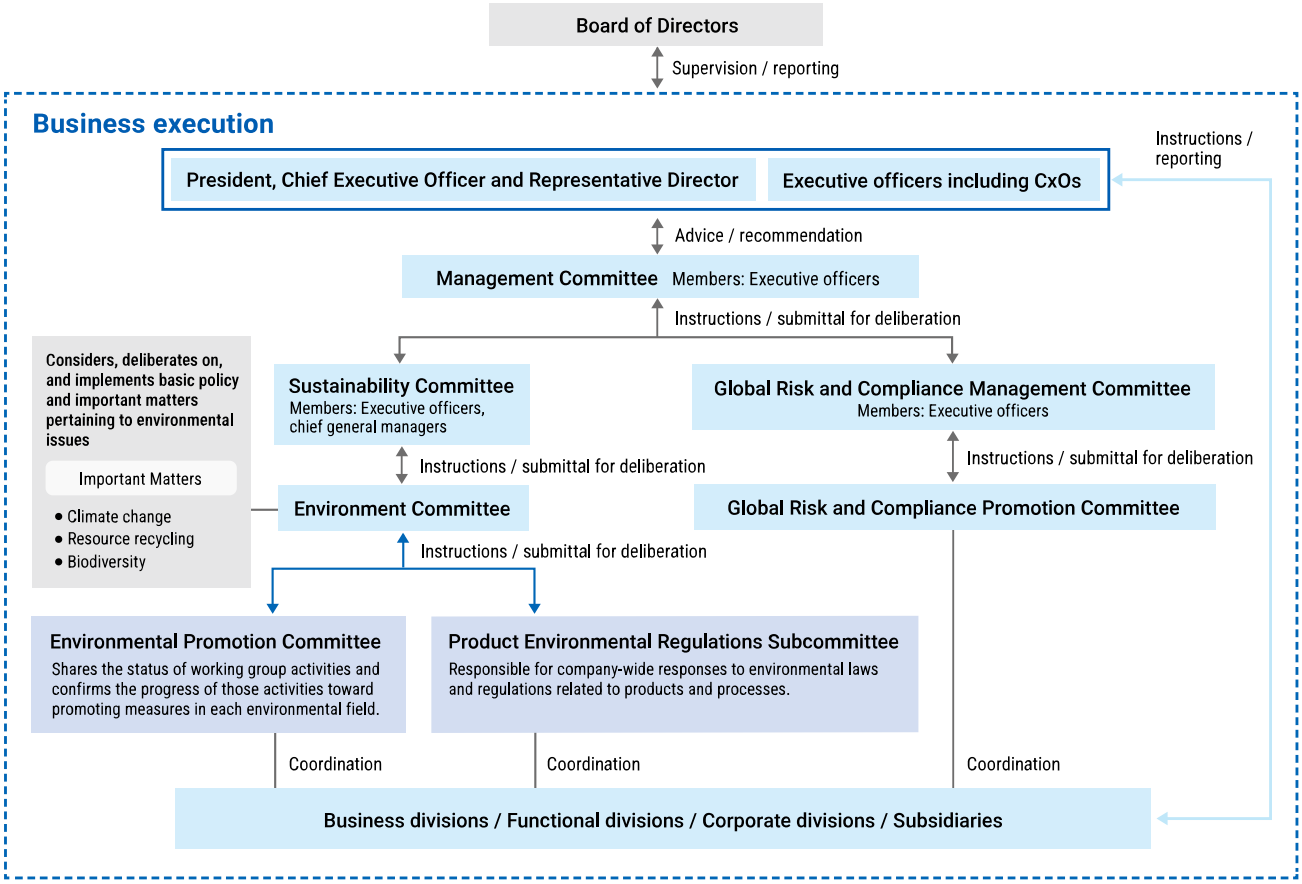
Climate change-related governance structure

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 (held six times a year) and the Global Risk and Compliance Management Committee (held six times a year), both of which conduct discussions based on advice from the Management Committee, chaired by the President and Chief Executive Officer and comprising executive officers and others appointed by the President and Chief Executive Officer. The Sustainability Committee discusses responses to sustainability-related issues across the Group, while the Global Risk and Compliance Management Committee discusses responses to risk and compliance-related issues, including human rights initiatives.

We position the environmental field as one of the key management issues to be addressed and have established the Environment Committee, chaired by the executive officer in charge of promoting environmental activities or a person appointed by that executive officer. The Environment Committee meets four times a year to deliberate on policies and visions related to environmental issues such as climate change, resource recycling, and biodiversity; formulate the Group's long-term environmental plan (Environmental Plan 2050); and conduct annual reviews of each division's progress toward its targets. Subordinate organizations under the Committee include the Environmental Promotion Meeting and the Product Environmental Regulations Subcommittee, which consider more specific issues and examine response policies.

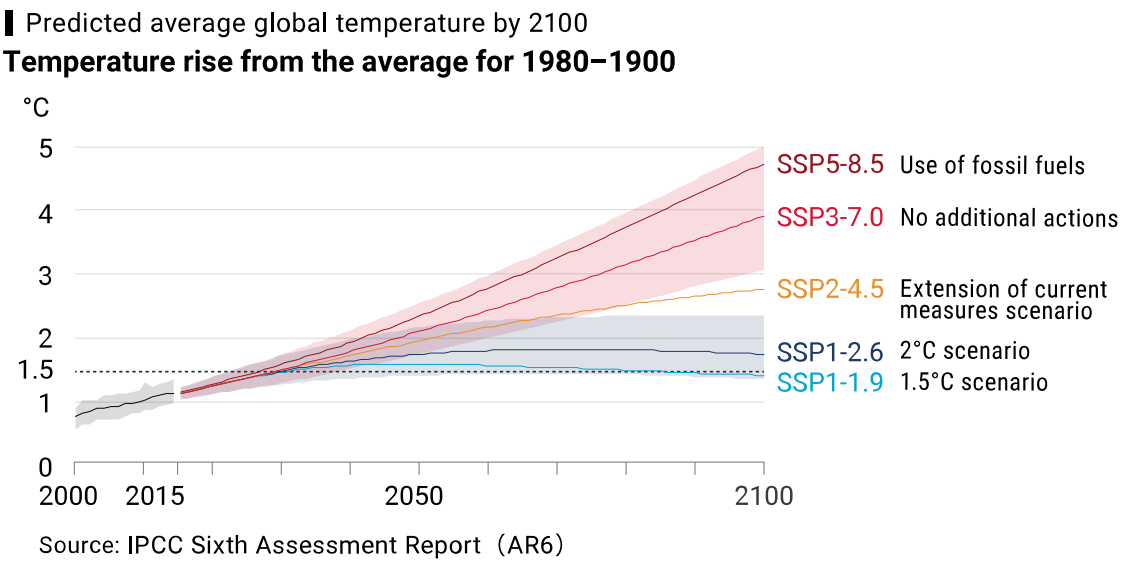
The status of sustainability management (results of environmental management initiatives, progress in cultural reforms to accelerate human capital management, and overall progress and results of risk and compliance management promotion) is included as an evaluation item for Group-wide performance-based compensation for directors, including the President and Representative Director (excluding outside directors).

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2. Strategy

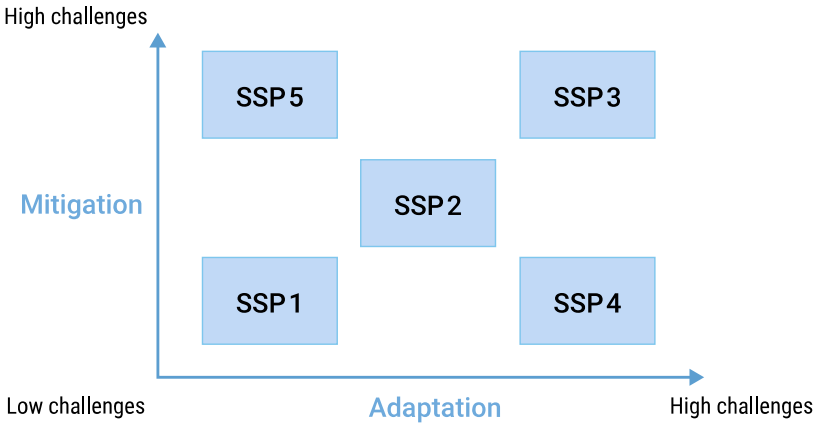
Define scenarios



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 approach to become carbon neutral by 2050, to cope with uncertainties (risk factors), we referred to the IPCC Sixth Assessment Report and considered each of the following scenarios: SSP1-1.9 or SSP1-2.6, and SSP3.

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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 less than 3 years)

Medium term: May necessitate a major adjustment of our strategies (including possibilities that may materialize in a period of 3 years to less than 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	**Policy and Legal (SSP1)**	Development costs may increase due to compliance with the emission standards and CO_2 emission regulations of various countries and regions	Short term	The Regulations and Certification Division and local sales divisions obtain the latest information on tightening emissions standards and report it to the R&D division to help us respond to tightening standards in various countries. As a measure to minimize risks from suddenly tightened regulations in India and the ASEAN region, we develop our company's global models which comply with current standards in line with European standards.	While working to grow our existing businesses and develop new ones, we spent 159.1 billion yen on R&D expenses and growth strategies in FY2025, including measures to adapt to or mitigate climate change issues. One major effect of climate change on the company is that CO_2 emissions from the use of our products account for over 80% of our total GHG emissions, and of that, about 91% are emitted by motorcycles. Motorcycles are our main product, making up 62% of our sales, so the R&D expenditure needed to comply with emissions standards has a major impact on our business.
	Policy and Legal (SSP1)	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	To minimize the risks associated with tightened energy standards in the countries and regions we are active in, the Production Technology Center and our environmental facility division collect information on regulatory trends pertaining to energy costs in various countries and regions. Moreover, the Environmental Committee deliberates and discusses energy-related investment plans, how to procure renewable energy and other matters, and the findings are reported to the Board of Directors following a review by the Management Committee.	The burden will increase to 3.5 billion yen/year if we assume a carbon tax on CO_2 emissions of 10,000 yen/ton for our business activities from calculations based on CO_2 emissions in 2025.* * Carbon Pricing Leadership Coalition (CPLC) Report: from 2030 carbon tax price forecasts

	Classification (scenario)	Assessment target	Period	Response status	Financial impact
	Technology (SSP1)	Risk that demand for rare earths will increase and procuring raw material will become difficult once various manufacturers begin to accelerate electrification initiatives.	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.	—
	Market (SSP1)	Risk of reduced sales for ICE motorcycles due to bans on inner-city use of vehicles that use fossil fuels	Long term	We will develop mobility products that use next-generation power sources instead of fossil fuels (electric motorcycles, PAS, low-speed electric land cars), propose sharing services in collaboration with local governments, and pursue collaborations with partners aimed at the unification of social infrastructure focused on CASE, the latest trend in the automobile industry.	Sales of our motorcycles in developed countries in FY2025 were 386.4 billion yen. If sales of motorcycles equipped with gasoline-powered internal combustion engines dropped by 50% due to changes in preferences in markets in developed countries which are rapidly going carbon-free, it would reduce the company's sales by 193.2 billion yen.
	Reputation (SSP1)	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	—
Physical risks	**Acute (SSP3)**	Risk of extreme weather events impacting operations	Medium term	We have identified damage from natural disasters as one of the Group's six major risks, and based on that identification we have made it obligatory to prepare and advance response plans for high-risk regions. When it comes to suppliers, we try to reduce risks by ensuring that we have adequate stock and by having a system in place for speedy responses when a disaster occurs, such as quickly identifying and confirming potential suppliers.	Sales of our motorcycles in developing nations in FY2025 were 1,191.6 billion yen. If flooding were to cause a two-week suspension of operations in the ASEAN region, resulting in a supply delay of 120,000 motorcycles, motorcycle sales in emerging markets would be affected, decreasing by 2.6%, with revenue declining by ¥30.9 billion.
	Chronic (SSP3)	Risk of long-term extreme weather impacting operations and sales	Long term	Environmental managers assess the frequency and severity of onshore abnormal weather and heavy rain based on the evaluations in the IPCC's AR6 report, understand the level of their effects on our locations,	—

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	Classification (scenario)	Assessment target	Period	Response status	Financial impact
				and implement countermeasures.	

	Classification	Assessment target	Period	Response status	Financial impact
Opportunities	**Resource Efficiency**	Improved energy efficiency in production processes	Short term	Implement theoretical-value-based production globally	2025-2027 - Budget of 12.6 billion yen for carbon neutrality at production sites
	Energy Source	Adopting renewable energy at production sites	Short term	Introduce solar power generation globally Introduce CO_2-free power sources to YMC	2025-2027 - Budget of 5.6 billion yen for renewable energy at production sites
	Products/ Services	Expand development of low carbon products Upgrade and expand sales of BEV products	Medium term	Develop and launch multiple new platform models for electric motorcycles	Increased revenue due to demand for low carbon products
	Markets	Expand demand for our products tailored to the power sources and policies of individual countries and territories	Short term	Launch the CUXi E electric scooter for Taiwan and the JOG E electric scooter for Japan.	—
		Access to environmentally-focused new markets and territories	Medium term	Establish a Yamaha fund focused on the environment and resources To remove CO_2 from the air, we invested in Andes Ag, Inc., a US-based startup that researches beneficial microorganism technologies .	Total investment: 10.0 billion yen (15-year investment period)
	Resilience	Increase revenue through products and services tailored to the energy policies and diverse energy sources of individual countries and territories	Long term	In preparation for greater global demand for electrified products, Yamaha Motor is developing electrified versions of its products and expanding its lineup in order to establish systems capable of satisfying that demand.	R&D costs in 2025 were 159.1 billion yen

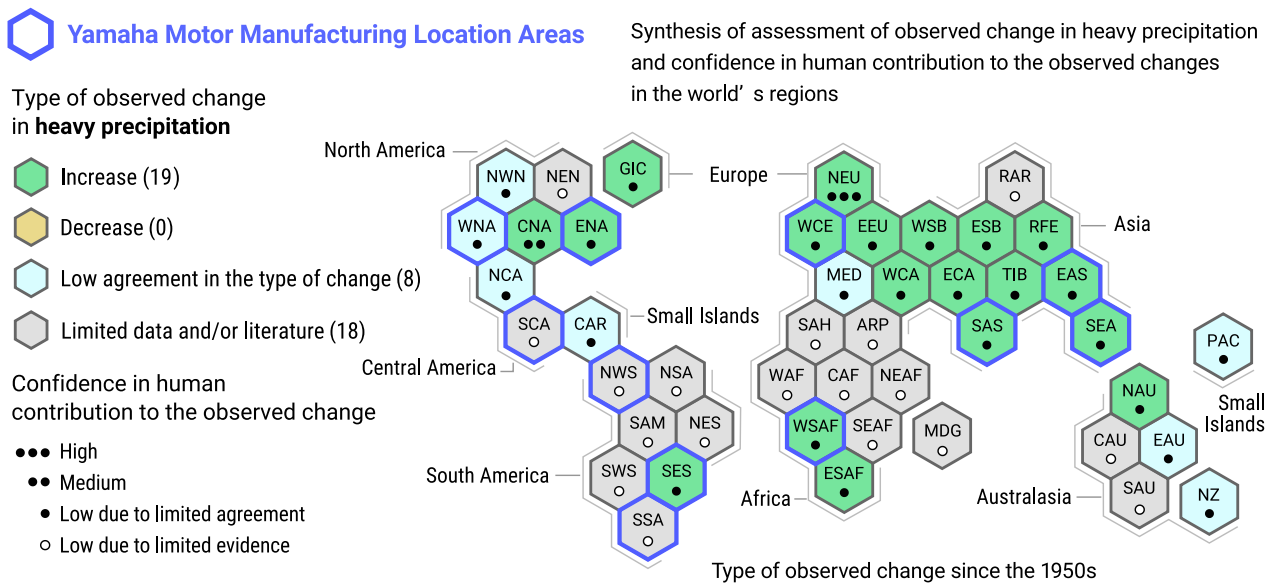
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Business activities and scope exposed to physical risks

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



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



North-Western North America

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, and we are working to further improve the BCP level.

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Compact Mobility Vehicles with Low environmental impact

Yamaha Motor proposes compact mobility vehicles with low CO_2 emissions and Low environmental impact throughout their life cycle, from raw materials to manufacturing, use, and disposal. For example, the CO_2 emissions of two-wheeler vehicles are less than those of four-wheelers. In terms of the whole product life cycle, CO_2 emission amounts are 70% less for ICE vehicles, and 75% less for Battery Electric Vehicles at the raw materials stage.

More effective CO_2 emission reduction can be achieved through the reduction of CO_2 emissions during the manufacture of batteries, and excellent charging facilities that utilize renewable energy sources.

Basic Policy

Aim for the further reduction of movement-related CO_2 emissions per passenger

- **Switch to efficient sources of power with smaller CO_2 emissions.**
- **Promote the utilization of compact mobility vehicles with a low carbon footprint.**

Multi-Pathway Initiatives

There is much we can do for the world as we work toward achieving carbon neutrality by 2050. In addition to electrification, one such initiative is the use of "sustainable fuels" that help reduce CO_2 emissions. These initiatives are referred to as "multi-pathway," and we are preparing to advance a variety of strategies.

<table>
<tr><th>Main axis</th><th colspan="2">Technological response</th><th>Effect</th></tr>
<tr><td rowspan="4">ICE（internal combustion engine）</td><td colspan="2">Enhancement of the efficiency of engines and drive trains</td><td rowspan="2">Fuel efficiency improvement</td></tr>
<tr><td colspan="2">HEVs (the main axis is motorized in S-HEVs)</td></tr>
<tr><td rowspan="2">De-carbonization of fuel</td><td>Synthetic Liquid Fuels</td><td rowspan="3">De-carbonization</td></tr>
<tr><td>Hydrogen</td></tr>
<tr><td rowspan="2">Motorized</td><td colspan="2">BEV</td></tr>
<tr><td colspan="2">FCV (hydrogen fueled)</td></tr>
</table>

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_2, which are obtained by electrolyzing water with renewable energy.

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Specific initiatives examples

World's First Hydrogen-Powered Outboard Motor Displayed at 2024 SEMA

Yamaha Motor U.S.A. (YMUS) Marine Division collaborated with Roush Enterprises and Regulator Marine, Inc., to unveil the world's first hydrogen-powered outboard motor for recreational boats at the Specialty Equipment Market Association (SEMA) Show.



Together with the hydrogen fuel system for powering the outboard motor designed by Roush and the specially designed boat hull by Regulator Marine, the concept of the H2 outboard motor was exhibited and introduced to over 160,000 visitors, including more than 2,300 members of the media, during the show.

By presenting a direction based on solutions utilizing multiple technologies, Yamaha promoted the idea of reducing CO_2 emissions through various technological approaches and emphasized the importance of cross-industry collaboration to realize these goals.

In the development of the hydrogen engine, Yamaha has partnered with a range of companies. These Initiatives align with Yamaha's broader strategy to reduce CO_2 emissions and contribute to a more sustainable future. By pursuing hydrogen as a clean and renewable energy source, Yamaha aims to advance its environmental goals while maintaining performance and reliability.

Investment in Electric Scooter Startup "World of River"



Yamaha Motor has invested in "World of River Limited, Inc." (hereinafter "River"), a startup company engaged in the manufacture and sale of electric scooters in India.

River is a company involved in the development, manufacturing, and sale of electric scooters. In the world's largest market for electric motorcycles—India—the company established a group company, "River Mobility Private Limited" (based in Bengaluru, India), and provides electric scooters with high quality and sophisticated design.

In India, the electric motorcycle market is rapidly expanding due to government support for domestic manufacturing and the promotion of electrification as part of energy diversification initiatives aimed at addressing environmental issues. Through this investment in River, Yamaha Motor will explore business collaboration with the company in the EV market.

Acquisition of Marine Electric Propulsion Manufacturer "Torqeedo"



Yamaha Motor Co., Ltd. has signed a stock purchase agreement with Germany-based Deutz AG, the parent company of marine electric propulsion manufacturer Torqeedo GmbH (hereinafter "Torqeedo"), to acquire all shares of Torqeedo.

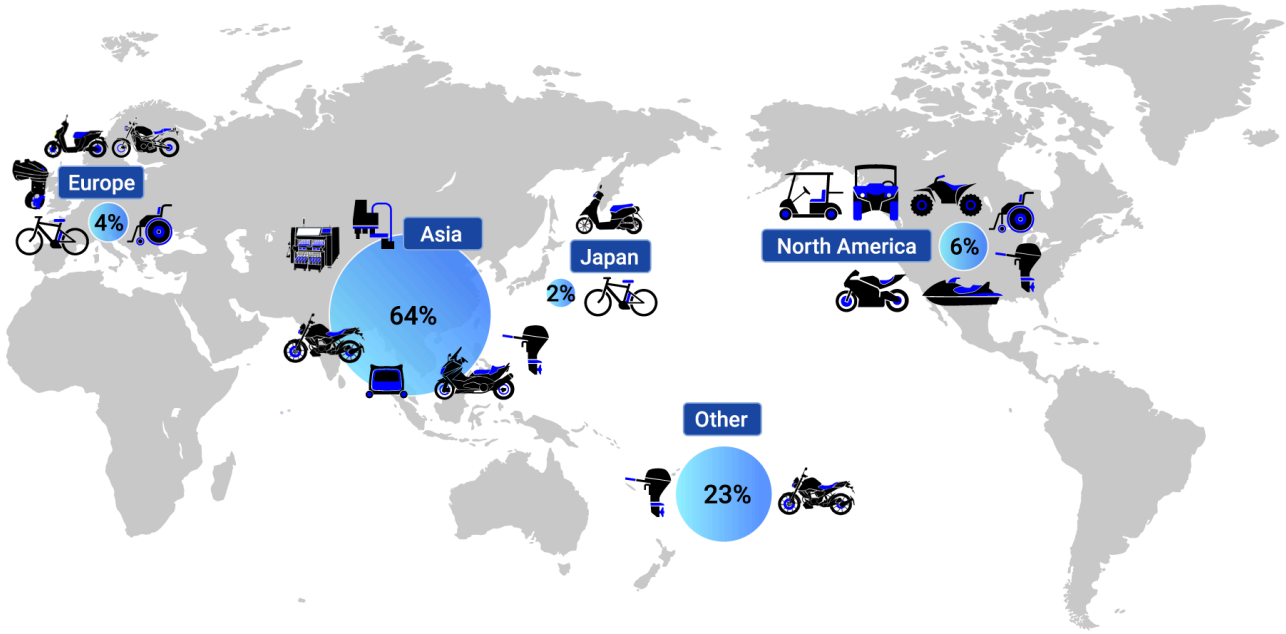
This acquisition aims to strengthen Yamaha Motor's development capabilities in the "Electric" field of its Marine CASE strategy, which is being advanced as part of its Medium-Term Management Plan.

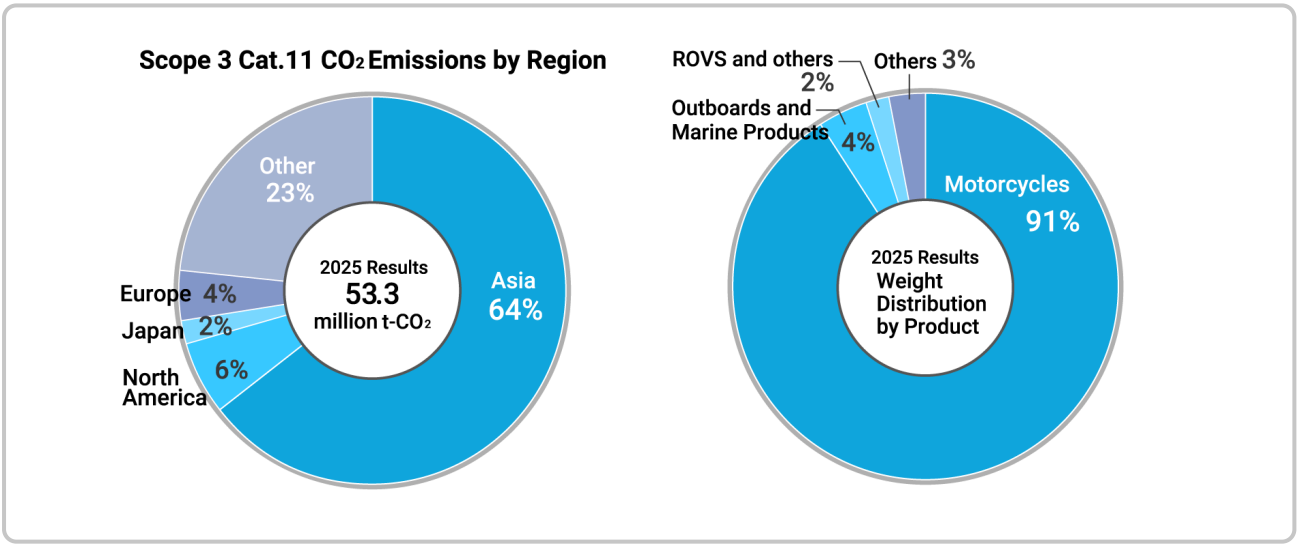
This acquisition is also meant to accelerate the Company's efforts for achieving carbon neutrality in the marine industry as well as aid in fast-tracking the establishment of a

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small electric propulsion lineup. Furthermore, by combining Torqeedo's assets with Yamaha Motor's decades of technical expertise and know-how in hull design, marine engines, and more will birth synergies for creating mid-range electric outboard motors as the Company aims to become a leader in the growing market for electric boat propulsion.

By region CO_2 emissions from the use of sold products





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.

Evaluation of Risks

The Environment Committee evaluates specific initiatives undertaken as a business strategy on risks and opportunities identified by each operating division and functional division.

Process of Managing Climate-related Risks

The Environmental 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, and reports the results to the Sustainability Committee.

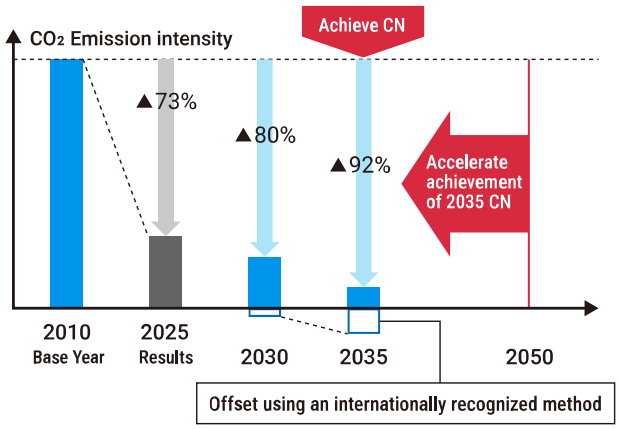
Specifically, each operating division and functional division considered NDC scenarios and two scenarios out of SSP1-1.9 or SSP1-2.6 and SSP3, using the information in the IPCC Sixth Assessment Report as a reference. They then evaluated the short-term, medium-term and long-term risks and opportunities 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. The Environment Committee meets six times a year to deliberate on policies and visions related to environmental issues such as climate change, resource recycling, and biodiversity; formulate the Yamaha Motor Group’s long-term environmental plan (Environmental Plan 2050); and conduct annual reviews of each division’s progress toward its targets.

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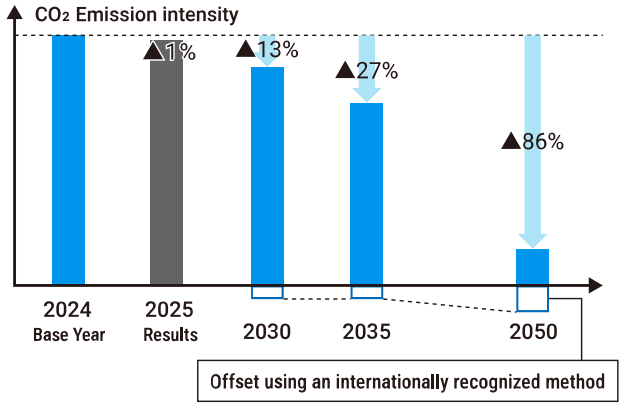
4. Indicators and Targets

Initiatives for "Climate Change"

Scope 1, 2 Targets



Scope 3 Cat.11 Targets



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

Concrete measures

- Roll out theoretical value energy (energy conservation activities)
- Adopt renewable energy (solar power, etc.)
- Update facilities, reform processes
- Thermal demand facilities Electrification / Fossil fuel-free
- Carbon offset

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

- 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_2, which are obtained by electrolyzing water with renewable energy.

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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_2 emissions.

Targets for 2050

- The whole supply chain must be carbon neutral

Targets for 2035

- Scope 1, 2 : Achieve carbon neutrality
- Scope 3 Cat.11 : 27% reduction (compared to 2024)

Targets for 2030

- Scope 1, 2 : 80% reduction (compared to 2010)
- Scope 3 Cat.11 : 13% reduction (compared to 2024)

2025 CO_2 emission results and reduction results

Scope 1, 2（t）	**353,040**	Scope 1 **133,786**	Scope 2 **219,254**
Scope 3（t）	Cat.1 ～ 15 **55,557,196**	Cat.11 **53,311,873**	

Scope 1, 2

	2010 (Base)	2021	2022	2023	2024	2025
Emissions（t）	662,261	500,903	465,326	402,658	374,555	353,040
Emission per unit (t/net sales: billion yen)	51.2	27.6	20.7	16.7	14.5	13.9
Rate of reduction (compared to 2010)	—	▲46.1%	▲59.6%	▲67.4%	▲71.6%	▲72.9%

Scope 1 (Direct emissions from fossil fuel–derived CO_2, Scope 2 (Indirect emissions from energy sources CO_2)

Scope
: Major facilities of Yamaha Motor and its 139 consolidated subsidiaries
The scope has been changed to include Yamaha Motor and its 139 consolidated subsidiaries, effective in 2025, to align with the consolidated financial statements.
Furthermore, since the impact of this revision on prior years is minimal, no retroactive adjustments were made to prior-year data.
: Excluding energy consumption by on-site suppliers
: Excluding acetylene

Coefficients referred to:3. Conversion factors used for heat consumption amount and CO_2 emissions

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Scope 3 Cat.11

	2024 (Base)	2025
Emissions（t）	53,456,678	53,311,873
Emission per unit (t/unit sales)	9.00	8.94
Rate of reduction (compared to 2024)	—	▲0.7%

Scope of calculation: Major products sold by the Yamaha Motor Group (motorcycles, outboard motors, electrically powered-assisted bicycles, golf cars, SMT equipment, etc.)
Calculation Overview: The CO_2 emissions associated with gasoline and electricity consumption were calculated by multiplying the number of units sold during the target period in each region (Asia, Europe, North America, Japan, and others) by the estimated lifetime activity level[※1] and the emission factor[※2] for each product.

※1 The lifetime activity volume of products (conditions such as annual mileage and years of use) has been revised based on conditions disclosed by international organizations such as the IEA.

※2 Based on product fuel efficiency data and calculated using combustion emission coefficients derived from sources such as the Ministry of the Environment and the IEA World Energy Outlook 2024 Free Dataset.

Initiatives for "Resource Recycling"

Use of sustainable raw materials in products

- 100% sustainable raw materials by 2050

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* 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

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Disclosure in Line with TNFD

Yamaha Motor Group registered as an early adopter of the Taskforce on Nature-related Financial Disclosures (TNFD) and conducted assessments of dependencies and impacts existing between natural capital and the Group. The Group began information disclosure in July 2026, and analyzes and reports risks and opportunities related to biodiversity.

Going forward, the Group will continue to incorporate biodiversity-related risks and opportunities into its management strategies based on the TNFD recommendations, while also striving to disclose information regarding their financial impacts.

Yamaha Motor Company TNFD Report 2026 [PDF]

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Initiatives for "Climate Change"

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

Contents

1. Reduction of CO_2 Emissions from Products
   - Improve the fuel efficiency of ICE systems
   - Upgrade and expand BEV products
   - Toward expanding sales of BEV models
   - Research and development into powertrain technologies that help to realize carbon neutrality
2. Reduce CO_2 Emissions from Business Locations
   - Theoretical Value Energy Activities: Global Implementation
   - Pursuit of Valuable Energy
   - Theoretical Value Energy Activities: Smart Factories Based on Theoretical-Value-Based Production
   - Installation of Carport Solar Power Generation Equipment in Employee Parking Lot
   - First carbon-neutral painting line in the motorcycle industry begins operation
   - Our First Carbon-Neutral Factory Accelerating Decarbonization --Advancing toward carbon neutrality at our own plants through the operation of "Theoretical Value Energy"--
   - Hydrogen-related technology demonstration facility 'ZERO BLUE LAB Mimori' begins operation
3. Reduction of CO_2 Emissions in Distribution
   - Monitoring CO_2 Emissions from Distribution Operations at Overseas Locations

Reduction of CO_2 Emissions from Products

For over 70 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.

The majority of the Yamaha Motor Group's CO_2 emissions come from the use of its products (Scope 3 Cat. 11). To tackle the issue, we have set up the following four strategic policies to help achieve carbon neutrality when our products are used.

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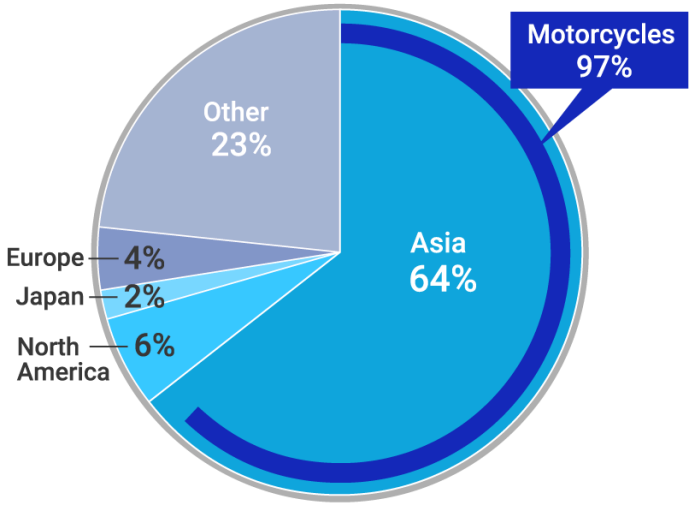


- **Improve the fuel efficiency of ICE systems**
- **Upgrade and expand BEV products**
- **Expand sales of BEV models**
- **Develop power trains with carbon neutral fuel capabilities**

Improve the fuel efficiency of ICE systems

CO2 emissions from product use (Scope 3 Cat. 11) are concentrated in Asia, accounting for over 60% of the total, with motorcycles making up 97% of that amount. 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, we will further improve the fuel consumption of ICE-powered motorcycles as one of the affordable and convenient mobility options available. In this way, we will contribute to the economic growth of emerging nations from the standpoint of the SDGs while creating jobs and providing solutions to environmental issues.

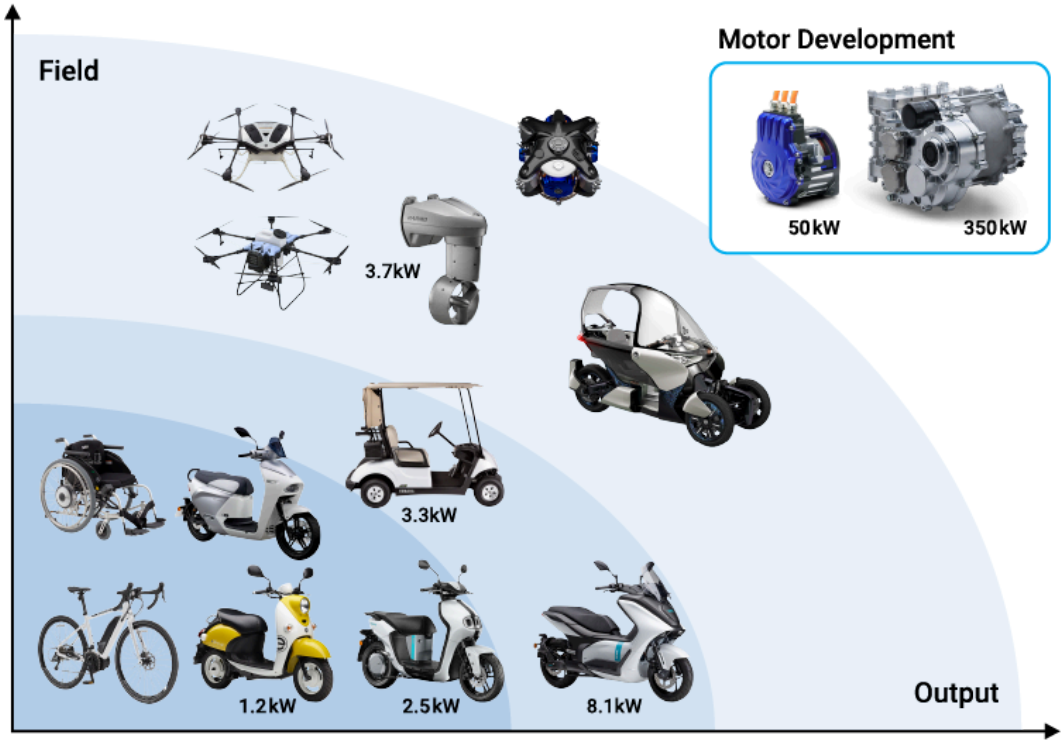
By area CO_2 emissions during product use



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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.



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Electrically Power Assisted Bicycles



YDX-MORO 07



BOOSTER



PAS Kiss mini un SP

Electric Wheelchairs



JWX-1 PLUS+

Electric Scooter



NEO's



E-VINO



EX05



EMF

Electric golf car



AR04

Electric Propulsion Unit



HARMO

Industrial Multi-rotor



YMR-II

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Toward expanding sales of BEV models

We have set the Groupwide environmental target of achieving carbon neutrality by 2050 for Scope 3, Category 11 “Use of Sold Products” through a multi-pathway approach. The launch of the JOG E in the Japanese market and the AEROX E and EC-06 in the Indian market are part of initiatives toward achieving this Groupwide environmental target.

Launch of the JOG E electric commuter scooter in Japan

In December 2025, we began limited-area advance sales in Tokyo and Osaka of the JOG E, a production model electric scooter.

The JOG E is a Class-1 electric scooter that is the first Yamaha motorcycle to adopt a swappable battery, using the Honda Mobile Power Pack e as its power source.



JOG E

Limited-area advance launch of the JOG E electric commuter scooter (Class-1 scooter)

Two new electric scooter models for India

In November 2025, we announced two electric scooter models in India: the AEROX E, an electric sports scooter developed by Yamaha Motor, and the EC-06, an electric scooter developed in collaboration with River Mobility Private Limited (Headquarters: Karnataka, India; CEO: Aravind Mani; hereinafter “River”).

The electric sports scooter AEROX E is a high-value-added model aligned with the premium strategy for ASEAN and emerging markets set forth in the Medium-term Management Plan. The EC-06 electric scooter is based on a production model from River and developed for a broader customer base. It features a design suited for stylish and cool active daily riding. Since investing in River in January 2024, we have been considering collaboration with the company for EV business development in the Indian market. The EC-06 is the first product based on this collaboration.



AEROX E



EC-06

Yamaha Motor Launches Two New Electric Scooter Models for India

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Research and development into powertrain technologies that help to realize carbon neutrality.

As part of our efforts to achieve carbon neutrality, Yamaha Motor is researching and developing powertrain technologies that are compatible with electric motors and with a variety of energy sources such as biofuels, efuels, and other carbon neutral fuels.

alive RX high-performance range extender unit

Designed with the anticipation that it would be used in compact, lightweight and powerful applications such as in drones, alive RX is a compact unit that delivers high performance with an estimated 88kW in maximum output. Replacing some of the batteries in an electric mobility vehicle with this unit can substantially extend the vehicle's cruising range and operating time. It is also compatible with next-generation fuels.



alive H2E (hydrogen engine)

The alive H2E is an internal combustion engine that employs existing engine technologies to burn hydrogen and use the energy produced, without emitting CO_2.[*1] Outside of use in mobility powertrains, hydrogen engines hold great potential for use with machines like generators, making such technology a potential pathway to more means of achieving carbon neutrality.



*1 Does not include the ultratrace amounts of engine oil burned during combustion.

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Exhibition of prototype and concept models under development at the Japan Mobility Show 2025

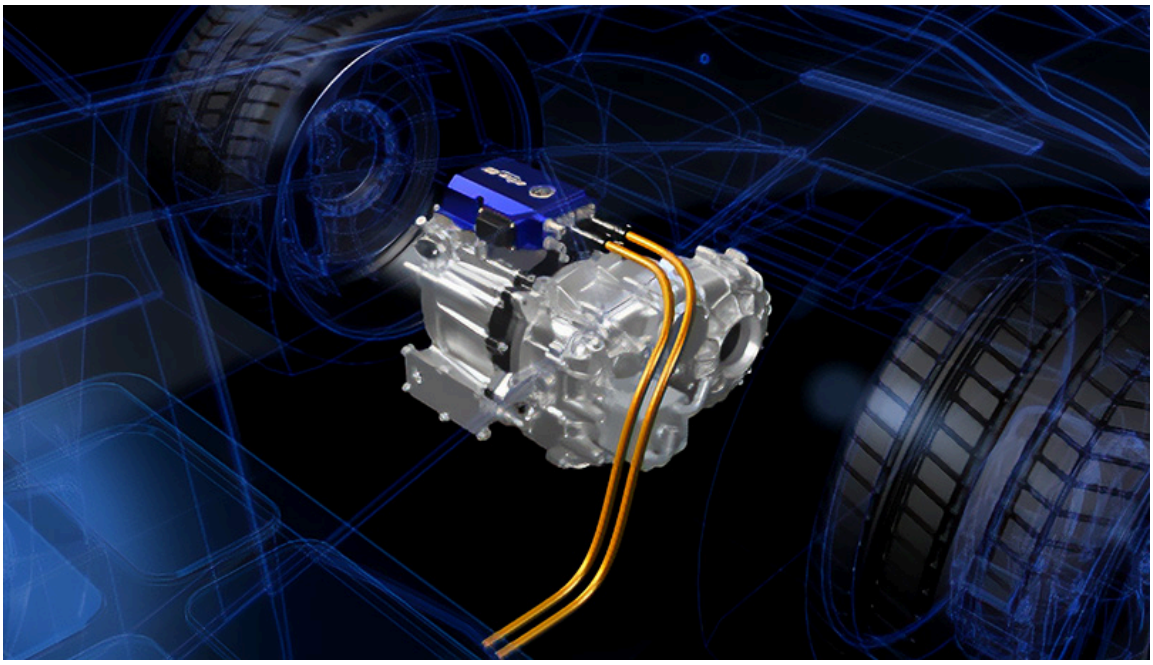
At the Japan Mobility Show 2025 held at Tokyo Big Sight, we exhibited the running prototype model PROTO BEV, which is designed to deliver the kind of fun that only a large-battery EV can offer; the H2 Buddy Porter Concept, a concept model of a hydrogen-engine motorcycle under development as a diverse option toward realizing carbon neutrality; and the e-Axle, an automotive electric drive unit currently under development for supply to automobile manufacturers.



PROTO BEV



H2 Buddy Porter Concept



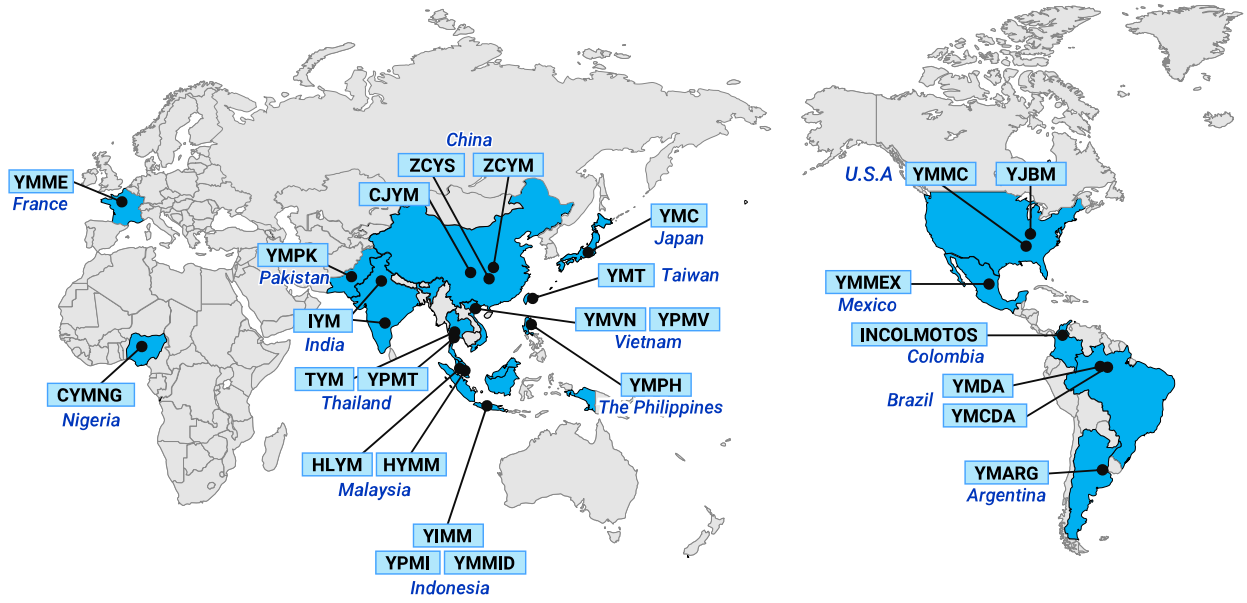
Automotive electric drive unit e-Axle

Introducing the Yamaha Booth at the Japan Mobility Show 2025

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Reduce CO_2 Emissions from Business Locations

Among the Yamaha Motor Group's business sites, many of the major manufacturing sites shown below that are under the jurisdiction of the Manufacturing and Production Engineering Center handle everything in-house, from casting and the processing of steel and aluminum to stamping, welding, forging, heat treating, resin molding, painting, and assembly.



To reduce CO_2 emissions from our business locations, we are implementing the following four strategic policies.

Four Strategic Policies

- **Theoretical value energy activities**
- **Expand use of renewable energy at production sites**
- **Update facilities, reform processes**
- **Switch from fossil fuels to electricity**

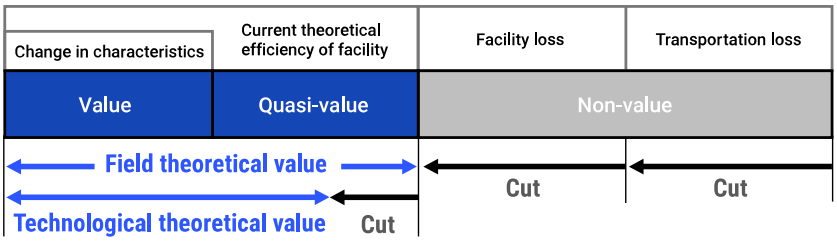
Theoretical Value Energy Activities: Global Implementation

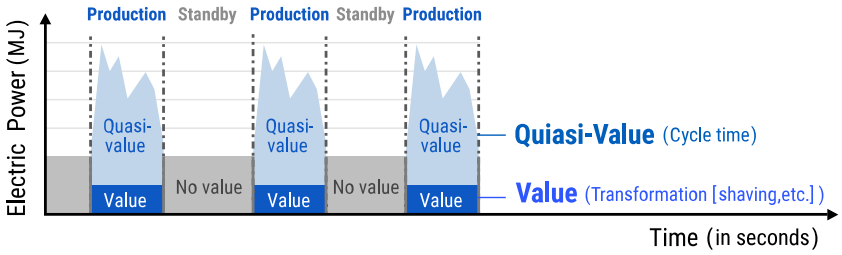
At Yamaha Motor, we are working to reduce CO_2 emissions of the entire Group by cooperating with overseas Group companies and sharing energy-saving know-how accumulated within Japan. Specifically, we are implementing a "theoretical value energy" approach, in which we define the value and quasi-value 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_2 emissions, in our effort to reduce energy loss.

Theoretical Value Energy

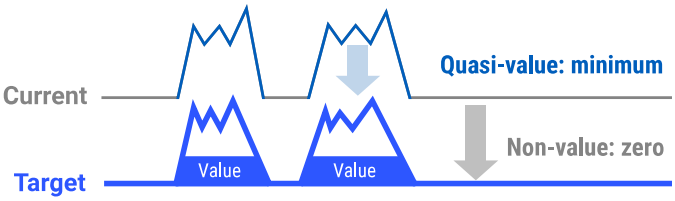
In this approach, we pursue energy minimization by defining the energy theoretically required in facilities and processes as "value energy," and thoroughly eliminating quasi-value and non-value areas through improvements in both facilities and operations. We are implementing this approach at suppliers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

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Non-value: zero, Quasi-value: minimum



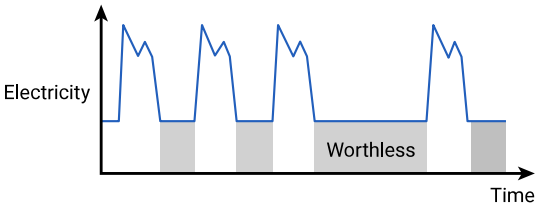
- Pursuit of Valuable Energy -

Yamaha Motor is using the concept of theoretical value energy as a basis for promoting the reduction of CO_2. The concept of theoretical value energy sets out four activitysteps, and reduction activities are carried out based on thesesteps.

■ Theoretical value energy activities

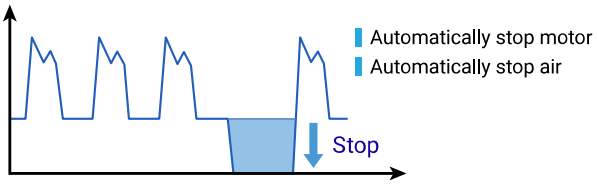
STEP 1 Measurement and loss analysis

Understand the current situation. Recognize losses



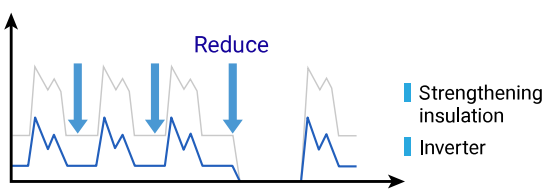
STEP 2 Reduction of worthless

Stop when unnecessary



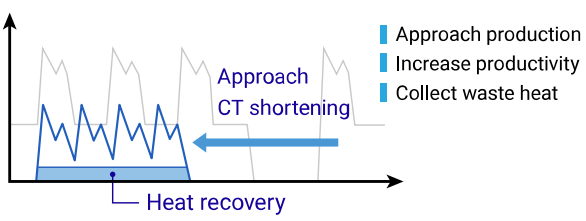
STEP 3 Reduction of quasi-value

Reduce the high amount of energy



STEP 4 Ultimate line

Overall optimization, realization of the ideal state



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In Step1, the current state of energy for each facility is ascertained and broadly categorized into valuable, quasi-valuable, and worthless.　Worthless and quasi-valuable are considered as improvement targets, and valuable energy is pursued.

■ Processing Facilities Energy Value Classification

Facility Name	Annual Power Consumption [kW]	Valuable Ratio	Quasi-Valuable Ratio	Worthless Ratio
Gear cutter 083-621	18,298	6%	34%	60%
Gear cutter 183-015	17,765	7%	32%	61%
NClathe 097-782	16,054	16%	48%	36%
NClathe 097-796	12,180	21%	53%	26%
NCmilling cutter 146-005	13,175	9%	40%	51%
Barrel polishing 204-A13-40	1,995	13%	81%	6%
Engraver 204-A13-30	3,940	25%	70%	5%
Chamfering machine 204-A13-20	1,558	11%	45%	44%

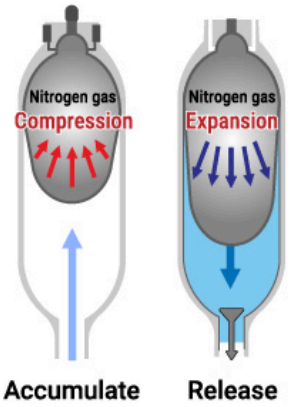
We will thoroughly consider measures to reduce energy other than valuable energy and make improvements.

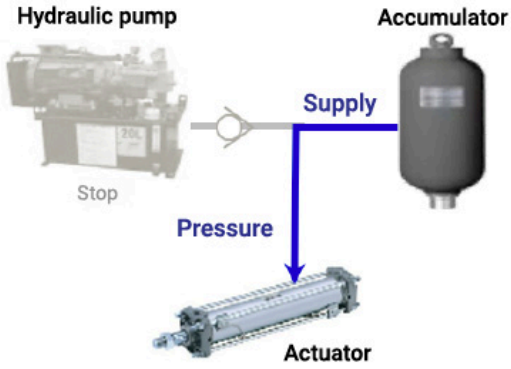
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■ Value Pursuit Minimization of Hydraulic Energy

Overview of Accumulator Using accumulators to stop hydraulic pumps

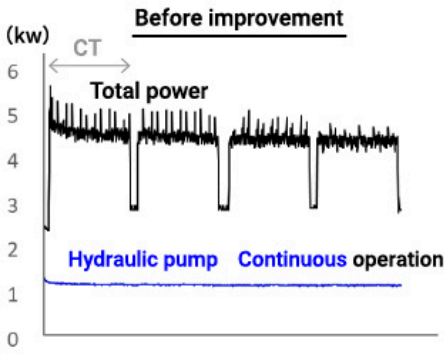
Pressure and flow rate

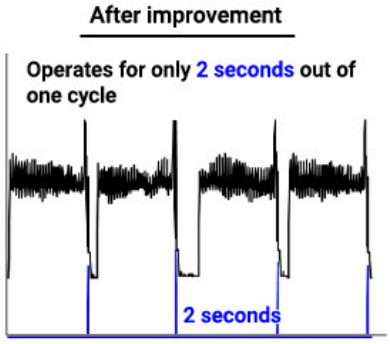


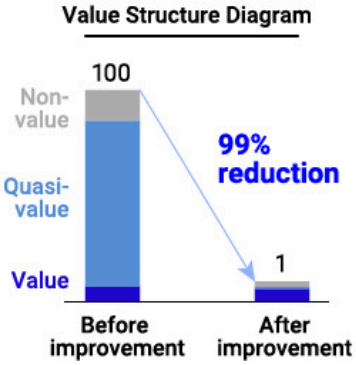




Improvement Effect Almost valuable only 99%reduction



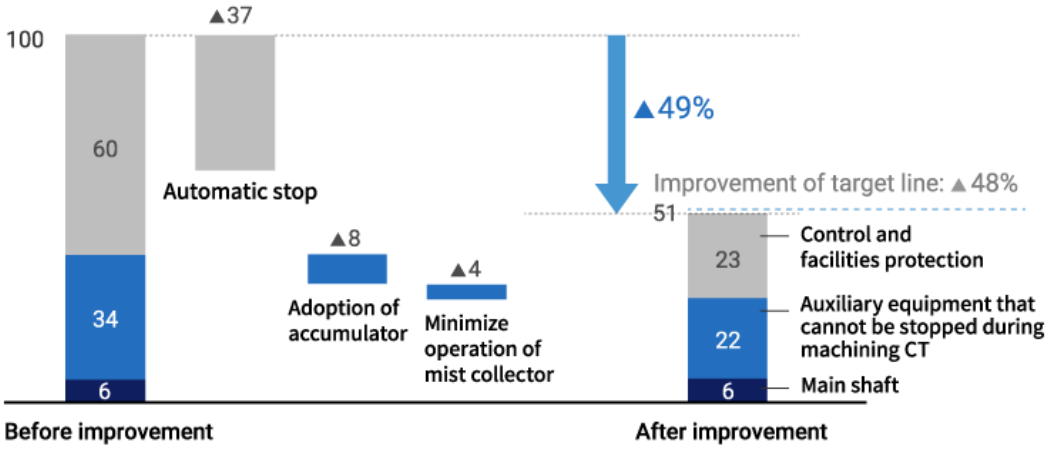




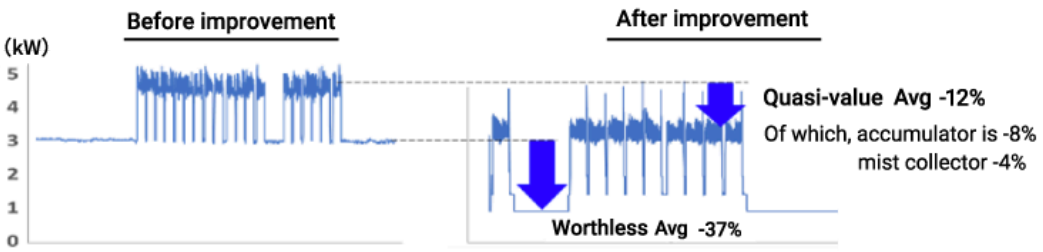
■ Processing Facilities Improvement Results

Improvement Effect Energy reduction rate: -49%

Value Structure Diagram



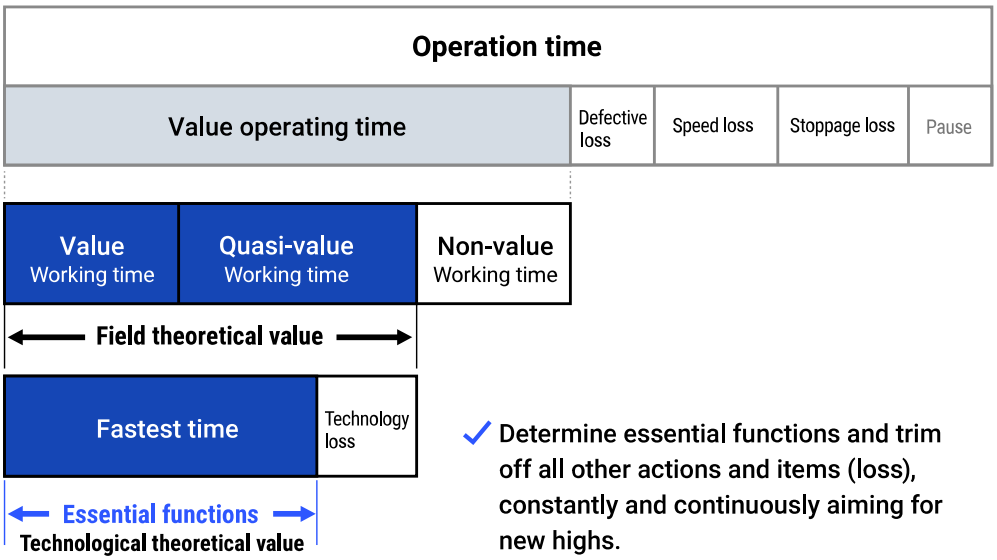
Power Waveform



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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.









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Installation of Carport Solar Power Generation Equipment in Employee Parking Lot

Yamaha Motor has newly installed a “carport solar power generation system (solar panels)” for 270 vehicles in part of the employee parking lot at our Headquarters (Iwata, Shizuoka Prefecture), and has begun power generation and supply since January 2025.

We plan to shift 30% of electricity used to solar power by 2035. In December 2023, we installed a 2,200kW mega solar system on the entire roof of the Fukuroi Minami Factory (Fukuroi, Shizuoka Prefecture), and continue to promote the installation of solar panels at various facility sites.



Carport solar power generation equipment newly installed in the employee parking lot

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Yamaha Motor Launches Motorcycle Industry's First Carbon-Neutral Paint Line

Yamaha Motor Co., Ltd. has newly established the CN1 carbon-neutral mass-production painting line at its Iwata Main Factory, and began painting motorcycle fuel tanks on February 20, 2025. The new painting line uses electricity for all processes that previously used fossil fuels, including pre-treatment, painting, baking, and drying. CN1 is also the motorcycle industry's first all-electric product painting line in operation (according to Yamaha Motor research).

Conventional painting lines use fossil fuels for each process, such as heating paint and other liquids, heating and humidifying the paint booth, and baking and drying. However, the new CN1 painting line achieves all-electric operation by combining and clearing a variety of technical requirements, such as paints usable at lower temperatures developed together with a paint manufacturer, a compact facility design, and new insulation and air supply recycling technologies.

The new line contributes to a simpler preparation process that shortens manufacturing lead times, improves high-mix low-volume production capabilities, enables traceability for individual parts, provides a more comfortable working environment that makes line work easier, and more.



First of its kind carbon-neutral painting line in the motorcycle industry

© Yamaha Motor Co., Ltd.

Our First Carbon-Neutral Factory Accelerating Decarbonization --Advancing toward carbon neutrality at our own plants through the operation of "Theoretical Value Energy"--

We have set a target of achieving carbon neutrality at our own factories by 2035 including overseas sites and are accelerating our efforts to realize a decarbonized society. As one of the steps toward this goal, we have begun operations at our Hamamatsu Robotics Plant (photo on cover), which is our first plant to achieve carbon neutrality.

The cornerstones of our approach to carbon neutrality are "minimization" and "cleanliness" of energy consumption. "Minimization" is an activity to reduce the absolute amount of energy consumption based on our original "Theoretical Value Energy" concept. On the other hand, "clean energy" is an activity to switch to cleaner energy through the introduction of renewable energy generation facilities and CO_2 free electricity. Furthermore, with regard to fossil-based energy, we are also hurrying to shift to alternative energy sources such as hydrogen and electricity in what are called high-temperature processes, such as casting and painting.



Hamamatsu Robotics Operations commenced operation as the Company's first factory to achieve carbon neutrality

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Hydrogen-related technology demonstration facility 'ZERO BLUE LAB Mimori' begins operation

We newly established ZERO BLUE LAB Mimori, a demonstration facility for hydrogen-related technologies, in Mori Town, Shuchi District, Shizuoka Prefecture. Operations at the lab commenced on November 14, 2025. The name Mimori combines the characters for “future” (未) and “local forest” (森), reflecting the Group’s aspiration to take on challenges for a brighter future while growing together with the local community. This facility is positioned as part of efforts to minimize Scope 1 emissions through reducing CO_2 emissions from manufacturing processes.

ZERO BLUE LAB Mimori is equipped with melting furnaces and heat-treatment furnaces compatible with hydrogen gas. Through demonstration testing using these facilities, we plan to expand these technologies throughout the Yamaha Motor Group. Furthermore, from 2026 onward, the Company plans to introduce facilities for producing low-cost green hydrogen and methanation* equipment that converts CO_2 in exhaust gas into synthetic methane. Through these initiatives, we will establish more comprehensive carbon neutrality technologies.

*Methanation: A technology that uses catalysts to generate synthetic methane from CO_2 and Hydrogen

Another project which will be conducted at ZERO BLUE LAB Mimori is the CO_2 Recovery System, which is being jointly developed through collaboration among five companies from different industries. Completion of the large-scale system and a feasibility study (FS) are scheduled for the end of July 2027.

Start of Development Study for a CO_2 Recovery System through Collaboration among Five Companies from Different Industries



Ribbon-cutting ceremony held at demonstration facility with attendance by President Shitara

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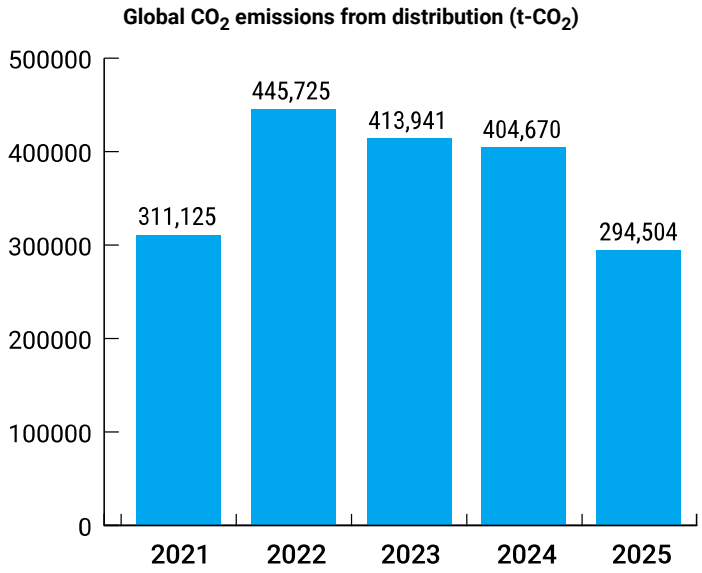


Exterior of ZERO BLUE LAB Mimori

Reduction of CO_2 Emissions in Distribution

We are working to improve transportation efficiency with the aim of reducing CO_2 emissions from distribution operations. We are also taking active steps to monitor CO_2 emissions from distribution operations at overseas locations in a Groupwide effort to promote reduction activities. In 2025, 294,504 tons of CO_2 were emitted globally from distribution operations.

Monitoring CO_2 Emissions from Distribution Operations at Overseas Locations



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Initiatives for "Resource Recycling"

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

The Yamaha Motor Group set “promoting recycling and the effective use of limited resources” as a goal and has undertaken various initiatives to create a circular economy.

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 design for disassembly and improving the recyclability of parts.

Contents

1. Vision for Resource Recycling
2. Reduction of New Resource Use through the Use of Renewable Resources
   - Shift to Sustainable Materials Centered on Recycled Materials
   - ① Aluminum alloy initiatives
   - ② Use of electric furnace steel sheets for packaging steel frames
   - ③ Initiatives for general-purpose plastics and engineering plastics
   - Motorcycle Recycling System
   - Recycling System for Small FRP Boats
3. Measures to Reduce Waste and Conserve Resources at the Manufacturing Stage
4. Measuring and Reducing Water Consumption

Vision for Resource Recycling

The Group seeks to promoting recycling and the effective use of limited resources.

By connecting the circulation of the three phases of “design,” “manufacture,” and “use,” the Group seeks to maximize the value of limited resources.

Design: Design sustainable materials[*1]. The Group will enhance eco design, including reducing the amount of materials used, designing for disassembly, and monomaterialization.

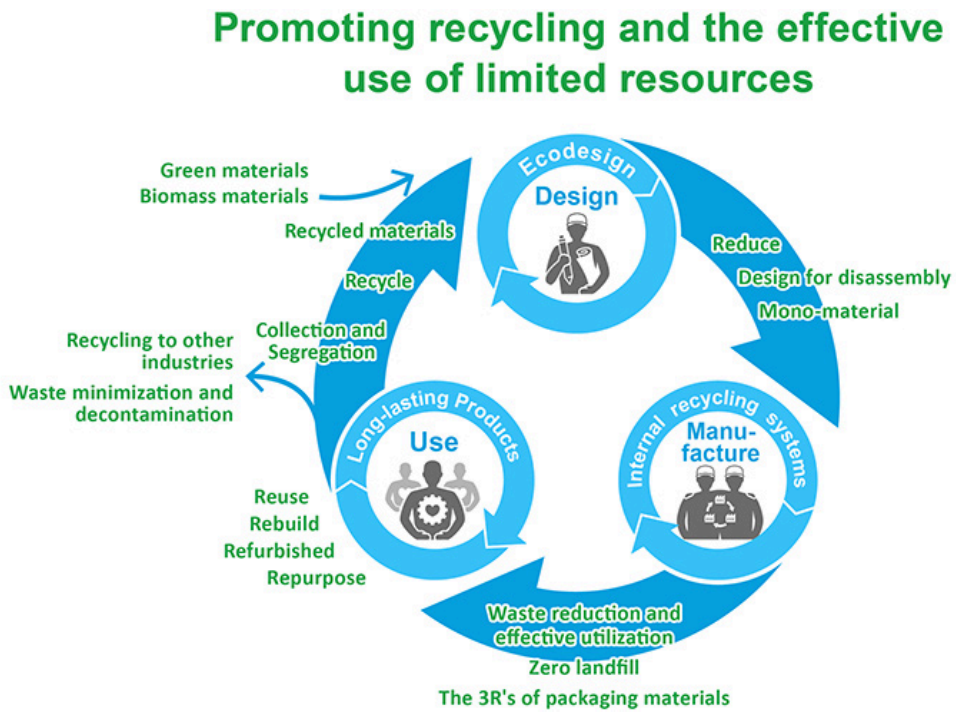
Manufacture: Through the Group-wide application of technologies for effective resource usage, including in-process and inter-business recycling, the Group aims to minimize waste and maximize resource value.

Use: The Group promotes initiatives that enable products to be used carefully over long periods, including reuse, rebuild, refurbish, and repurpose initiatives.

The Group will continue advancing its unique resource recycling model throughout the entire product lifecycle by leveraging the characteristics of being a multi-product Group with a diverse product portfolio.

*1: “Sustainable materials” is a general term that includes recycled materials, green materials (such as those produced using renewable energy), and biomass materials

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Reduction of New Resource Use through the Use of Renewable Resources

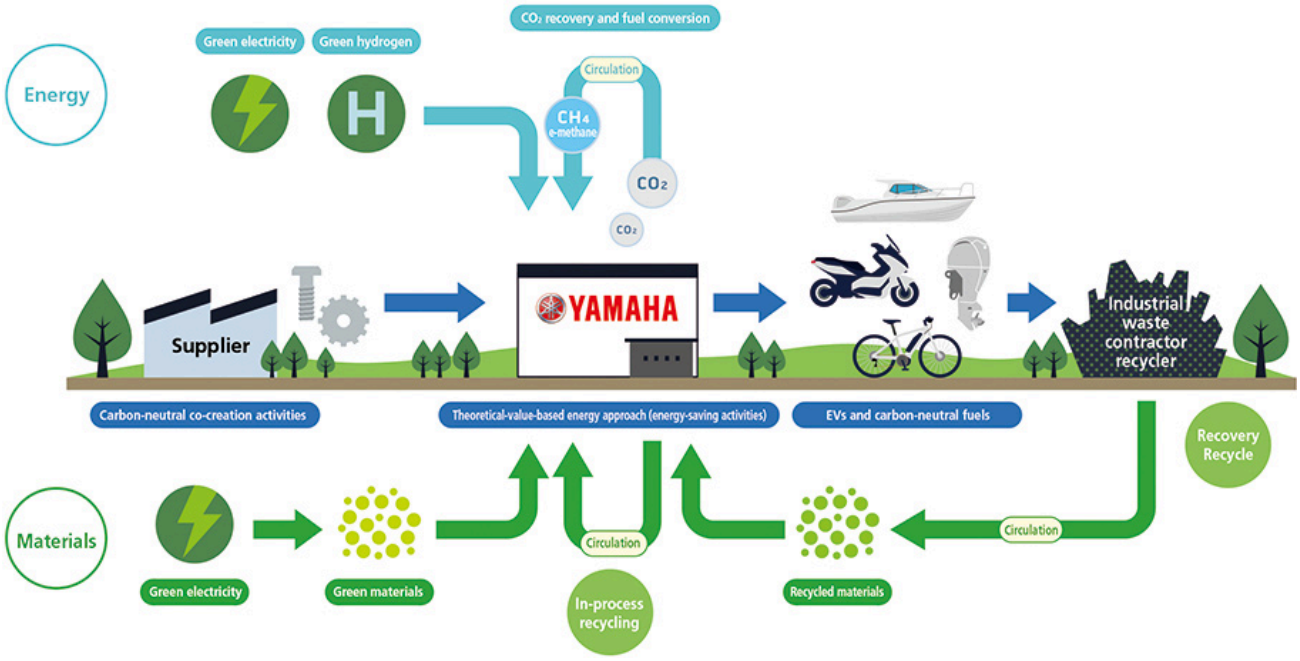
— Shift to Sustainable Materials Centered on Recycled Materials

To ensure the sustainable use of resources in the future, we are promoting resource recycling initiatives.

In particular, we believe it is necessary to promote the 3Rs of materials, the adoption of materials with low CO_2 emissions during production and the use of natural material–based resources.

We have now established medium- to long-term targets related to resource recycling and set a goal of switching 100% of materials used in our products to sustainable materials by 2050.

As a basic policy, we will promote the shift to materials that are easy to recycle after use, assuming the use of market-based systems for product recycling.



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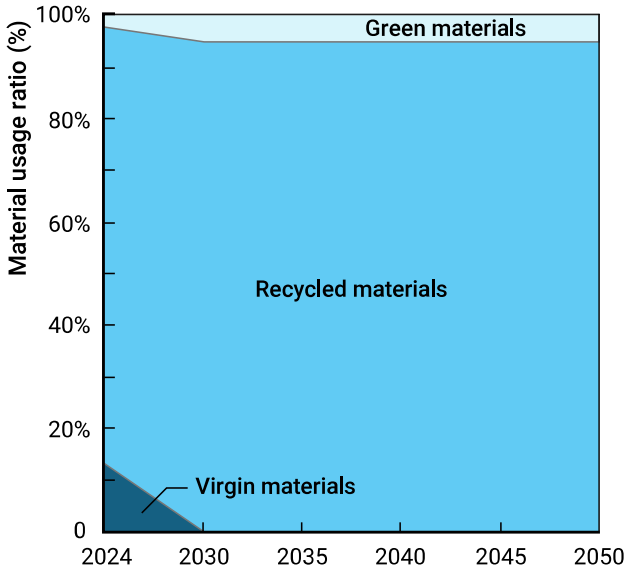
① Aluminum alloy initiatives

As of now, 85% of the aluminum alloy used for in-house production has already been switched to recycled materials and 5% to green materials.
The remaining virgin materials are used for components that require high functionality and strength, making it difficult to switch to recycled materials up to this point.

For cast aluminum alloys, we are working on the development of recycled materials that satisfy equivalent functionality and strength to virgin materials and plan to proceed with the switch going forward.

In addition, for rolled materials currently using virgin aluminum, we have partially adopted green materials smelted using renewable energy since 2023 and plan to expand the volume used. Through these efforts, we plan to switch 100% of aluminum alloy used for in-house production to sustainable materials by 2030.

Aluminum Alloys for In-House Production



② Use of electric furnace steel sheets for packaging steel frames

Yamaha Motor has become the first company in Japan[*1] to begin applying low-carbon, circular steel—electric furnace steel sheets—as the raw material for the packaging frames used in motorcycle product shipments. We are gradually expanding the scope of their application.

Electric furnace steel sheets are a type of recycled material manufactured by melting iron scrap such as that from building demolition, discarded home appliances, and end-of-life vehicles in an electric furnace and then rolling it. Compared with conventional blast furnace steel made using iron ore and coke, electric furnace steel significantly reduces CO_2 emissions during production.

In collaboration with Tokyo Steel Manufacturing Co., Ltd., we verified the performance and quality of electric furnace steel sheets for use in packaging frames and began applying them to motorcycle packaging frames starting with October 2024 shipments. We plan to gradually expand the scope of application to increase the use ratio of recycled materials in packaging frames.

In line with the “Yamaha Motor Group Environmental Plan 2050,” which aims to achieve carbon neutrality across the entire supply chain, including business activities, by 2050, we are promoting the adoption of green materials and expanding the use of recycled materials toward the shift to 100% sustainable materials.

*1 Yamaha Motor internal research (July 2024)

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Reference link

> Yamaha Motor First in Japan to Adopt Low-Carbon Recycled Steel for Motorcycle Packaging Frames -- Expanding the scope of use for steel sheets produced by electric furnaces to progress toward our goal of carbon neutrality with raw materials -- | News

③ Initiatives for general-purpose plastics and engineering plastics

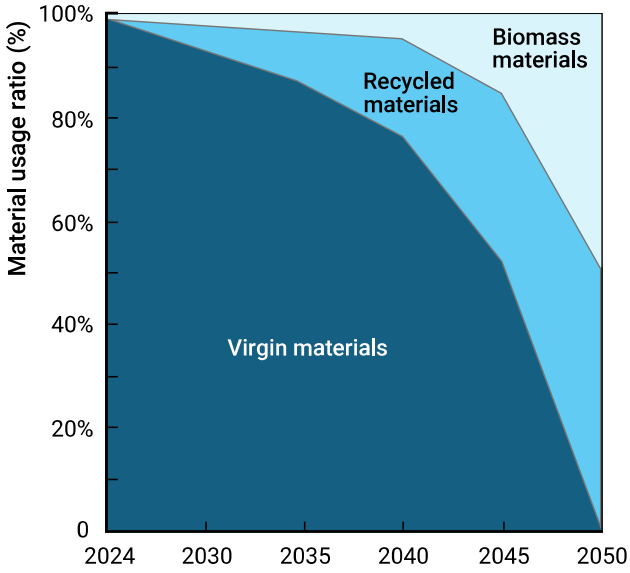
The plastics used in in-house manufacturing include general-purpose plastics such as PP and ABS, as well as engineering plastics such as PA.

At present, PIR materials[*2] have been adopted for a portion of the Group's PP general-purpose plastics, and development is underway to expand the scope of application. For ABS, the Group is considering replacement with recycled ABS and the adoption of materials with lower CO_2 emissions. For engineering plastics that require high strength, it is first necessary to verify the feasibility of developing recycled materials.

Securing supply in the future has been identified as a challenge in the recycled plastics market. With this in mind, the Group plans to promote alternatives to virgin materials by securing recycled materials including PIR and PCR[*3], including the use of biomass materials.

*2 Post Industrial Recycled (recycling of industrial-origin plastics)
*3 Post Consumer Recycled (recycling of consumer-origin plastics)

In-house plastics (general-purpose plastics and engineering plastics)

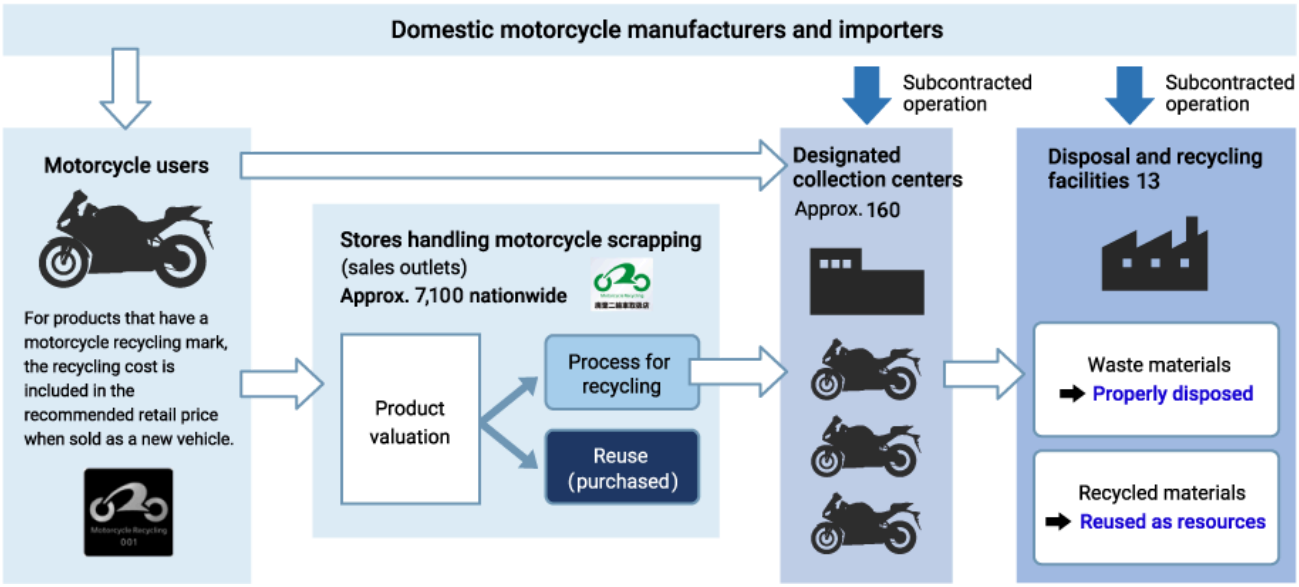


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Motorcycle Recycling System

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 2024, the 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

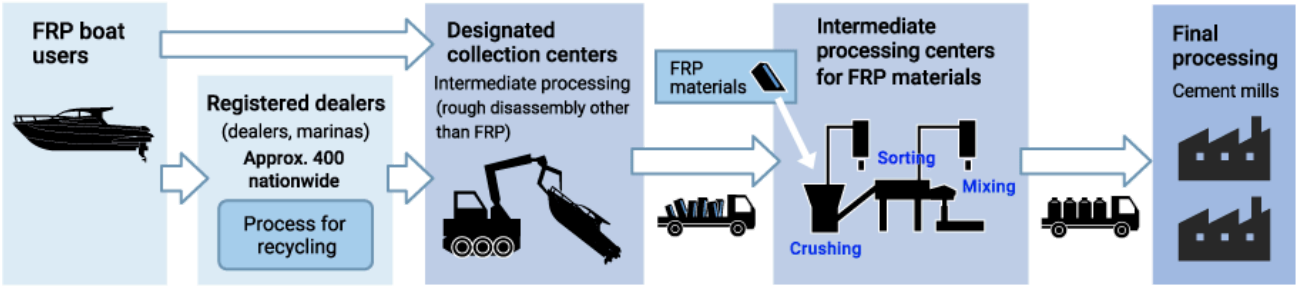


Recycling System for Small FRP Boats

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



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Measures to Reduce Waste and Conserve Resources at the Manufacturing Stage

Yamaha Motor separates metal, plastic, foundry sand, and other waste for 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). In 2025, Yamaha Motor generated 12,004 tons of waste. It also generated 1,409 tons of industrial waste from plastic-using products.

Yamaha Motor's Waste Generation (Unit: t)

	2021	2022	2023	2024	2025
Waste Generated	13,516	14,173	15,514	13,602	12,004
Emissions *1	21,520	24,282	24,451	20,922	20,427
Specially controlled industrial waste *2	178	198	404	1,308	390

*1 Aggregate volume of materials discharged (including industrial waste, specially controlled industrial waste and materials with value)
*2 Industrial waste materials that are explosive, poisonous, infectious, or otherwise harmful or potentially harmful to human health or the environment

The Yamaha Motor Group has been working to reduce its volumes of waste by thoroughly separating waste, introducing returnable packing materials, and using longer-lasting cutting fluids and oils. The Yamaha Motor Group generated 59,540 tons of waste in 2025. External Assurance

The Yamaha Motor Group's Waste Generation (Unit: t)

	2021	2022	2023	2024	2025
a) Recycled/reused waste	32,693	46,328	36,517	43,641	43,441
b) Waste disposed of	16,864	17,897	27,103	18,621	16,058
- Of b), amount of waste disposed of by landfill	8,666	10,496	15,233	10,581	10,152
Data coverage rate of environmental consolidation companies (%)	100 (134 companies)	100 (138 companies)	100 (149 companies)	100 (146 companies)	100 (140 companies)
Total waste generated (a+b)	49,557	64,224	63,620	62,263	59,540 External Assurance

Scope: Major facilities of Yamaha Motor and its 139 consolidated subsidiaries

The scope has been changed to include Yamaha Motor and its 139 consolidated subsidiaries, effective in 2025, to align with the consolidated financial statements.

Furthermore, since the impact of this revision on prior years is minimal, no retroactive adjustments were made to prior-year data.

In principle, figures are rounded off to the nearest whole number. Therefore, the total does not necessarily match the sum of each item.

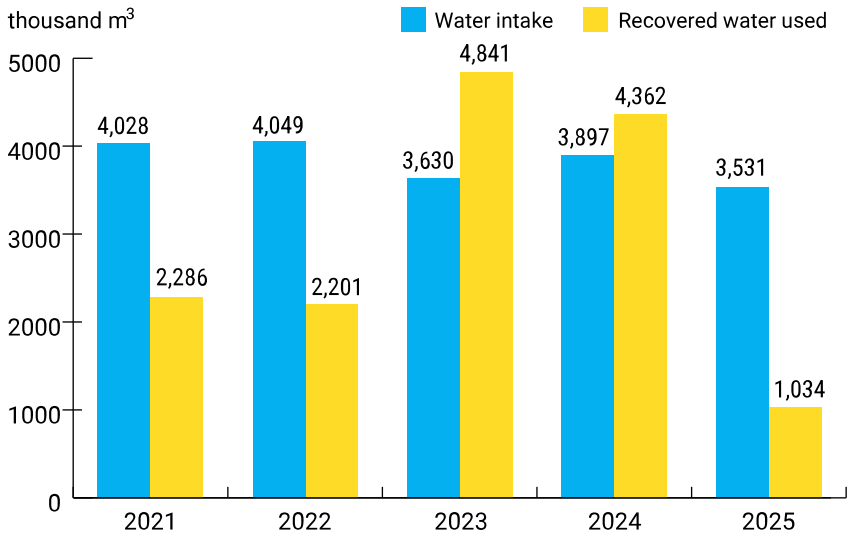
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Measuring and Reducing Water Consumption

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 2025 Yamaha Motor's water intake volume was 1,121 thousand m^3 and wastewater volume was 1,058 thousand m^3 External Assurance .

Water Intake and Recovered Water Used at the Yamaha Motor Group



Breakdown of Water Intake at the Yamaha Motor Group (thousand m^3)

	2021	2022	2023	2024	2025
Underground water	1,615	1,576	1,536	1,503	1,510
Industrial water	859	946	583	779	761
Tap water	1,226	1,228	1,396	1,569	1,257
Other fresh water	328	300	115	45	4
Total water intake（fresh water）	4,028	4,049	3,630	3,897	3,531 External Assurance

Note: Breakdown includes estimated figures.

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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

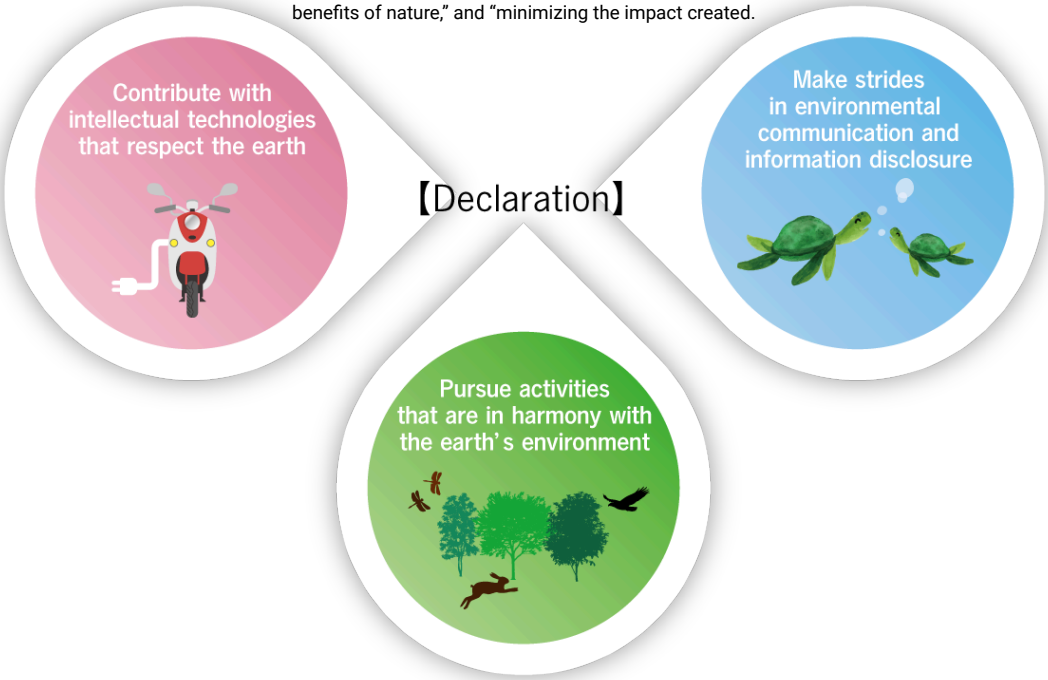
Background

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.

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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

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.

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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



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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

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Company	Yamaha Motor Co., Ltd.
Activities	[Five times a year] 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	Five times a year, we collaborate with experts in plant life to conduct population surveys of endangered plants species on-site and carry out weed removal activities in surrounding areas.



Company	Yamaha Motor Co., Ltd.
Activities	[May 10, 2026] 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: 2,700, 67 from Yamaha Motor

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Company	Yamaha Motor Co., Ltd.
Activities	[April 11, 2026] 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: 41



Company	Yamaha Motor Co., Ltd.
Activities	[June 1, 2025] Participated in the Lake Hamana Cleanup Campaign to help protect the region's natural resources of Lake Hamana (organized by Hamamatsu City and Kosai City)
Achievements	Participants: 66



Company	Yamaha Motor Co., Ltd.
Activities	[October 25, 2025] As a supporting company for the coral conservation project Team Tyura Sango, we are engaged in coral seedling cultivation and planting activities.
Achievements	Participants: 25 Coral seedling cultivation and planting activities were conducted in Onna Village. Planting activities were carried out with help from 16 first-time participants. We confirmed that local conservation activities have helped restore corals that was severely damaged by bleaching. We will continue our sea life restoration efforts in the Onna Village.

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Company	Yamaha Motor Co., Ltd.
Activities	[June, 5 2025] During Environmental Month activity period, cleanup activities around each business site and collection of plastic bottle caps were carried out (organized by Yamaha Motor Co.)
Achievements	Total collected: 150 kg of burnable waste; and less than 1 kg of non-burnable; 24 kg of plastic bottle caps



Company	Yamaha Motor Co., Ltd.
Activities	[September 6, 2025] 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	Participants: 220



Company	Yamaha Motor Co., Ltd.
Activities	[October 25, 2025] Planted trees to help restore the Enshunada coastal forest (organized by Yamaha Corporation.)
Achievements	Planted approx. 100 trees, with 77 participants (21 from Yamaha Motor)

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Company	Yamaha Motor Co., Ltd.
Activities	[June 21, 2025] Beach cleanup event for members of Yamaha Marine Club Sea-Style. Participants created original photo frames using collected shells and sea glass.
Achievements	Participants: 20



Company	Yamaha Motor Co., Ltd.
Activities	[October 26, 2024] Cleanup activities along the Tenryu River with RV business personnel, their families, and local residents. Participants picked up litter by hand and transported it on the bed of the ATVs and ROVs.
Achievements	Participants: 34; collected garbage:142 kg



Company	YAMAHA MARINE
Activities	[October 19, 2025] 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: 77

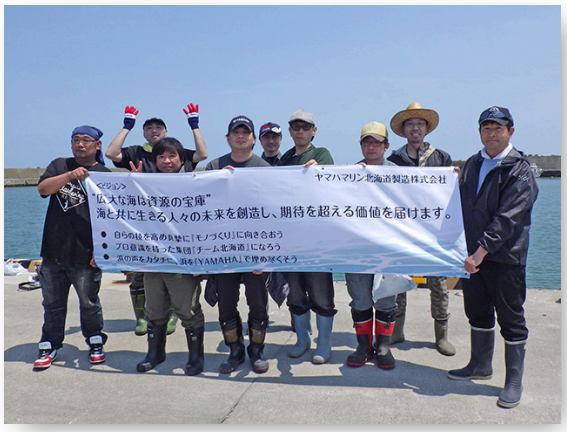
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Company	YAMAHA MARINE
Activities	[October 24, 2025] Conducted marine cleanup at Yatsushiro Sea.
Achievements	Participants: 39



Company	Sugo Co., Ltd.
Activities	[November 11, 2024] Cleanup activities on the road around Sugo Co., Ltd.
Achievements	Participants: 24



Company	Yamaha Marine Hokkaido Manufacturing Co., Ltd.
Activities	[June 1, 2025] By collecting and disposing of plastic waste and other debris washed ashore along the coastline of Yakumo Town, the initiative aims to raise awareness of marine plastic waste issues and promote environmental conservation awareness.
Achievements	Participants: 11

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Company	Yamaha Motor Powered Products Co., Ltd.
Activities	[October 24, 2025] In 2022, we carried out undergrowth clearing in the area (538 m^2) where trees had been planted, helping promote the growth of the coastal disaster protection forest.
Achievements	Participants: 10

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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 Company	U.S.A. YMUS
Activities	[Annual] Financial support related to access to and conservation of property for outdoor recreation purposes
Achievements	Donated 250,000 dollars



Country Company	U.S.A. YMUS
Activities	[April 27, 2024] Volunteered in a large-scale environmental maintenance activity in the San Bernardino National Forest.
Achievements	Participants: 50 Participants engaged in a variety of activities in the San Bernardino National Forest, including picking up garbage, removing weeds, watering native plants, and setting up wildlife protection measures.

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Country Company	U.S.A. YMUS
Activities	[September, 2025] Participated in National Public Lands Day, with more than 60 employees volunteering in California and Georgia. In collaboration with the U.S. Forest Service and local organizations, activities included trail maintenance, facility repairs, and habitat restoration through planting.
Achievements	Participants: over 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 Company	China YMCN
Activities	[March 9, 2024] Tree planting activities were conducted by employees of Group companies including YMCN
Achievements	Participants: 367 Planted 12 cherry blossom trees



Country Company	Vietnam YPMV
Activities	[March 29, 2024] Raising environmental awareness through tree-planting.
Achievements	Participants: 30 Planted over 500 trees

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Country Company	China YMCN
Activities	[September 19, 2025] In collaboration with local marine environmental conservation organizations, Group company employees conducted beach cleanup activities. They were joined this year by employees from Yamaha Corporation.
Achievements	Participants: 42 A total of 137 kg of marine debris was collected, including 438 pieces of Styrofoam, 234 plastic bottles, and 125 other plastic items



Country Company	India IYM
Activities	[October 2024] Announced an increase in investment in environmental activities as part of CSR initiatives aimed at contributing to society and the local community.
Achievements	Planted 21,000 trees on land surrounding the factory.



Country Company	Indonesia YIMM
Activities	[August 6, 2024] Mangrove planting carried out in Indonesia to help build a sustainable society.
Achievements	Participants: 30; planted 10,000 mangrove trees

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Country Company	Australia YMA
Activities	[July 2024] Participated in a beach clean-up campaign held in Sydney.
Achievements	Participants: 4 Conducted a beach clean-up activity together with volunteers from other organizations to raise awareness of marine plastics.



Country Company	Indonesia YIMM
Activities	[July 2024] Conducted with the aim of contributing to local communities, biodiversity, and carbon neutrality through silvofishery-style tree-planting that provides the benefits of both sustainable forestry and aquaculture.
Achievements	Planted 600 mangrove trees.



Country Company	Thai TYM
Activities	[March 24, 2025] Beach cleanup activities were conducted in Rayong. In collaboration with dealers and local communities, waste was collected from piers and coastal areas.
Achievements	Participants: 38

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Country Company	Thai TYM
Activities	[May 10, 2025] Beach cleanup activities were conducted in Phuket. In cooperation with customers, dealers, and local communities, waste was collected from piers and coastal areas, contributing to the conservation of Thailand's marine environment.
Achievements	Participants: 45



Country Company	Thai TYM
Activities	[October, 2025] Beach cleanup activities were conducted in Phang Nga. Together with employees, dealers, and local residents, activities included coastal cleanup, creating habitats for hermit crabs, and releasing sea turtles.
Achievements	Participants: 100



Country Company	India IYM
Activities	[December, 10 2025] This project carried out waste removal, embankment reinforcement, sandbar construction, water gate repairs, and erosion countermeasures
Achievements	Restoration of Vadagal Lake in Sriperumbudur was completed and the lake was handed over to the local government

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Country Company	India IYM
Activities	[June, 5 2025] In conjunction with World Environment Day, activities such as tree planting, environmental improvement proposal contests, and environmental quizzes were conducted around factories and headquarters from June 5 to 13
Achievements	More than 250 trees were planted and more than 250 seedlings distributed



Country Company	India IYM
Activities	[June, 2025] GROW GREEN was launched at the Chennai plant in June 2025 as an annual program in which trees are planted to commemorate the birthdays of employees
Achievements	1,444 trees planted during the period from June 2025 to April 2026



Country Company	China YMRS
Activities	[September 19, 2025] Beach cleanup activities were conducted in Shanghai
Achievements	Participants: 6

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Country Company	Taiwan YMT
Activities	[October 13, 2025] Cleanup activities were conducted around the Hsinchu Plant Activities were conducted to strengthen relationships with local communities, promote social contribution, and fulfill corporate social responsibility
Achievements	Participants: 150



Country Company	Vietnam YMVN
Activities	[October 18, 2025] Tree planting activities were conducted jointly with Group companies in Thai Nguyen Province
Achievements	150 participants planted 2,000 trees



Country Company	Vietnam YREA
Activities	[December, 14 2025] Participated in cleanup activities in Ho Chi Minh City, Vietnam (organized by the Japanese Chamber of Commerce and Industry)
Achievements	Participants: 5

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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 Company	Portugal YMENV
Activities	[May 30, 2024] Participated in a volunteer-led initiative to collect marine litter. Contributed to ecosystem conservation and raising environmental awareness.
Achievements	Used Yamaha products to transport garbage along the coast, enabling faster and more efficient garbage collection.



Country Company	Portugal YMENV
Activities	[June 18, 2024] Protect wild plants in hazardous condition on the premises and conducted a cleanup of the surrounding area.
Achievements	Participants: 35 Supported cleanup activities around the Yamaha Motor Portugal headquarters building and the park, and contributed to the construction of a new environmentally friendly fence.

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Country Company	Portugal YMPT
Activities	[June 8, 2025] Coordinated cleanup activities were conducted in waters and coastal areas along the entire coastline of Portugal Promoted local community participation and enabled the collection of large quantities of marine debris
Achievements	Participants: 50



Environmental Management

Introducing information concerning environmental management activities

Contents

1. Yamaha Motor Group EHS Management Policy
2. Promotion Structure
3. Environmental Consolidated Boundary
4. Strengthening Environmental Governance through Global Environmental ISO 14001 Unified Certification
5. Global Yamaha Motor EHS & Sustainability Communication System
6. Integrated Management System Operation
7. Life Cycle Assessment
8. Strengthening Compliance with Environmental Laws and Regulations
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

Yamaha Motor Group EHS Management Policy

(Environment, Health & Safety, Disaster prevention)

Fulfilling social responsibilities globally" is one of Yamaha Motor Group's management principles. To achieve this, we haveestablished Yamaha Motor Group EHS Management Policy under Yamaha Motor Group Sustainability Basic Policy andOccupational Safety and Health Basic Policy. We, as a united Group, promote E: Environmental conservation, H/S:Prevention of occupational accidents and health problems, and Disaster prevention initiatives.

Regarding the environment, we endeavor to minimize environment issues, including those concerning climate change and biodiversity, in all areas of our business activities. To achieve that, we have set targets for reducing our environmental impact, which we continuously work on, manage and improve. At the same time, we also focus on training and education about lowering our environmental impact.

Promotion Structure

The Yamaha Motor Group has established an Environment Committee, 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 environment. The policies and activities discussed are reported to the Sustainability Committee as necessary.

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Environmental Consolidated Boundary

The scope covers major facilities of Yamaha Motor and its 139 consolidated subsidiaries that are deemed important for environmental management. (as of December 31, 2025).

Enhancement and Promotion of Integrated Management

Strengthening Environmental Governance through Global Environmental ISO 14001 Unified Certification

Under the Yamaha Motor Group's Basic Sustainability Policy's approach to Global Environment, we have established a globally unified environmental management system (hereafter, Group Environmental MS). We are promoting the acquisition of ISO14001 certification, centering on our manufacturing companies in regions such as Japan, Asia, Europe, and North and South America. In this and other ways, we are undertaking the ongoing increase of our environmental activity levels for the Group as whole.

Under our Group Environmental Management System (MS), the top management of each Group company carries out, as part of their responsibilities, the clarification of roles and authorities related to the Environmental MS, the establishment of implementation frameworks, the monitoring of whether the company’s environmental activities are being appropriately carried out, and management reviews. Through these activities, we provide necessary instructions and corrective actions, and promote highly effective environmental management activities. Furthermore, by compiling the results of the management reviews of each 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, and determining major risks based on the evaluation of the risks and opportunities related to environmental activities. In addition, we work to reduce environmental risks and prevent pollution, while verifying the conformity and effectiveness of the system through internal environmental audits and promoting its continual improvement.

Yamaha Motor Group ISO14001 certification list［PDF］

Global Yamaha Motor EHS & Sustainability Communication System

The Yamaha Motor Group operates its proprietary global information sharing system, "G-YECOS*," to integrally manage and utilize information related to environment and occupational safety and health (EHS) fields and sustainability.

Through G-YECOS, the Group deploys environmental and safety policies, shares the status of initiatives at each Group company, and collects and analyzes data and related indicators concerning environmental incidents, occupational accidents, and fire occurrences. Through these efforts, we improve the effectiveness and operational efficiency of the overall EHS management system. G-YECOS also promotes two-way communication among Group companies and also serves as an ESG data platform with future stakeholder disclosure in mind.

Going forward, the Group will continue strengthening the functions and promoting the utilization of G-YECOS as a common Group portal for EHS and sustainability information.

* G-YECOS：Global Yamaha Motor EHS & Sustainability Communication System

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Integrated Management System Operation

Yamaha Motor has introduced an integrated management system that operates environmental and safety management systems as a whole. This has led to improvement and greater efficiency in on-site business processes. We are also working to improve the effectiveness of the management system through continual improvement using the PDCA cycle.

Meanwhile, integrated management system audits use a proprietary training system led by internally certified auditors to increase the skills of employees in a systematic manner, taking a process-orientated approach to auditing. In addition to helping improve on-site operations through this training, we are also reinforcing governance by setting priority audit items each year and applying them Group-wide.

Life Cycle Assessment

Business Activities	Initiatives for Reducing Environmental Burden	Impact on Global Warming (CO_2 Emissions)
R&D 	**Development phase** 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.	Scope 3 Category 12
Procurement 	**Procurement phase** 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.	Scope 3 Category 1
Production 	**Production phase** 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 NOx 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.	Scope 1 Scope 2

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Business Activities	Initiatives for Reducing Environmental Burden	Impact on Global Warming (CO_2 Emissions)
Distribution/sales 	**Distribution phase** We are actively moving forward to reduce CO_2 emissions from distribution, including our supply chain, as well as reducing the use of packing and packaging materials.	Scope 3 Category 4
Use 	**Use phase** Reducing CO_2 emissions by improving fuel economy Increasing lineup of electrified products and promoting development of next-generation mobility devices	Scope 3 Category 11
Collection/recycling 	**Disposal phase** "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

In recent years, there has been a sharp increase in regulated substances due to strengthened regulations on chemical substances contained in products in various countries. In addition, particularly in Europe, there has been expansion, enactment, and drafting of laws related to climate change, resource recycling, and biodiversity. Compliance with these environmental laws and regulations has extended across the entire supply chain and product lifecycle, becoming an extremely important issue in corporate management. Yamaha Motor has established the Product Environmental Regulation Committee, which is responsible for building systems and frameworks to address these expanding regulatory requirements, formulating response policies for regulations in each country, promoting initiatives, and confirming the status of compliance, thereby implementing the PDCA cycle. Furthermore, the Company is steadily expanding these activities not only in Japan but also to overseas Group companies. We are also emphasizing employee education, including providing e-learning programs for all employees and specialized training for relevant personnel.

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.

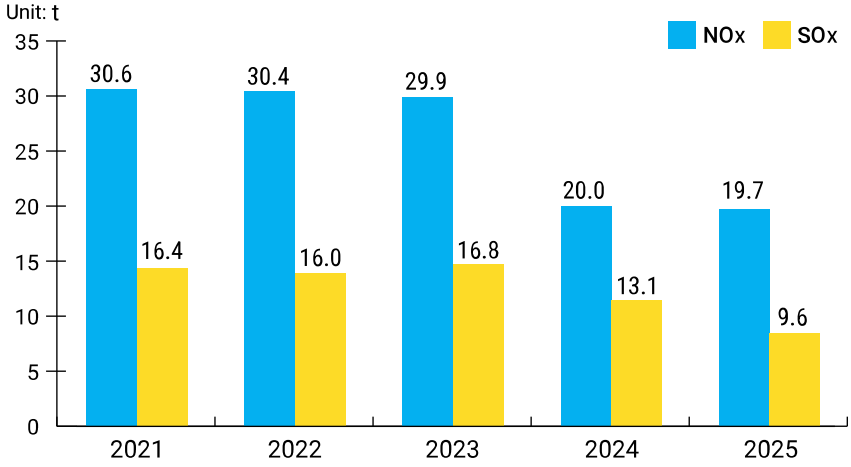
Green Procurement Guidelines

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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 NOx generation, improvement of thermal efficiency to reduce fuel usage, and replacing existing fuels with low-nitrogen, low-sulfur alternatives.

Yamaha Motor's Annual NO_X and SO_X Emissions



NO_X :Nitrogen Oxides SO_X :Sulfur Oxides

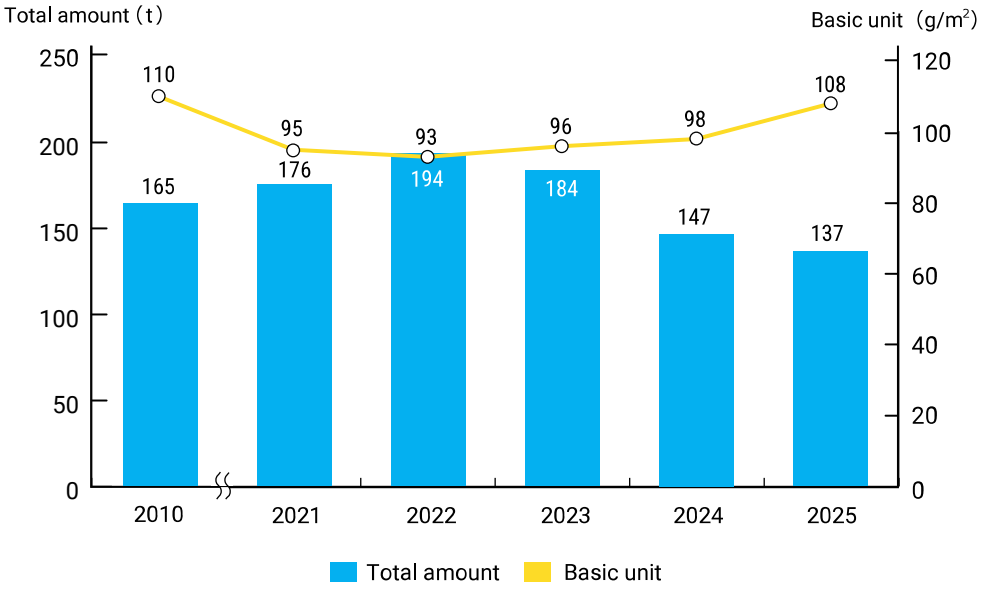
Reduction of VOC Emission through Production Activities

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. In FY2025, the per unit emissions volume per area painted was 108g/m^2, and we achieved our target.

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VOC emissions and per unit emissions volume per area painted
FY2025 target: 110g/m^2 or less per unit



VOC :Volatile Organic Compounds

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.

Since 2023, at events with our major suppliers in various countries, we have been explaining the status of our carbon neutrality initiatives such as those concerning raw materials and energy conservation, and shared our approach and direction.

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

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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.

Data Collection

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

Green Procurement Guidelines

Contents

1. Global energy consumption
2. Global CO_2 emissions
3. Conversion factors used for global energy consumption and CO_2 emissions

1. Global energy consumption

Energy consumption by region

Area	Unit	2021	2022	2023	2024	2025
Asia	GJ	2,354,586	2,506,222	2,424,036	2,288,567	2,345,757
Europe		168,458	161,288	159,293	157,058	146,960
North America		596,713	614,710	604,373	607,083	630,228
Japan		1,874,909	1,941,624	1,841,610	1,640,226	1,671,108
Oceania		14,389	12,058	9,287	9,759	16,464
Central and South America		169,706	194,385	282,500	283,114	278,797
China		215,155	210,445	200,631	167,813	13,958
Africa		90	263	417	984	810
Total		5,394,006	5,640,995	5,522,147	5,153,604	5,104,082 External Assurance

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Energy consumption by type

Item	Unit	2021	2022	2023	2024	2025
Electricity purchased	GJ	2,448,759	2,533,483	2,612,952	2,504,568	2,451,552
Renewable energy generation		0	93,314	124,643	132,370	221,901
Kerosene		7,025	7,170	6,865	7,352	7,145
Heavy oil A		89,371	90,349	85,785	73,538	73,907
LPG		569,120	591,119	505,654	420,671	383,873
Butane		11	11	17	5	3
City gas (Japan)		631,144	634,019	543,821	472,902	477,429
Natural gas (other than Japan)		1,393,431	1,414,532	1,271,639	1,161,561	1,078,867
Biogas						13,154
Gasoline		154,078	165,413	243,603	261,516	284,195
Bioethanol-blended gasoline		3,032	7,492	2,307	5,171	3,574
Light oil		71,447	72,881	110,529	99,727	95,458
Bioethanol-blended light oil		11,508	17,162	675	414	522
Hydrogen		0	0	0	1	1
Industrial steam		0	0	0	1,295	402
Non-industrial steam						840
Hot water		15,049	13,951	13,656	12,513	11,258
Waste oil		31	99	0	0	0
Waste plastic						0
Total		5,394,006	5,640,995	5,522,147	5,153,604	5,104,082 External Assurance

Scope : Major facilities of Yamaha Motor and its 139 consolidated subsidiaries

The scope has been changed to include Yamaha Motor and its 139 consolidated subsidiaries, effective in 2025, to align with the consolidated financial statements.

Furthermore, since the impact of this revision on prior years is minimal, no retroactive adjustments were made to prior-year data.

: Excluding energy consumption by on-site suppliers

: Excluding acetylene

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Energy consumption ＝ ∑(Fuel consumption amount × Unit heat generation amount) + ∑(All electricity usage amount, including renewable energy × 3.6MJ/kWh) + Σ (Purchased heat amount × Unit heat generation amount)

Coefficients referred to: 3. Conversion factors used for global energy consumption and CO_2 emissions

In principle, figures are rounded off to the nearest whole number. Therefore, the total does not necessarily match the sum of each item.

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2. Global CO_2 emissions

Area	Unit	2022	2023	2024	2025
Scope 1					
Asia	t-CO_2	69,476	65,911	59,354	61,684
Europe		4,721	5,131	4,916	4,130
North America		17,014	16,712	17,839	20,191
Japan		53,495	46,415	41,142	40,763
Oceania		577	397	423	784
Central and South America		3,906	4,870	5,512	5,970
China		5,760	5,523	4,439	210
Africa		0	0	63	55
Total		154,950	144,959	133,689	133,786 External Assurance
Scope 2					
Asia	t-CO_2	201,767	190,393	187,286	176,842
Europe		2,191	2,744	2,126	1,640
North America		28,317	25,997	24,723	24,058
Japan		59,034	19,627	15,703	9,838
Oceania		572	559	582	588
Central and South America		3,468	4,423	1,121	4,833
China		15,017	13,927	9,320	1,455
Africa		12	29	5	1
Total		310,376	257,699	240,866	219,254 External Assurance

Scope 1 (Direct emissions from fossil energy–derived CO_2), Scope 2 (Energy-related indirect CO_2 emissions)

Scope
: Major facilities of Yamaha Motor and its 139 consolidated subsidiaries

The scope has been changed to include Yamaha Motor and its 139 consolidated subsidiaries, effective in 2025, to align with the consolidated financial statements.

Furthermore, since the impact of this revision on prior years is minimal, no retroactive adjustments were made to prior-year data.

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: Excluding energy consumption by on-site suppliers

: Excluding acetylene

In principle, figures are rounded off to the nearest whole number. Therefore, the total does not necessarily match the sum of each item.

Category	Unit	2022	2023	2024	2025
Scope 3					
01.Purchased products and services	t-CO_2	2,344,250	2,280,824	1,929,731 *1	1,309,488 *5
02.Capital goods		426,845	453,242	502,118	469,132
03.Energy-related activities		80,225	80,133	75,712	85,455 *3
04.Transport and delivery (upstream)		445,725	413,941	404,670	294,504 *3
05.Waste materials emitted by businesses		7,839 *1	8,378 *1	6,569 *1	7,740 *1
06.Business trips		4,339	3,198	4,816 *1	3,651 *1
07.Employees' commuting		7,858	9,115	9,000 *1	13,085 *1
08.Leased assets (upstream)		Included in Scope 1 and 2			
09.Transport and delivery (downstream)		— *2	— *2	— *2	— *2
10.Processing of products sold		— *2	— *2	— *2	— *2
11.Use of products sold		26,506,968	24,784,905	53,456,678 *4	53,311,873 *4 External Assurance
12.Disposal of products sold		65,881	60,176	62,190	60,693
13.Leased assets (downstream)		— *2	— *2	— *2	— *2
14.Franchises		— *2	— *2	— *2	— *2
15.Investments		— *2	— *2	— *2	1,575
Total		29,889,930	28,093,911	56,451,485	55,557,196
Scope 1, 2, 3 Total		30,355,256	28,496,569	56,826,040	55,910,236

*1 Scope of aggregation is Yamaha Motor Co., Ltd. (non-consolidated) only. Past years have been revised due to changes in the calculation method.
*2 As the data supporting the calculation basis is currently unavailable, this item is excluded from the scope of calculation.
*3 The emission factors used for calculation have been changed following the Ministry of the Environment's update of its Emission Unit Value Database.
*4 From the 2024 results, conditions such as lifetime activity (annual travel distance and lifetime usage period) have been changed from Yamaha's "internal survey results"
*5 From the 2025 results, calculated by applying emission factors to the transaction value of products and services purchased by Yamaha Motor Co., Ltd. and to the weight of constituent materials used in all motorcycles produced and sold by the Company.

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■ Calculation Method
Other indirect emissions are calculated using the Emission Unit Value Database (ver. 3.6) as per the Ministry of the Environment's Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (ver. 2.8).

■ Activity Data
Cat.1: Weight of constituent materials in motorcycles (excluding indirect materials), Cat.2: Capital expenditure amount, Cat.3, Cat.8, Cat.11: Energy consumption, Cat.4: Logistics amount and warehouse rent (excluding activity data from suppliers), Cat.5: Disposal volume by type, Cat.6: Total number of business trip days, Cat.7: Transportation expenses by category / Private vehicle travel distance, Cat.12: Weight of products sold (excluding packaging materials), Cat15: Total assets under management (AUM) at Yamaha Motor Ventures (YMV)

3. Conversion factors used for global energy consumption and CO_2 emissions

Conversion factors (variable factors) used for 2025 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_2emission factor
		GJ/Common unit	t-CO_2/Common unit
Electricity purchased	MWh	3.6	*Note 1
Renewable energy generation	MWh	3.6	—
Kerosene	kL	36.5	2.5
Heavy oil A	kL	38.9	2.75
LPG	ton	50.1	2.99
Butane	ton	49.7	3.03
City gas (Japan)	1000Nm^3	45	2.24
Natural gas (other than Japan)	1000m^3	38.4	1.96
Biogas	Mwh	3.6	0.00022
Gasoline	kL	33.4	2.29
Bioethanol-blended gasoline	kL	33.4	By mixture ratio
Light oil	kL	38	2.62
Bioethanol-blended light oil	kL	38	By mixture ratio
Hydrogen	ton	142	0
Industrial steam	GJ	1.02	0.06
Non-industrial steam	GJ	1.36	0.06

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Item name	Common unit	Calorific value per unit factor	CO_2emission factor
		GJ/Common unit	t-CO_2/Common unit
Hot water	GJ	1.36	0.112
Waste oil	kL	40.2	2.64
Waste plastic	ton	28.71	2.76

*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_2 emission factors by country announced by the International Energy Agency (IEA)

Emission factors for 2020 as found in "Emission Factors 2022".

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Green Procurement Guidelines

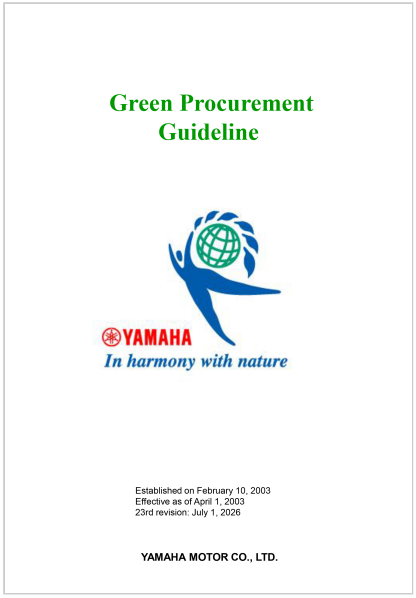
A guideline to ban or reduce environmentally hazardous parts, materials etc.

Data Collection

Green Procurement Guidelines PDF（Last update: July 1, 2026）



Japanese Version
(PDF 1.3 MB)



English Version
(PDF 421.3 KB)



Chinese Version
(PDF 3.6 MB)

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Social

We introduce our social initiatives that support the long-term growth of the Company, such as human rights and human capital.



Human Rights

- Policies and Guidelines
- Thorough, Company-wide Implementation of Human Rights Policy
- Human Rights Due Diligence
- Correction and Relief
- Preventing Harassment

Human Capital Management

- Basic Approach to Human Capital
- Governance
- Creating Work-Friendly Environments for Individuals Where Diversity is Accepted
- Utilizing Global Human Resources
- Human Resource Development
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Creating healthy society through sports

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Human Rights

We introduce our initiatives related to human rights.



The Yamaha Motor Group has established its Corporate Mission as being a Kando Creating Company offering new excitement and a more fulfilling life for people all over the world. We aim to realize a society in which the dignity of all people is protected through our business activities. Based on this mission, the Group positions “fulfilling social responsibilities globally” as one of its Management Principles and recognizes respect for the human rights of all stakeholders involved in its business activities as a vital corporate responsibility. In addition to clearly expressing this commitment through its Human Rights Policy, the Group also requires that all of our business partners, including suppliers and retailers, understand and comply with this Policy.

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Policies and Guidelines



Supporting the UN Global Compact

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

Yamaha Motor Group Sustainability Basic Policy

The Yamaha Motor Group has established its Sustainability Basic Policy to define its key social responsibilities to stakeholders. Based on its Corporate Philosophy, the Group believes that contributing to the sustainable development of society through its business activities is central to fulfilling its sustainability responsibilities.

Yamaha Motor Group Sustainability Basic Policy

Yamaha Motor Group Human Rights Policy

Based on the Yamaha Motor Group Sustainability Basic Policy, we have established the Human Rights Policy that serves as the foundation for all Yamaha Motor Group business activities.

Yamaha Motor Group Human Rights Policy

Code of Ethics

The Code of Ethics prohibits all forms of harassment against employees including sexual harassment and power harassment, child labor and forced labor, and slander against employees concerning matters pertaining to their fundamental human rights such as their race, nationality, ideology, religion, gender, philosophy of life, bodies, sexual orientation, personality, relatives, age or health conditions, and encourages efforts to create environments where people respect diversity and acknowledge each other and where they can vibrantly display their abilities.

Code of Ethics

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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 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 2025

Thorough, Company-wide Implementation of Human Rights Policy



Since establishing its Human Rights Policy in 2023, the Group has worked to promote understanding of the Policy by providing in-house human rights e-learning programs and knowledge assessments. In 2025, 15,539 employees (participation rate: 93.1%) completed e-learning programs focused on respect for human rights.

Furthermore, human rights violation risk have been positioned as one of the Group's materialities, and as such, each organization conducts human rights due-diligence tailored to regional characteristics and operational realities. These initiatives provide practical opportunities to deepen understanding by linking knowledge gained through e-learning with issues at actual worksites, helping to deepen awareness of respect for human rights.

The Group also conducts a compliance awareness survey each year to gauge the level of employee understanding for human rights. Ratings for respect for human rights and diversity have remained high over the past three years, averagin around 4.5 on a scale of 5. These results demonstrate that integrated initiatives combining rules, education, and practical implementation are contributing to the heightened respect for human rights among individual employees.

Compliance and Legal and Regulatory Training

We obtain written resolutions from the Boards of Directors from all group companies stating compliance with the Yamaha Motor Group Human Rights Policy, and for major group companies, we give explanations to management and the departments in charge and provide materials for employee education.

We send our business partners a statement requesting compliance with our Human Rights Policy, signed by the company president, we obtain a commitment form from our suppliers stating their compliance with our Sustainability Guideline for Suppliers, and we ask

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dealers to incorporate compliance with our Human Rights Policy when they renew their contracts with us. In addition, the "Sustainability Guideline for Suppliers" includes sections on "Human Rights" and "Working Environment" which clearly states our stance on respecting human rights, prohibiting child labor and forced labor, ensuring appropriate wages, and engaging in dialogue and consultation with employees.

Human Rights Due Diligence



Human Rights Due Diligence Activities and Risk Mapping

In-line with its Human Rights Policy, the Yamaha Motor Group has been conducting ongoing human rights due-diligence since 2023 across Group companies and their supply chains to identify and assess adverse human rights impacts and to prevent and mitigate them. Risk mapping has been carried out across the Group companies in order to identify risks of human rights violations. For the supply chain, initiatives are being advanced based on the processes of (1) Risk Assessment, (2) Self-Assessment Questionnaires (SAQ), (3) Comprehensive Assessment of the Risk Environment, and (4) Worksite Verification.

Risk Mapping

	Relevant Stakeholders	Human Rights Issues
Planning / Research / Development	• Workforce • Suppliers • Shareholders • Investors	• Labor rights • Health and safety • Discrimination
Procurement	• Suppliers: raw materials, processing, assembly, including Tier2 and Tier3 suppliers • Supplier workforce • Nearby local communities	• Labor rights • Forced labor • Child labor • Discrimination • Harassment • Health and safety • Issues related to specific products and raw materials such as conflict minerals • Violations of human rights-related sanctions and regulations
Manufacturing	• Workforce • Local communities	• Labor rights • Forced labor • Child labor • Discrimination • Harassment • Health and safety • Corruption (bribery)

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	Relevant Stakeholders	Human Rights Issues
Storage / Logistics	• Logistics operators (land/sea) • Workforce in logistics and warehousing • Local communities	• Health and safety • Discrimination • Harassment • Corruption (bribery)
Sales / Marketing	• Customer (BtoC) • Corporate customers (BtoB) • Local communities	• Labor rights • Discrimination • Harassment • Health and safety • Discriminatory advertising and marketing expressions
Customer Support	• Customer (BtoC) • Corporate customers (BtoB) • Local communities	• Labor rights • Discrimination • Harassment • Health and safety • Discriminatory advertising and marketing expressions
Disposal	• Disposal operators • Workforce of disposal operators • Local communities	• Labor rights • Discrimination • Harassment • Health and safety

Activities for Human Rights Due Diligence



1 Identification and Assessment of Risks

- Identify and map risks
- Assess risks based on defined items and criteria
- Conduct surveys of business partners, etc.

2 Cessation, Prevention, and Mitigation of Risks

- Reflect findings in business activities
- Support improvement efforts of business partners, including on-site inspections, etc.

3 Monitoring of Responses and Outcomes

- Confirm the level of improvement and reassessment of risk
- Promote expansion across the supply chain (including secondary suppliers and beyond)

4 Information Disclosure

- Engagement with stakeholders
- Disclose responses and outcomes

In conducting human rights due diligence across the supply chain, the Group prioritized direct material suppliers and, by 2025, completed risk assessments covering 100% of them, while collecting and reviewing SAQs from 80%. Through the integration of information from both processes and a comprehensive assessment of the risk environment, approximately 15% of suppliers were

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identified as operating in high-risk environments. The Group has begun phased worksite verification of these suppliers under a three-year plan.

A distinctive feature of our human rights due diligence is that both all business divisions as well as all group companies domestically and overseas take the lead in promoting it. Personnel responsible for risk management, procurement, sales, and other functions within each organization collaborate to advance initiatives suited to regional characteristics and operational realities. These proactive activities contribute not only to improvements among business partners but also to the enhancement of governance within Yamaha Motor Group. Going forward, the Group will continue to advance human rights due diligence with a support-oriented approach, tailored to the realities of the supply chain.

Identification of Risks

Worksite verifications within the supply chain have shown that while understanding of the importance of sustainability and human rights policies is becoming more widely shared, there are still many cases where the formulation of concrete policies and initiatives tailored to each company's circumstances, as well as efforts to raise awareness and roll out these initiatives internally and externally, have not yet been sufficiently systematized. In light of these findings, the Group places emphasis on providing improvement support prior to audits and monitoring. It is strengthening its efforts to work alongside suppliers through worksite verifications to promote understanding and drive improvement. These efforts include supporting the development of policies tailored to each company's level of maturity, providing employee training and awareness-raising activities, and assisting in the formulation of corrective action plans.

The Group recognizes the need to further strengthen initiatives in priority areas going forward. In particular, issues related to foreign workers and migrant workers, including technical interns, are increasingly recognized as a matter of importance both in Japan and overseas, and companies receiving such workers are expected to implement appropriate measures and support systems. The Group will increase the effectiveness of initiatives by identifying risks commonly faced by these workers, improving working environments, and ensuring access to information.

With regard to human rights and environmental risks in raw material procurement, exemplified by conflict minerals, the Group recognizes the need to strengthen risk identification and control structures from the broader perspective of responsible procurement, rather than addressing such issues as isolated themes. Through collaboration with suppliers, the Group aims to enhance transparency in procurement processes, implement risk mitigation measures, and build a sustainable procurement framework.

These issues are indispensable to fulfilling the Group's social responsibilities, and the Group will continue pursuing ongoing improvements while appropriately incorporating them into future activity plans.

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Using Self-Assessment Questionnaires (SAQ) to understand current status at suppliers



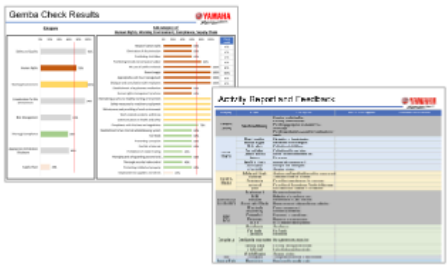
Confirming the implementation status of activities related to each sustainability item

Conducting on-site verification of suppliers by Yamaha Motor Group



Confirming the activity status of suppliers, as well as their aspirations and concerns

Providing suppliers with feedback of on-site verification results



Exchanging opinions and providing information regarding activity items and methodologies

Supporting the formulation and implementation of improvement plans by suppliers



Providing continuous support tailored to conditions at suppliers

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Correction and Relief

The Group has established a Compliance Hotline for Group employees, creating a system that enables the prompt reporting of violations of laws, regulations, or internal rules, including human rights violations. Furthermore, the Group has established a Human Rights Hotline for external stakeholders. In addressing reports received hrugh this hotline, the Group seeks to emphasize dialogue with both the reporting parties and the subject(s) of the report (perpetrator) throughout the entire process, from assessing whether a matter constitutes a human rights issue and conducting investigations to considering and implementing corrective actions and measures to prevent recurrence.

In 2025, the Group received reports from external stakeholders and engaged in dialogue with the reporting parties. The Group will continue these efforts and work to ensure that reports lead to meaningful corrective actions and organizational learning.

Human Rights Hotline for External Stakeholders

Reports to the Human Rights Hotline from our external stakeholders are accepted via the web form on this website.

I agree with the following contents and report

ELIGIBLE MATTERS

Human Rights Hotline accepts matters in which the business activities of Yamaha Motor Group or those of our business partners associated with our group's business activities have caused systematic and substantive negative impacts (harms) on human rights in violation of international principles or national laws on human rights (e.g., forced labor, child labor, systematic or collective discrimination, significant lack of occupational health and safety, negative impacts due to environmental pollution), or matters in which there is concern that systematic and substantive negative impacts (harms) on human rights may occur.
Human Rights Hotline does not accept matters that are not related to human rights stipulated in international principles or national laws on human rights, such as individual complaints about human relations or discretionary acts of personnel management in the workplace, or complaints regarding the quality of the Yamaha Motor Group's products or services.

ELIGIBLE USERS

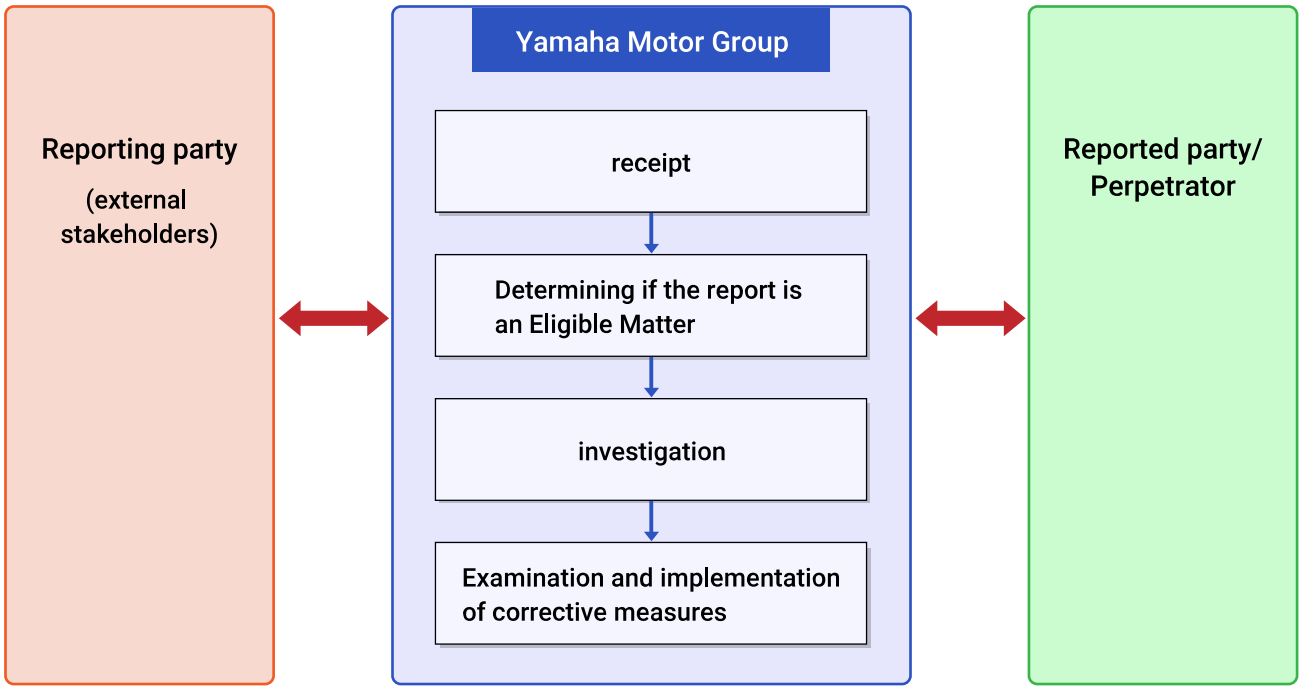
The eligible users are those who have suffered negative impacts (harms) on their human rights, and those who belong to the same organization, entities, etc. as the person who has suffered negative impacts (harms) on their human rights.

PLEASE READ CAREFULLY BEFORE REPORTING

- Response to the matters reported anonymously may be limited.
- We respond to reports that meet the Eligible Matters, the Eligible Users, and other instructions in the report form. Nevertheless, the reports meeting said criteria may not be responded, depending on the nature of the matters.
- Contents of the report and the submitted materials will be used by Yamaha Motor Group or our external agents, service providers, or business partners to the extent necessary for responding to the matters, including investigation and taking corrective and remedial measures.
- We may disclose or publish a summary of the operation of this Human Rights Hotline.
- Human Rights Hotline is not available for Yamaha Motor Group employees and other internal stakeholders.
- You may report either in Japanese or English.

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Human Rights Hotlines Handling Flow



※The above is a standard handling flow, and the actual flow may vary depending on the case.

Supply Chain Rollout

The Group also requires its business partners to understand and comply with its Sustainability Basic Policy and Human Rights Policy. In addition, the Sustainability Guidelines for Suppliers stipulates requirements related not only to human rights and labor environments, but also to environmental considerations and strict compliance, promoting implementation of the Guideline among suppliers. In particular, the Guidelines clearly specify items to be observed in in relation to respect for human rights, including the elimination of discrimination, prohibition of child labor and forced labor, payment of appropriate wages, non-use of conflict minerals, and establishment of grievance mechanisms.

To enhance the effectiveness of its Human Rights Policy, the Group has been incorporating provisions related to human rights into transaction contractual agreements and confirming compliance with the Guidelines. Through these efforts, the Group achieved its target of 80% among all supplier partners as of December 31, 2024. As a next target, the Group aims to achieve 100% by December 31, 2027.

Through its human rights due diligence framework, the Group supports suppliers in formulating and deploying human rights policies and continues providing support to enhance suppliers' capabilities to address human rights risks.

The Group will continue promoting the dissemination and implementation of policies throughout its entire supply chain, including business partners, and remain committed to respecting human rights toward the realization of a society in which the dignity of all people is protected.

Preventing Harassment

In light of the rapidly growing need to address and adapt to human rights risks throughout the supply chain, the Yamaha Motor Group has stipulated in its Code of Ethics that it forbids slander against employees concerning matters pertaining to their race, nationality, philosophy of life, bodies, personality, families, etc., forbids words and actions that deny an individual's personhood, and also forbids

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sexual harassment and all other actions that constitute harassment. However, anyone can become a perpetrator of harassment without intending to, and once serious incidents of harassment occur, they have the potential to affect not only the victims but also the Company, the organization and even our business activities themselves.

Therefore, we endeavor to foster an organizational culture that makes it hard for harassment to occur through initiatives such as spreading the diversity, equity and inclusion (DE&I) the Group is engaged in and increasing employee engagement. When an incident does occur, we handle it speedily and appropriately, including working to prevent a recurrence, and we continue to raise awareness and undertake educational activities to prevent harassment from ever occurring.

Moreover, in addition to the existing compliance incident reporting contact points for Japan, in 2023 we added new consultation points dedicated to harassment and labor issues, and we created a reporting line to allow people who suffered or heard or saw harassment to consult someone promptly on the issue. When we receive a report of harassment, we conduct a hearing with the persons concerned to confirm the situation, after which we take appropriate ways such as disciplinary actions or instructions, and take measures to prevent a recurrence.

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Yamaha Motor Group Human Rights Policy

With our corporate mission of “Being the Kando creating company to offer new excitement and a more fulfilling life for people all over the world”, we have raised “fulfilling social responsibilities globally” as one of our management principles.

To achieve these goals and our social responsibilities to our stakeholders, we place great value on communicating with all our stakeholders and strive to contribute to the sustainable development of society through our business activities based on our corporate philosophy.

Respect for human rights is one of the most vitally important issues to achieve these goals. Placing respect for human rights as the foundation of our business activities, we hereby establish the Yamaha Motor Group Human Rights Policy and will strive to fulfill our responsibilities as a globally operating company.

1. Commitment to respect for human rights

Acknowledging our corporate responsibilities to realize a society in which the dignity of all people is protected, the Yamaha Motor Group will strive to ensure respect the human rights of all stakeholders in the group’s supply chains (including the prohibition and prevention of all forms of discrimination, forced labor, child labor, inhumane treatment; as well as creating safe and healthy workplace environments).

2. Scope of application

This policy applies to all board members and employees of Yamaha Motor Co., Ltd., and its subsidiaries and will be reflected in the Yamaha Motor Group’s business activities. We will also require that all of our business partners, including suppliers and retailers, understand and support this policy.

3. Laws and regulations and international principles on human rights

The Yamaha Motor Group respects international principles on human rights* and has established this policy based on these principles.

The Yamaha Motor Group will comply with laws and regulations of the countries and regions where we operate our business. In cases where internationally recognized human rights standards, laws and regulations of such countries and regions are not consistent, we will pursue the ways to respect internationally recognized human rights standards whenever possible.

* International rules on human rights include International Bill of Human Rights

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(Universal Declaration of Human Rights and International Bill of Human Rights (Social Rights, International Covenant on Civil and Political Rights)), International Labour Organization (ILO) Declaration on Rights at Work Fundamental Principles, United Nations Global Compact and United Nations Guiding Principles on Business and Human Rights, etc.

4. Governance

We will specifically appoint the board members responsible for establishing and carrying out this policy, establish the appropriate internal organization structure and reflect the policy in business directives and operational procedures as needed.

5. Human rights due diligence

The Yamaha Motor Group will conduct human rights due diligence for our business activities to identify, avoid, and mitigate negative impacts on human rights.

6. Corrections and relief

Should we witness our business activities cause any negative impacts on human rights, we will strive to correct and remedy such situations through appropriate investigations and responses, developing a mechanism for effectively handling complaints.

7. Education

We will carry out educational and awareness-raising activities to ensure this policy is understood and reflected in all Yamaha Motor Group business activities.

8. Reporting and disclosure

We will appropriately disclose the results of our human rights due diligence and the progress of related initiatives based on this policy through channels such as our webpage and others.

9. Communication with our stakeholders

We will have continuous conversation with relevant stakeholders about prominent or potential negative impacts on human rights, considering expert opinions of acknowledged specialists in this field.

*This policy is approved by Yamaha Motor Sustainability Committee and Board of Directors.

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Motofumi Shitara
President, CEO and Representative Director
Yamaha Motor Co., Ltd.

March 22, 2023 Established
July 1, 2025 1st Revision

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Human Capital Management

We introduce our approach and initiatives related to human capital management.



> In addition to creating an organizational structure that can respond promptly to changing and evolving market needs, from a global perspective, we aim to continually create *Kando* through individuals and companies sharing lofty ambitions and cooperating to develop the business and help individuals grow. We are also striving to create workplaces where diversity is respected.

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- ⑤ Other Key Initiatives and Distinctive Efforts
- Health and Productivity Management Strategy Map and Effectiveness Measurement

12. Relationship with Labor Union
13. Addressing Overseas Labor Risks
14. Employee: Related Data

Basic Approach to Human Capital

As we develop our businesses globally, in addition to creating an organizational structure that can respond promptly to changing and evolving market needs, we believe that we are continually creating *Kando** by having individuals and companies share lofty ambitions and cooperate to develop the business and help individuals grow. We define our vision for human resources as follows.

1. Human resources who strive independently and autonomously to increase their personal value.
2. Human resources who are able to act with a focus on teamwork.
3. Human resources who will increase the value of the Yamaha brand.

We implement human resources strategies linked to business strategies in order to effectively recruit, develop, evaluate, compensate, and assign personnel with the above qualities.

Governance

To further strengthen governance and optimize strategy in human capital management, we established the Human Capital Management Committee, which is chaired by the Chief General Manager of the Human Resources & General Affairs Center. This committee, composed of executive officers and overseas location leaders, actively discusses major global human capital issues such as human resource investment strategies, enhancing engagement, and promoting diversity. We have set up a Talent Management Committee (also chaired by the Chief General Manager of the Human Resources & General Affairs Center) to hold deliberations on human resource development plans, assignments and development statuses when it comes to candidates for management positions in the Yamaha Motor Group. Through these means, we will increase employees' autonomy over their careers while increasing the transparency of future career paths.

Creating Work-Friendly Environments for Individuals Where Diversity is Accepted

We established the Yamaha Motor Group Diversity, Equity, and Inclusion (DE&I) Policy in September 2023 and shared this policy at our workplaces and subsidiaries, in order to foster an organizational culture where diverse human resources gather and utilize new realizations and discoveries to create value while respecting different viewpoints and values. The focus of the statement is "creating *Kando* via diversity" as stated in the policy, and its guiding principle is "RESPECT." (respect, period). "RESPECT." means that everyone at the Yamaha Motor Group is responsible for interacting with colleagues, customers, suppliers, and other stakeholders with a recognition that the opinions and rights of others have value. Based on that, we have defined focus areas and the Yamaha Motor Group's position on those areas as we strive to create a workplace where all employees and executives are free to demonstrate their individualities (strengths, experiences, and ideas) to the fullest, regardless of age, gender, sexual orientation, sexual identification, disability, nationality, race, religion/belief, values, or experience.

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In particular, with respect to gender-related initiatives, the Group has positioned the promotion of women's active participation as one of its materialities and has set a target of achieving a 13% ratio of female managers across the Group by 2027. As a step toward achieving this target, the Japan headquarters newly introduced career training programs for female managers, managerial candidates, and their supervisors. Through these programs, participants articulate their strengths and values and develop concrete future career plans through dialogue with supervisors, enhancing their recognition of expected roles and willingness to take on challenges.

In the cross-company mentoring program, executive officers serve as mentors and female department managers serve as mentees. This promotes learning from different positions and external corporate perspectives. Through these initiatives, we support the creation of growth opportunities and the formation of ongoing networks, promoting the development and active participation of female leaders. The Group will continue steadily implementing initiatives toward achievement of its targets.

Utilizing Global Human Resources

To globalize our human resources, we are promoting the early identification, career planning, development, and appointment of excellent personnel regardless of their gender, age, nationality, place of birth, or other factor. Specifically, in addition to the ongoing management of successors for global core positions, we have begun expanding a global human resources database aimed at strengthening the identification and development of next-generation global executive talent and enhancing the visibility of human resources.

Furthermore, since 2020, we have introduced the GAP (Global Assignment Policy, formerly the Yamaha Assignment Policy) to promote global personnel transfers, and we have achieved 27 cases to date. We will continue working to expand this initiative.

Human Resource Development

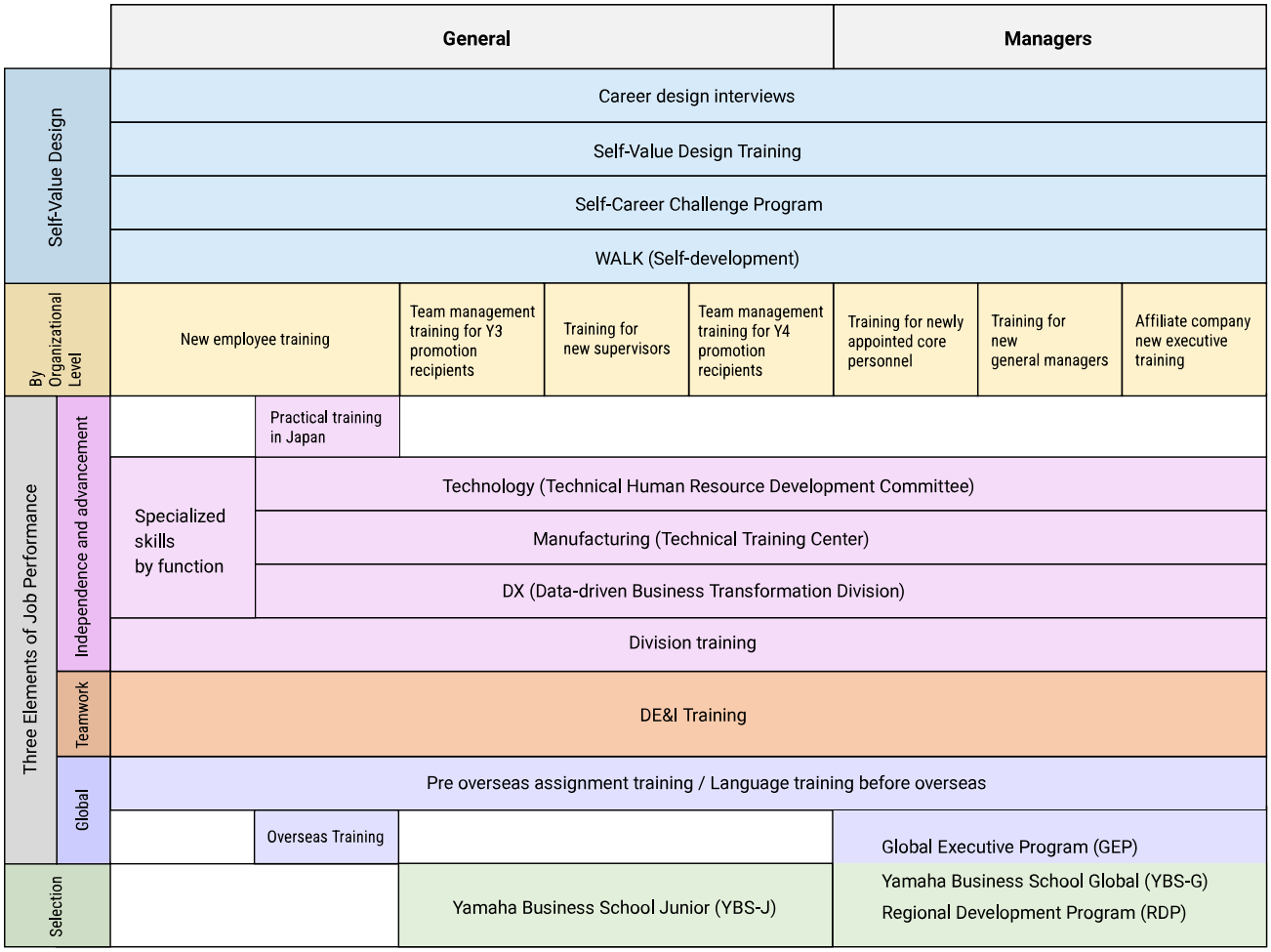
We offer stratified training, selective training for high-potential talents, training to refine specialized functional skills, overseas training systems that develop human resources who are able to succeed at the global level, coaching to enhance performance as an organization with cohesive teamwork, and diversity training. Additionally, to foster a culture of self-learning, we are expanding support for self-development and expanding options for learning along with providing on-demand education.

As an element of human resource development, in order to establish a mechanism where anyone interested in growing is given the opportunity to do so, we have introduced the Yamaha Motor Learning System (YLS) - an online and on-demand learning platform, and additionally promoted self-development courses. The number of YLS users has reached approximately 20,000. For self-development courses, to provide a wide range of options that meet employees' diverse learning needs, the scope of the cafeteria plan* has been expanded to cover external self-development courses, seminars, online language courses, online learning services, and the purchase of self-development textbooks and books. We have also been running a Regianal Development Program - training aimed at developing global management talent since 2015, which has had a total of 179 participants to date.

* The cafeteria plan is a "selective welfare benefit system" that allows employees to choose from a menu of benefits defined by the company according to their individual lifestyles and receive financial support.

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YMC HR Development Program



Number of Participants in Selective Training Program

Selective training program	2023	2024	2025
Global Executive Program *1	-	18	-
Yamaha Business School Global *1	24	-	24
Regional Development Program	71	-	47
Yamaha Business School Junior	25	25	25

*1 Global Executive Program and Yamaha Business School Global are held every other year.

Number of Participants in Self-Development Course

Scope of aggregation	2023	2024	2025
Yamaha Motor Co., Ltd. only	4,219	3,250	8,762
Group companies in Japan	820	773	1,567

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Training Hours per Employee *1

Scope of aggregation	2023	2024	2025
Yamaha Motor Co., Ltd. only	14.8 hrs	18.0 hrs	23.5 hrs
Group companies in Japan *3	9.7 hrs	10.4 hrs	14.1 hrs

Training Expenses per Employee *2

Scope of aggregation	2023	2024	2025
Yamaha Motor Co., Ltd. only	¥39,000	¥52,000	¥198,000
Group companies in Japan *3	¥23,000	¥24,000	¥81,000

* 1. Excludes compliance education, and training on legal matters such as occupational health and safety. In addition, due to the expansion of self-development course opportunities starting in 2024 (changing from a company-designated course system to one where individuals can freely choose), it became difficult to track hours for self-development courses. Therefore, hours related to self-development have been excluded, and the figures recalculated retroactively.
2. Personnel expenses have been added to training costs from 2025 onward. Also, the scope of aggregation for training expenses has been expanded.
3. Includes only locations of Group companies in Japan that submitted data.

Employee Engagement

Under the human resource mission statement “Challenge & Growth,” we position employee engagement as a key indicator for enhancing corporate value. Based on the results of the annual survey, we reflect on the condition of each company and organization and are promoting company-wide efforts to create an environment that increases the wide variety of challenges that are unique to Yamaha Motor.

Under the new Medium-Term Management Plan starting in fiscal 2025, we have set a global target of maintaining a positive engagement score of 80% or higher. In fiscal 2025, the global engagement score was 82%, and the non-consolidated score was 65%, so we are enhancing initiatives at the non-consolidated level.

On a non-consolidated basis, engagement scores have steadily improved through continuous initiatives since 2020, and we have firmly established company-wide and workplace-level activities. To achieve further improvement, the Group has revised certain survey questions to enable strengths and issues to be more clearly identified. It has also created the My Workplace Diagnostic Map, which presents an overall picture for internal uses. Building on the Group’s strengths of a “comfortable working environment” and “high psychological safety within the workplace and with supervisors,” we are advancing initiatives based on the following three key drivers.

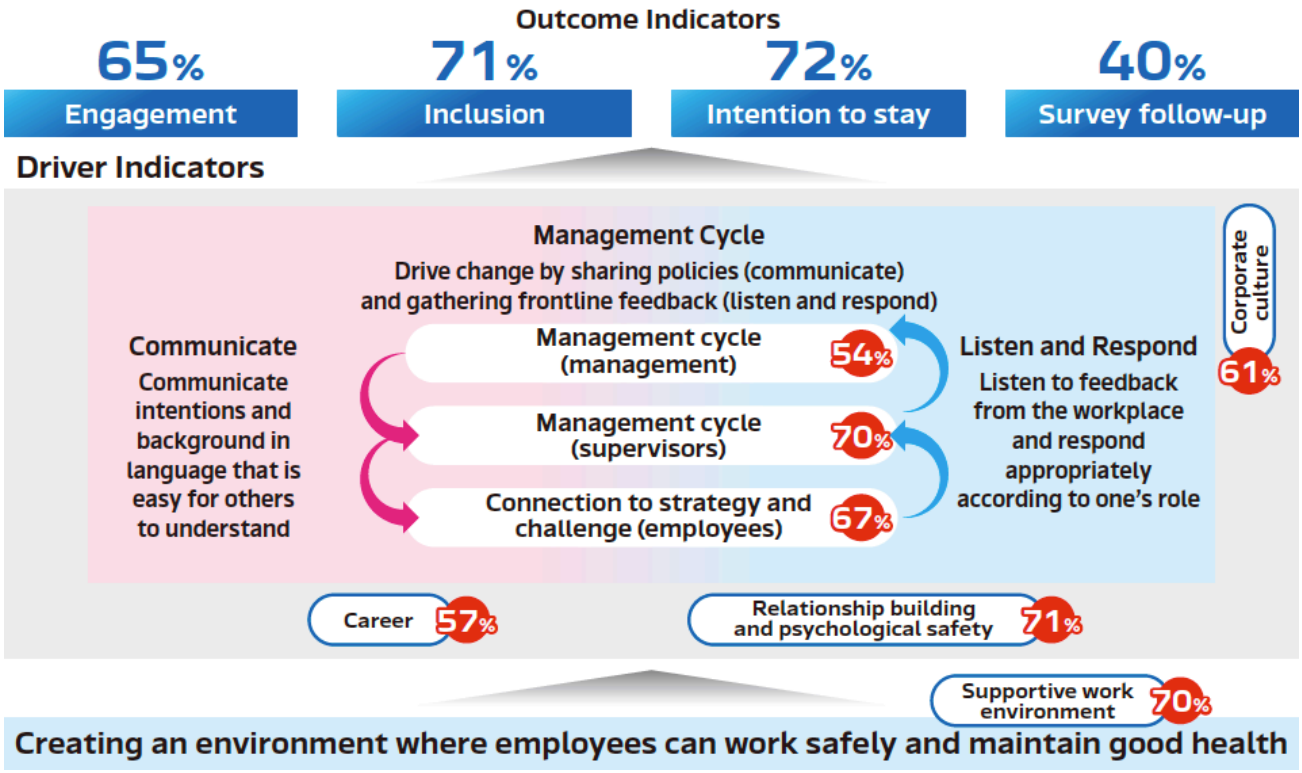
Engagement Score

Scope of aggregation	2023	2024	2025
Yamaha Motor Co., Ltd. only	61%	63%	65%
Yamaha Motor Co., Ltd. only + Group companies	79%	82%	82%

* Calculated by dividing the total of each company’s engagement score by the number of companies. Until 2024, the scope included only the headquarters on a non-consolidated basis plus 12 major overseas subsidiaries, but in 2025 the scope was expanded to companies with 500 or more employees (34 companies).

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My Workplace Diagnostic Map



Key Driver ① Promote understanding of the company's direction and future vision

Since 2022, the Group has continuously held REVS Meeting in which management and employees engage in direct dialogue. In 2025, approximately 1,400 employees and 11 members of management participated in interactive discussions transcending businesses and positions. By understanding management's thinking and the background behind its challenges, the Group aims to enable employees to internalize each company's direction and connect this understanding to proactive action. At the same time, management incorporates unfiltered workplace feedback into management decisions, strengthening the management cycle through policy sharing to execution.

Key Driver ② Create an environment in which employees can experience growth and fulfillment through work

The Group is advancing the development of personnel systems that encourage proactive employee challenges through evaluations and treatment based on roles and achievements. Under the new personnel system for core employees introduced in 2024, the Group shifted to a role-based evaluation and treatment framework, clearly distinguishing between "line management," which is responsible for organizational management, and "strategy lead," which leads projects in alignment with business strategy. Under the new personnel system for general employees introduced in 2025, job-category distinctions and years-of-service requirements for promotion were abolished, enabling treatment based on performance. Through these initiatives, employees gain a clearer understanding of their roles and experience personal growth and fulfillment through the outcomes of proactive challenges, helping to strengthen the human resource foundation that supports business execution capabilities.

Key Driver ③ Support autonomous career development

For both individuals and the company to continue growing together, it is important that each employee proactively envisions their own career, understands the direction of their company, and takes action toward realizing that vision. Accordingly, the Group conducts career design interviews between employees and supervisors while also expanding training programs tailored to career status and stage of employees. In internal surveys, 72% of respondents across the Group stated that "through interviews, I was able to align my career direction with the expectations of my supervisor." Furthermore, the Group is promoting the use of internal recruitment programs (Self-Career Challenge) and internal side-job programs as examples of means for realizing envisioned careers. In 2025, 110 employees took on internal transfers or internal side-job opportunities.

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The Group believes that promoting improvements based on engagement indicators will enhance business execution capabilities and adaptability to change by increasing the number of employees who proactively take on challenges, leading to the sustained creation of *Kando* and the medium- to long-term enhancement of corporate value.

Preventing Harassment

In light of the rapidly growing need to address and adapt to human rights risks throughout the supply chain, the Yamaha Motor Group has stipulated in its Code of Ethics that it forbids slander against employees concerning matters pertaining to their race, nationality, philosophy of life, bodies, personality, families, etc., forbids words and actions that deny an individual's personhood, and also forbids sexual harassment and all other actions that constitute harassment. However, anyone can become a perpetrator of harassment without intending to, and once serious incidents of harassment occur, they have the potential to affect not only the victims but also the Company, the organization and even our business activities themselves.

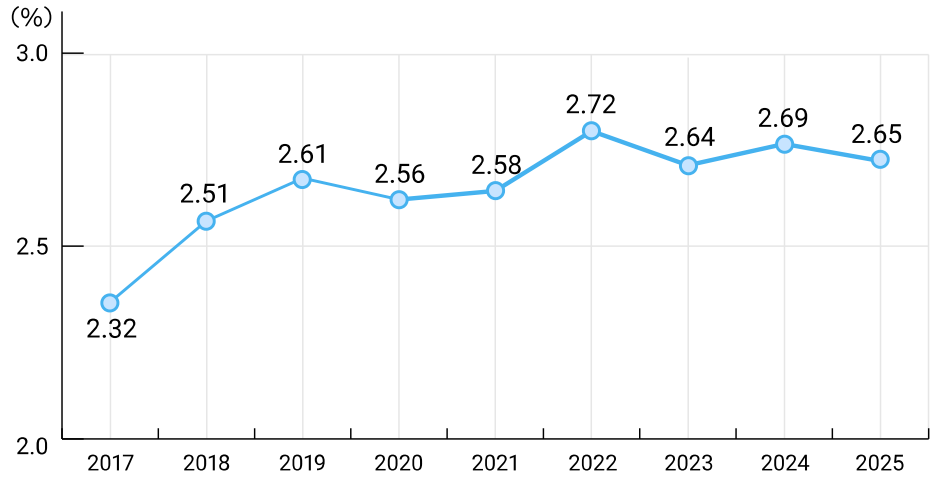
To this end, through initiatives such as the promotion of diversity, equity, and inclusion (DE&I) and the enhancement of employee engagement across the Group, we are fostering an organizational culture in which harassment is less likely to occur. In the event that incidents occur, the Group responds promptly and appropriately, including preventing recurrence, while also establishing regulations regarding the prevention of workplace harassment, clarifying the roles expected of each employee, and continuously conducting awareness-raising and educational activities aimed at preventing harassment before it occurs.

Moreover, in addition to the existing compliance incident reporting contact points for Japan, we have established dedicated consultation points for harassment and labor issues, and we created a reporting line that allow people who suffered or heard or saw harassment to consult someone promptly on the issue.

Promoting Employment and Raising Motivation for People with Disabilities

The Group promotes the employment of persons with disabilities with the aim of respecting the individuality of each employee and enabling the creation of new value and opportunities for active participation for all. To expand these initiatives, it established Yamaha Motor MIRAI Co., Ltd. in October 2015. Through the establishment of this company, opportunities for active participation have expanded into diverse areas such as cleaning and office support services, making it possible to welcome a wider range of individuals. Initiatives are also being advanced to help employees experience a sense of fulfillment through participation in events held by Group companies. Going forward, the Group will continue promoting the creation of environments in which persons with disabilities can thrive as their true selves in collaboration with local communities.

Ratio of Employees with Disabilities at Yamaha Motor



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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. For childcare leave in particular, we actively share examples of taking the leave and our efforts to create an environment where it is easy to take it, and we are working to increase the percentage of male employees who take it. (The rate of men taking childcare leave in 2025, including postnatal paternity leave, was 80.2%). 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 “Work in my style, work in Yamaha style.”, we have incorporated teleworking to accommodate diversity and introduced special leave in hourly units and a shortened working hour system for injury or illness. Furthermore, since 2023, we have introduced a hybrid work system that combines commuting to the office and remote work, as well as a coreless flextime system, expanding work style options so that employees can continue to work 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.

We also participate in the Human Resources Committee of the Japan Automobile Manufacturers Association (a general incorporated association). We make use of the information obtained through the committee, exchanges of opinions, and other means to check the state at our company as well as to promote initiatives.

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.

The status of leave taken in 2025 is as follows. Childcare leave: 334 (men: 272 (including maternity leave), women: 62), nursing care leave: 6, nursing care leave: 17 (55 days taken), and life support leave: 3,124 (8,608 days taken).

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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 (the legal requirement is generally until the child is 1 year old). Employees who are on leave throughout the bonus calculation period will receive one month of basic pay as financial support on the date of the bonus payment.
Postpartum Papa Leave (Postpartum father's leave)	Can take up to 4 weeks off (28 days) any time between the birth of the child and 57 days afterwards.
Family care leave	Employees may take leave for up to one year on request (the legal requirement is up to 3 times per eligible family member up to a total of 93 days). Employees who are on leave throughout the bonus calculation period will receive one month of basic pay as financial support on the date of the bonus payment.
Childcare Support Leave	Employees raising children of Elementary School age (up to the end of 6th grade) are eligible to take up to ten additional days of leave per year. Leave may be taken for any childcare-related purpose, with no restrictions on the reason for taking it. (Can be taken in hourly units)
Child illness leave, etc.	Employees raising children of Elementary School age (up to the end of 6th grade) are eligible to take up to five days of leave per year per one child, and up to ten days per year for two or more children. (Can be taken in hourly units / the legal requirement is for children up to 3rd grade in elementary school)
Life Support Leaves	Employees can take up the number of accrued days (maximum of 30 days) 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 can be set in the 6:30 to 22:00 time frame (no core time)
Workload reduction	Employees raising children of Elementary School age (up to the end of 6th grade), as well as employees providing nursing care for a family member, are eligible for limitations on overtime work and exemptions from late-night work.
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	Hybrid working is possible, allowing employees to commute to the office or work from home depending on their division's circumstances. A teleworking allowance will be paid to help cover the communications, utility costs for working from home.
System for leaving temporarily when at work	Upon obtaining advance permission from their managers, employees may leave work temporarily in 5-minute units according to the requirements of their personal circumstances no matter what they are (limited to workplaces which have adopted flextime system).
Other	- Establishment of leaving-on-time days (manufacturing workplaces: day before the Company's holiday, and pay day and bonus day) - Establishment of no-overtime days (non-manufacturing workplaces: once a week, with a target of 60 days per year to be set by individuals) - Three-consecutive-day paid vacations (Five-consecutive-day paid vacations granted every five years from age 30.)

In addition to measures for work style, we introduced a Cafeteria Plan in 2023. Employees can select from a menu of benefits set by the company to suit their individual lifestyle and receive subsidies. The system provides a variety of benefits for families; for example, child-raising and child care subsidies, family care subsidies, and travel expense subsidies.

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Occupational Health and Safety

Stance and Policies

As stated in the Group's Sustainability Basic Policy, we think that the health and safety of our employees is a foundation of the Company's growth, and thus we work to improve working environments. To foster a culture of "Safety and Health First" and entrench initiatives aimed at reducing occupational accidents to zero throughout the entire Group, we have formulated the Yamaha Motor Group Basic Policy on Occupational Health and Safety, which further clarifies the contents of the Sustainability Basic Policy, as well as action guidelines, and targets for reducing occupational accidents. Along with endeavoring to ensure health and safety with the participation of all employees, we are pursuing the creation of comfortable working environments and trying to make the execution of duties smoother to lead to greater productivity.

《 YAMAHA Motor Group OSH Basic Policy 》

"Safety and Health First"

We continue to pursue creating safe and comfortable workplace where all people working for Yamaha Motor Group are physically and mentally healthy and can feel safe and work actively with the participation of all employees.

《 YAMAHA Motor Group OSH Action Guideline 》

1. We increase our awareness of safety and health, think proactively, and act having safety and health as topmost priority.
2. We strive to minimize safety and health risks by collaborating across organizational boundaries.
3. We understand and comply with laws, regulations and rules relevant to safety and health.

《 YAMAHA Motor Group OSH Accident Reduction Target 》

Occupational Fatality/Permanent Disability: Zero cases

Number of Occupational Lost-time Accidents: 50% reduction compared to the previous year

Total Number of Occupational Accidents: 50% reduction compared to the previous year

Promotion Structure

At Yamaha Motor Co., Ltd., under this policy, the Central Safety and Health Committee (chaired by the chief general manager of the 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 incorporates various activities aimed at achieving zero accidents into medium-term and annual plans. The supervising division for occupational health and safety is also expanding these initiatives to group companies in various countries.

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Promoting the Occupational Health and Safety Management System

Yamaha Motor conducts thorough workplace risk assessments and based on that continuously eliminates and reduces occupational health and safety risks in a planned manner. As a part of these initiatives, in 2023, we acquired international standard certification ISO 45001. Furthermore, to raise safety awareness among all employees, we are working not only on regulatory education and training, but also on enhancing various educational programs such as risk assessments and practical hazard prediction training.

In May 2023, an occupational accident occurred at the Company's Hamakita Factory (Hamakita-ku, Hamamatsu City) in which one employee working on the processing of engine components passed away. To prevent the recurrence of such serious occupational accidents, the Group is continuously implementing preventive measures, including strengthening the operation of its occupational safety and health management systems, enhancing safety measures for equipment and machinery, and promoting safety awareness through the establishment of a Safety Day.

In preparation just in case an emergency situation should occur, we have established reporting standards, methods, contact routes and emergency response procedures for the occurrence of workplace injuries, ill health, sickness and accidents, and we regularly conduct response drills to heighten their effectiveness. Moreover, when an occupational accident does occur, we place the highest priority on assisting the victims, and we investigate the accident scene, clarify procedures for identifying the cause, and strive to prevent a recurrence. We also conduct regular internal audits, verify the effectiveness of the management system and continuously improve the system.

Among the Group, 19 companies (primarily manufacturing entities) had individually obtained ISO 45001 certification as of December 31, 2025. In addition, from 2025, the Company has begun operating Unified Certification (Global Certification), a framework in which the certifications of Yamaha Motor and its Group companies are managed under a single system. Going forward, by expanding the acquisition of certifications and the transition to unified certification across manufacturing sites, we aim to enhance occupational health and safety standards and strengthen governance across the Yamaha Motor Group as a whole.

We have drawn up work safety procedures for external contractors as well in an effort to prevent occupational accidents.

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 we improve the workplace environment as necessary. We also endeavor to create safe and pleasant workplaces based on ergonomics.

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Safety Education and Training

We are focused on developing human resources who can support workplace safety and a healthy environment through education and training to improve the skills of safety managers, supervisors, operations chiefs and others in similar roles. The main education and training programs on workplace safety held in 2025 are as follows. These were also carried out at Group companies and business partners in Japan, and we are actively implementing training and education on health and safety at overseas Group companies as well.

	Training	Number of participants	Number of participating companies
1	General health and safety manager training	35	Yamaha Motor Co., Ltd. only
2	Training for persons appointed as safety managers	202	10 companies
3	Foreman training	94	8
4	Hazard prediction training	834	17
5	Risk assessment training	311	11
6	Safety manager skills improvement training	19	3
7	Health manager skills improvement training	18	3
8	Training for chiefs of operations involving organic solvents	50	2
9	Protective equipment supervisor course	66	5
10	Chemical substance supervisor course	63	5
11	Special training on dust-related work	58	8
12	Special tailgate lifter training	57	4
13	Health manager test preparation course	309	3

Number of Occupational Accidents

In 2025, there were no fatal accidents at Yamaha Motor Co., Ltd.[*1], 12 accidents resulting absence from work, and 24 accidents that did not result an absence (including occupational illnesses). Across the Yamaha Motor Group[*2] in 2025, there were no fatal accidents, 151 accidents resulting absence from work (including one accident resulting permanent disability), and 155 accidents that did not result in absence.

The number of fatalities from occupational accidents throughout the Yamaha Motor Group from 2023 onwards was two in 2023 and zero in both 2024 and 2025. External Assurance

We disseminate information about accidents that occur company-wide in an effort to prevent recurrence.

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Number of Occupational Accidents (Accidents Requiring Absence from Work or Worse)

Scope of aggregation	2023 *3	2024 *3	2025
Yamaha Motor Co., Ltd. only *1	11	12	12
Yamaha Motor Group *2	172	126	151
Total	183	138	163

Injury Frequency Rate *4 External Assurance

Scope of aggregation	2023 *3	2024 *3	2025
Yamaha Motor only (including dispatch employees) *1	0.39	0.42	0.39
Yamaha Motor Group *2	1.58	1.00	1.22
Yamaha Motor only + Yamaha Motor Group	1.33	0.89	1.06

Subcontractors（Yamaha Motor） *5	1.35	0.00	1.25

*1 The scope for 2023-2025 is regular as well as dispatch employees, including executive officers and part-time workers.

*2 The scope for 2023 covered 127 out of 130 consolidated subsidiaries. The scope for 2024 covered 136 out of 138 consolidated subsidiaries. The scope for 2025 covered 139 consolidated subsidiaries.

*3 From 2025, the scope of data aggregation for Yamaha Motor Co., Ltd. and its 139 consolidated subsidiarieshas been changed in line with the scope of the consolidated financial statements. To ensure comparability, the number of occupational accidents (resulting in lost workdays or more) and the occupational accident frequency rate for 2024 and earlier have been recalculated to reflect both the revised reporting boundary and the results of a review of the underlying data. As a result, the number of occupational accidents for 2023 has increased by one from the previously disclosed figure. For 2024, the figures have also been updated to reflect a lost-time accident that was recognized after the previous disclosure.

*4 Rate of occurrence of occupational accidents requiring absence from work for one or more days per 1 million total actual working hours.

*5 Third parties, excluding indirectly outsourced labor, carrying out certain types of contract-based work for the Company on the Company's premises.

Initiatives for Health Management with Safety and Health First

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 passion and abilities, leading to customers' trust in the products and services we offer.

Additionally, we have set "Safety and Health First" as Yamaha Motor Group Basic Policy on Occupational Safety and Health, positioned it as a key management issue indispensable for business management and the Company's development, and, with the Company and employees working together as one, aim to create workplaces where each employee can work vibrantly in both mind and body (maintaining and promoting health).

This policy is being deployed and thoroughly communicated throughout the entire Group, both in Japan and overseas.

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Promotion Structure

Under the banner of the top commitment described above, Yamaha Motor has established the Central Safety and Health Committee (chaired by the chief general manager of the Human Resources & General Affairs Center and composed of members from the safety and health divisions and representative supervisors from each division), which evaluates and prioritizes initiatives related to health management, formulates medium-term and annual plans, and implements improvements.

Specific initiatives are primarily planned and developed by the Health Promotion Division (comprising occupational health physicians, public health nurses, and registered dietitians). Working closely with the health insurance association, the division operates under a Collaborative Health (One Management) structure to plan, promote, and evaluate the effectiveness of various health-promotion initiatives.

As a result, Yamaha Motor has earned high recognition externally, being certified for four consecutive years as a "White 500" Outstanding Health and Productivity Management Organization (Large Enterprise Category) under the Certified Health and Productivity Management Organization Recognition Program jointly organized by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

2026
健康経営優良法人
KENKO Investment for Health
大規模法人部門
ホワイト500

Priority Areas

Yamaha Motor has defined four priority areas—① occupational safety, ② physical health, ③ mental health, and ④ work style reform (Enhancement of work engagement)—and has developed a "Health and productivity management strategy map" for each area to clarify the linkage between management issues, initiatives, and performance indicators. We have also established KPIs and KGIs for each of these priority areas, and to ensure thorough implementation of the PDCA cycle by visualizing progress. For example, we set specific numerical targets and deadlines for indicators such as the number of occupational accidents, health checkup participation rate,

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number of employees with or at risk of metabolic syndrome, and smoking rate, and disclose them both internally and externally. Through these initiatives, we develop and implement new health measures that contribute to creating workplaces where each employee can work energetically in both mind and body. In addition to the four areas mentioned above, Yamaha Motor implements a wide range of initiatives, including infectious disease countermeasures and support for employees on overseas assignments, to comprehensively manage employee safety and health. The following provides an overview of Yamaha Motor's four priority areas.

① Occupational Safety: Fostering a Safety Culture Aimed at Zero Occupational Accidents

Under the Yamaha Motor Group OSH Basic Policy and Action Guidelines, we aim for "zero occupational fatalities and permanent disabilities" and a "50% year-on-year reduction in the number of occupational accidents (lost-time accidents and all occupational accidents)" across the Group, ensuring thorough safety management. With a strong determination never to repeat a serious accident, we designate a "YMC Safety Day" to raise safety awareness, thoroughly implement risk assessments, and work to eliminate and reduce potential hazards in the workplace. Through these activities, we aim to create a workplace environment in which every employee is safety-conscious and all employees participate in ensuring a safe and secure workplace.

For further details, please refer to the "Occupational Health and Safety" section described above.

② Physical Health: Strengthening Measures Against Lifestyle-Related Diseases and Promoting Anti-smoking

Recognizing the "increase in the rate of employees with metabolic syndrome" and the "slowing decline in the smoking rate" as key health issues, we aim to create workplaces where each employee can work energetically in both mind and body. Specifically, through multifaceted initiatives (detailed below) such as providing health guidance based on medical examination results, encouraging exercise opportunities, and supporting anti-smoking, we support the improvement of lifestyle habits and work as a company to promote disease prevention and further health enhancement in the future.

By implementing these initiatives, we are accelerating efforts to create an environment that promotes autonomous health management among employees and working to further reduce lifestyle-related disease risks.





"Active 10" poster

Achieving a 100% Health Checkup Participation Rate, Encouragement for Examinations, and Health Guidance

We have established a framework ensuring that all employees undergo an annual health checkup and have achieved a 100% participation rate in periodic health checkups. In addition to notifying individuals of their results, occupational health physicians identify employees with confirmed health risks and provide health guidance. If a re-examination is necessary, occupational health physicians issue a "Yellow Paper" under our encouragement system to ensure follow-up examinations and promote early treatment. Furthermore, for employees identified as being at risk of lifestyle-related diseases, occupational health nurses and registered dietitians provide continuous individualized health guidance (specified health guidance). In addition, we provide preventive guidance that covers a broader range than national standards for all age groups, including younger employees, striving to prevent severe illness.

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Promoting Exercise Habits

To help employees establish exercise habits and improve health indicators, we are promoting the companywide health initiative “Enjoy Wellness Activities.” Throughout the year, we hold initiatives such as “Active 10,” which encourages 10 minutes of walking per day using in-house walking courses, and smartphone-linked walking events, to create daily opportunities for physical activity. Furthermore, we organize workplace-level health seminars and sports tournaments to provide enjoyable and sustainable health promotion events, helping employees make exercise a regular part of their lives. In addition, as part of efforts to establish the habitual and effective use of PHRs (Personal Health Records), we are promoting an internal rollout of the Yamaha Health Insurance Society platform, enabling employees to continuously monitor their own health status.

Initiatives Toward a Zero Smoking Rate

Reducing the smoking rate is one of our key health issues, and we have implemented measures such as complete smoking bans on company premises and anti-smoking guidance by medical professionals, and unique company initiatives such as supporter-based accompaniment assistance for employees wishing to quit smoking. As a result, the smoking rate among employees has dropped from 26.70% in 2022 to 21.35% in 2025. We are also promoting smoking reduction efforts across Group companies, such as implementing complete smoking bans on their premises, to further reduce the overall smoking rate within the Group.

Supporting Health Through Daily Diet

Through employee cafeterias, we support employee health by offering healthy menu options and holding nutritional consultation sessions led by registered dietitians.

Support for Health Issues Specific to Women

To ensure that female employees can work healthily at every stage of life, we have established support programs addressing women-specific health issues. Specifically, we have set up dedicated health consultation desks for gynecological disorders and menopausal concerns, providing advice in collaboration with external medical specialists. In addition, we regularly hold in-house health seminars for female employees to raise awareness of proper knowledge and self-care methods related to menstruation and menopause, while also providing examination cost subsidies in cooperation with the Japan Health Insurance Association.

③ Mental Health: Promoting Mental Healthcare and Early Response

Recognizing the “increase in the number of employees taking leave due to mental health issues” as one of our key health challenges, we are actively working to maintain and enhance mental health. To prevent mental health issues before they occur, we conduct annual “Stress Checks” and web-based “Presenteeism” surveys (self-assessment of productivity using the WHO Health and Work Performance Questionnaire [WHO-HPQ]) for all employees.



Scene from a follow-up interview by nursing staff

In 2025, the participation rate exceeded 93%, and the ratio of high-stress employees and the workplace health risk indicators based on group analysis improved compared with the previous year. After aggregation, Stress Check results are fed back to each division, visualizing stress factors at the workplace level to support future organizational improvement. In addition, all employees identified as having high stress are offered one-on-one follow-up interviews with occupational health physicians or public health nurses upon request.

We are focusing on strengthening mental health education. We have made stress management and self-care training mandatory for all employees, and line-care training—designed to help managers learn how to respond appropriately to the mental health needs of their subordinates—mandatory for all management-level employees. Furthermore, we conduct mental health education programs by employee level, including new graduates, mid-career hires, newly appointed managers and supervisors, and general managers. As a

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new initiative aimed at preventing mental health issues before they occur, the Group introduced a Self-Care Coaching Program conducted by certified psychologists beginning in 2025. In 2026, the scope will include newly appointed core employees and high-stress employees, further enhancing mental healthcare initiatives.

In addition, we have established an internal mental health consultation desk, enabling employees to seek advice at any time from external medical specialists (advisory doctors) in addition to occupational health physicians. For employees stationed overseas, as described later, we provide an environment where they can consult online with Japanese physicians from their overseas locations. As part of our support measures for employees who take leave due to mental health issues, we implement specialized pre-return programs (Rework Programs) and post-return follow-up in cooperation with department heads and occupational health physicians to prevent recurrence.

We will continue to maintain and improve mental health, ensuring early identification and response to mental health issues, and promote the creation of workplaces where every employee can work energetically in both mind and body.

④ Work Style Reform: Correcting Long Working Hours and Enhancing Work Engagement

Yamaha Motor is working to improve workplaces with the aim of promoting employee health and further enhancing productivity from the perspectives of maintaining physical and mental well-being and work style reform. As part of these efforts, we have made interviews with occupational health physicians and supervisors mandatory for employees who work overtime beyond limits set by internal standards that are stricter than those required by law, striving to prevent health problems caused by overwork.

We also promote the taking of consecutive vacation days and provide childcare and nursing care leave systems, as well as short working hour systems that exceed legal requirements, while encouraging male employees to take childcare leave. In addition, we have established teleworking and flextime systems to enable flexible workstyles not bound by location or time, thereby enhancing work-life balance.

For further details, please refer to the ›“Supporting Work-Life Balance” section described above.

⑤ Other Key Initiatives and Distinctive Efforts

In addition to the four priority areas mentioned above, the following initiatives are of particular importance.

Support for balancing treatment with work

For employees who require ongoing treatment for illnesses such as cancer or diabetes, occupational health physicians and occupational health nurses collaborate with attending physicians to create support plans that enable them to balance treatment and work. Depending on the employee’s condition, we allow flexible work arrangements such as staggered office hours, remote work, and adjustments to job content and workload, supporting employees in continuing their careers while undergoing treatment.

Infectious Disease Countermeasures

To prioritize the lives and health of our stakeholders, including employees, Yamaha Motor has taken measures in response to the spread of COVID-19 (establishing an organization for countermeasures, introducing telework and staggered office hours systems, issuing instructions to expatriate employees and their family members to return to Japan, and formulating and disseminating various policies and responses). In addition, we have formulated and implemented the “Procedure for Business Continuity (Pandemic Influenza Version)” to prepare for the risks posed by future unprecedented infectious disease outbreaks. We also strive to prevent infectious diseases on an ongoing basis by subsidizing vaccination costs during seasonal influenza periods.

Health Support for Employees Before Overseas Assignment

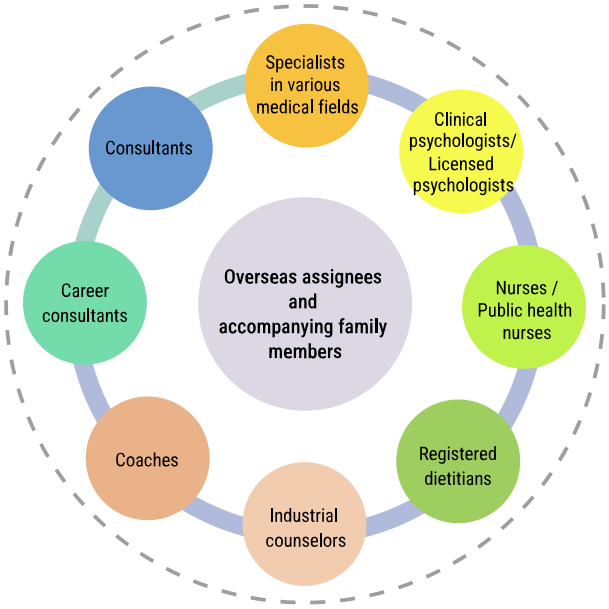
Before overseas assignment, we provide health management training that includes information on infectious diseases requiring attention at the destination (such as viral hepatitis and malaria) and administer necessary vaccinations. After the assignment, we continue to ensure that employees undergo periodic health checkups.

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Mental and Physical Healthcare for Overseas Assignees and Accompanying Family Members

Yamaha Motor has established a follow-up system by setting up a dedicated overseas medical team and a health consultation hotline. The consultation topics cover a wide range of issues beyond physical symptoms, medical treatment, and mental health, including communication with local staff, skill development, career matters, pregnancy, childbirth, family relationships, children's education, and developmental concerns—encompassing various aspects of working and living overseas.

The overseas medical framework consists of a multidisciplinary team including not only specialists in various medical fields but also psychiatrists, clinical psychologists, licensed psychologists, counselors, career consultants, and business consultants, providing comprehensive support.



Number of consultations from overseas employees: January 2025 to December 2025

Assignment Region	Number of cases	Mental health consultations	Physical health consultations	Other (e.g., greetings, status updates, etc.)
Asia	4	5	7	16
Africa	0	0	0	0
Europe	2	1	0	3
Asia & Oceania	0	1	0	1
Middle East	0	0	0	0
Latin America	0	0	0	0
North America	3	1	2	6
Total	9	8	9	26

* Each individual interaction is counted as one consultation.
* Consultations regarding physical health / mental health / other matters handled within the same email thread are counted individually.

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Furthermore, we conduct a “Stress Check for Overseas Assignees” twice a year for overseas assignees, with our specialized overseas medical team providing support to ensure detailed and attentive care for those subject to the program.

GMC (Global Mental Check) Participation Rate

Implementation period	Target participants	Participants	Participation rate
February 2025	477	455	95.4
August 2025	502	479	95.4

Health and Productivity Management Strategy Map and Effectiveness Measurement

Yamaha Motor has developed a “Health and Productivity Management Strategy Map” to ensure that health investment leads to greater employee vitality and improved business outcomes, and has systematized related initiatives. Based on the concept of “Work in my style, work in Yamaha style,” the strategy map aims to enhance corporate value through initiatives implemented across the four priority areas. To achieve this, in January 2026 the Group established the Ya-Ma-Ha Three Health Actions to promote the “extension of healthy life expectancy and reduction of health disparities” through the “improvement of individual behaviors and health conditions” as outlined in Health Japan 21 (third term). Through these initiatives, the Group is working to foster employees’ awareness of health while setting various KPIs and managing progress through the PDCA cycle.

Key performance indicators include the ratio of employees classified under work restriction standards (hereinafter “high health risk individuals”), the number of occupational accidents, and the number of long-term absences due to mental health issues. Reducing these figures is positioned as a medium- to long-term goal. Indicators related to employees’ lifestyle habits and awareness (health checkup participation rate, exercise rate, smoking rate, proportion of high-stress individuals identified in stress checks, and engagement score) are also monitored to help verify the effectiveness of health investments.

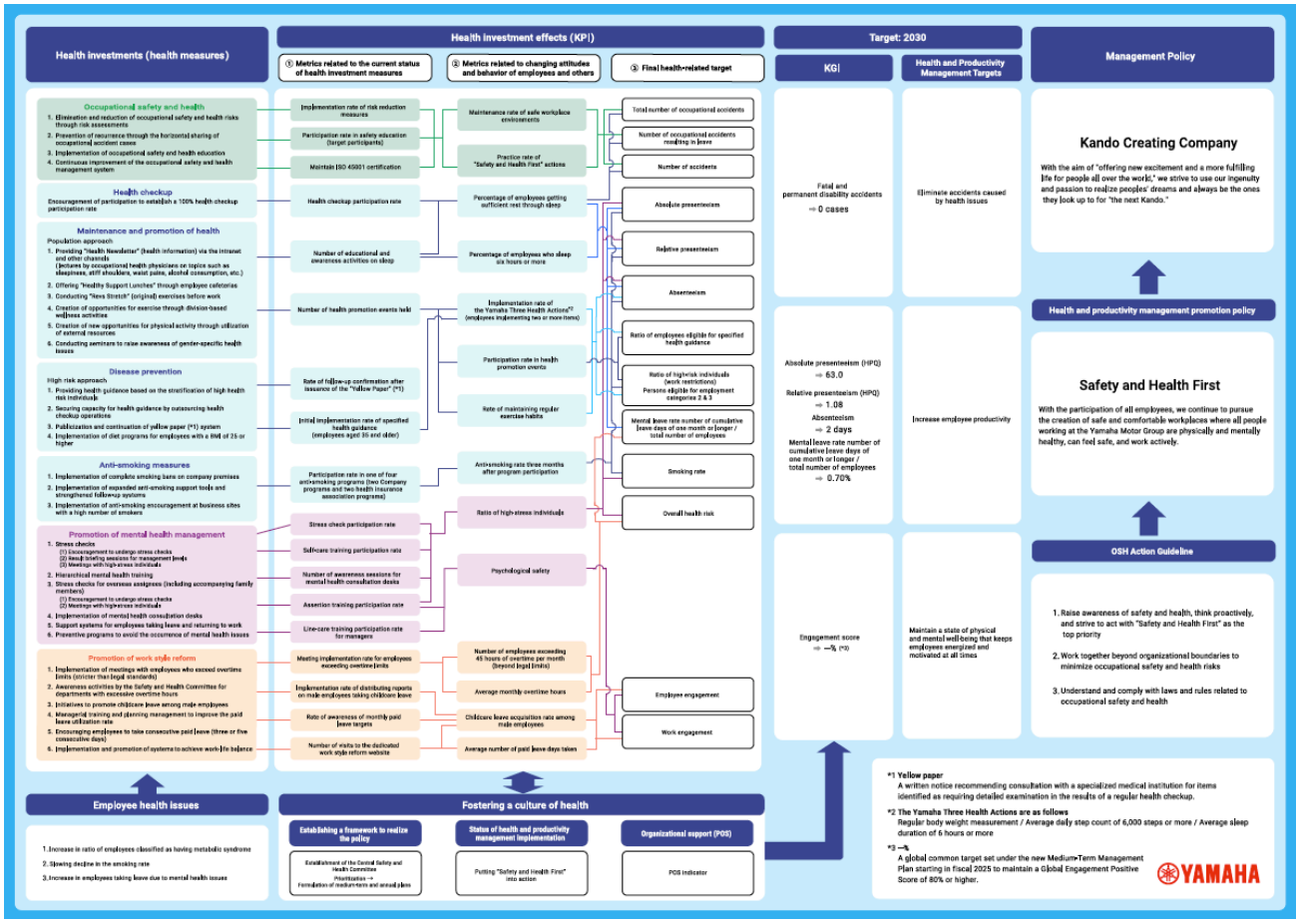


Poster for the Ya-Ma-Ha Three Health Actions

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Health and Productivity Management Strategy Map

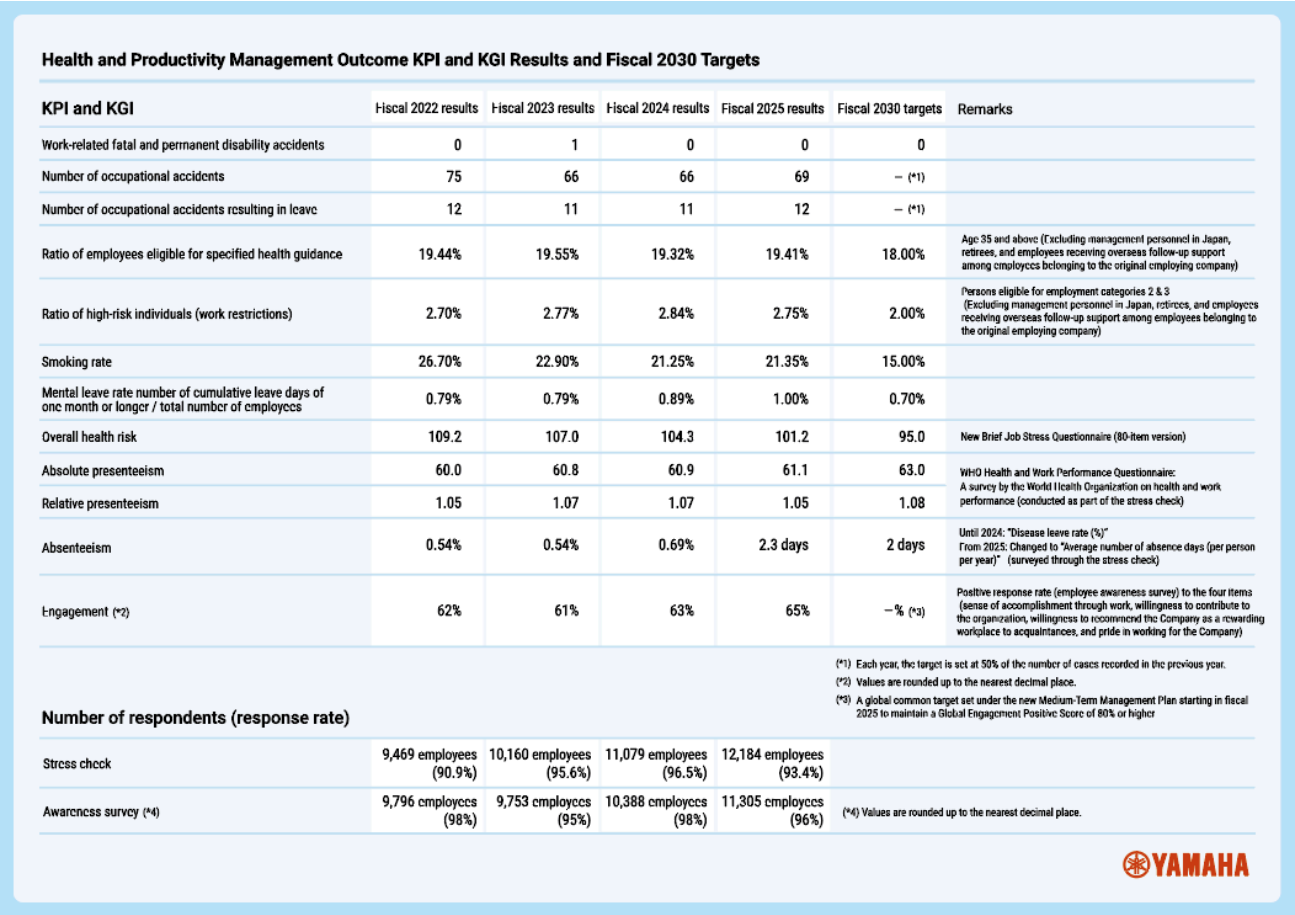
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Health and Productivity Management Outcome KPI and KGI Results and Fiscal 2030 Targets

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Health and Productivity Management Outcome KPI and KGI Results and Fiscal 2030 Targets

KPI and KGI	Fiscal 2022 results	Fiscal 2023 results	Fiscal 2024 results	Fiscal 2025 results	Fiscal 2030 targets	Remarks
Work-related fatal and permanent disability accidents	0	1	0	0	0	
Number of occupational accidents	75	66	66	69	– (*1)	
Number of occupational accidents resulting in leave	12	11	11	12	– (*1)	
Ratio of employees eligible for specified health guidance	19.44%	19.55%	19.32%	19.41%	18.00%	Age 35 and above (Excluding management personnel in Japan, retirees, and employees receiving overseas follow-up support among employees belonging to the original employing company)
Ratio of high-risk individuals (work restrictions)	2.70%	2.77%	2.84%	2.75%	2.00%	Persons eligible for employment categories 2 & 3 (Excluding management personnel in Japan, retirees, and employees receiving overseas follow-up support among employees belonging to the original employing company)
Smoking rate	26.70%	22.90%	21.25%	21.35%	15.00%	
Mental leave rate number of cumulative leave days of one month or longer / total number of employees	0.79%	0.79%	0.89%	1.00%	0.70%	
Overall health risk	109.2	107.0	104.3	101.2	95.0	New Brief Job Stress Questionnaire (80-item version)
Absolute presenteeism	60.0	60.8	60.9	61.1	63.0	WHO Health and Work Performance Questionnaire: A survey by the World Health Organization on health and work performance (conducted as part of the stress check)
Relative presenteeism	1.05	1.07	1.07	1.05	1.08	
Absenteeism	0.54%	0.54%	0.69%	2.3 days	2 days	Until 2024: "Disease leave rate (%)" From 2025: Changed to "Average number of absence days (per person per year)" (surveyed through the stress check)
Engagement (*2)	62%	61%	63%	65%	– % (*3)	Positive response rate (employee awareness survey) to the four items (sense of accomplishment through work, willingness to contribute to the organization, willingness to recommend the Company as a rewarding workplace to acquaintances, and pride in working for the Company)

(*1) Each year, the target is set at 50% of the number of cases recorded in the previous year.
(*2) Values are rounded up to the nearest decimal place.
(*3) A global common target set under the new Medium-Term Management Plan starting in fiscal 2025 to maintain a Global Engagement Positive Score of 80% or higher

Number of respondents (response rate)

Stress check	9,469 employees (90.9%)	10,160 employees (95.6%)	11,079 employees (96.5%)	12,184 employees (93.4%)	
Awareness survey (*4)	9,796 employees (98%)	9,753 employees (95%)	10,388 employees (98%)	11,305 employees (96%)	(*4) Values are rounded up to the nearest decimal place.

YAMAHA

In 2025, the ratio of high health risk individuals was 2.75% (compared with 2024: down 0.09%). Although the rate of employees subject to specified health guidance in 2025 was 19.41% (up 0.09% from 2024), indicating a slowing decline and an emerging upward trend, the Group is promoting initiatives aimed at achieving its 2030 target of 18% by establishing health guidance practices across all age groups and strengthening approaches for at-risk individuals. In 2025, total absences due to illness (absenteeism) averaged 2.3 days per person per year (calculation methodology revised from 2025). Going forward, we will further enhance measures to prevent the aggravation of illnesses and work to reduce absenteeism losses.

Meanwhile, the degree of productivity loss due to health conditions (presenteeism) improved in 2025. The Group will continue striving to achieve its 2030 targets (absolute presenteeism: 63.0; relative presenteeism: 1.08) by focusing on high-risk employees for both mental and physical health and further strengthening preventive measures aimed at reducing the occurrence of new cases.

Furthermore, our annual employee awareness survey continuously checks not only employee engagement but also the degree to which employees feel valued by the company (POS indicator: Perceived Organizational Support), whether “Safety and Health First” is being practiced, and the level of psychological safety in the workplace. Among these, questions related to psychological safety show an increasing trend in positive responses every year.

As described above, Yamaha Motor’s health and productivity management initiatives are steadily evolving through systematic initiatives based on the strategy map and progress toward achieving numerical KPI and KGI targets. Going forward, under the philosophy of “Safety and Health First,” we will continue to promote workplace environments where employees can work energetically and to pursue continuous improvement in addressing health-related issues. We will further advance our health and productivity management initiatives that balance employee health and corporate growth, realizing sustainable enhancement of corporate value and contributing to our stakeholders.

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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.

As for ensuring the payment of minimum wages, not only do labor and management conclude agreements each year committing to the minimum wage, discussions between labor and management are also carried out regarding appropriate wage levels, including those using the consumer price index as a basis.

Yamaha Motor adopts a union shop system in which non-managerial employees are members of the labor union, and the participation ratio is 85% of all employees. 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 pursue 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 2025, there was no noteworthy occurrence of any labor issues.

Employee-Related Data

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Employee: Related Data

Introduces data related to employees.

Human capital management

Employee data

Item		Unit	2022	2023	2024	2025
Number of employees (consolidated)		persons	52,554	53,701	54,206	55,176
Number of employees (non-consolidated) *Non-consolidated: From 2024, includes seconded employees accepted from other companies (retroactively applied to 2022)		persons	10,303	10,540	10,929	12,082
	Male		9,024	9,204	9,496	10,387
	Female		1,279	1,336	1,433	1,695
Average age (non-consolidated)		age	41.8	43.5	43.1	42.7
	Male		42.3	44	43.5	43.2
	Female		38.6	40.3	40.1	39.7
Average years of continuous service (non-consolidated)		years	17.8	19.6	18.8	18.1
	Male		18.1	20	19.1	18.5
	Female		15.5	17.3	16.7	16
Number of new graduates recruited (non-consolidated)		persons	192	304	308	317
	Male		134	247	244	261
	Female(ratio)		58 (30.2%)	57 (18.8%)	64 (20.8%)	56 (17.7%)
	Of which global talent (ratio)		8 (4.2%)	10 (3.3%)	9 (2.9%)	10 (3.1%)
Total number of managers (consolidated)		persons	4,129	4,846	4,922	5,410
	Male		3,616	4,306	4,326	4,707
	Female(ratio)		455 (11.2%)	539 (11.1%)	594 (12.1%)	700 (12.9%)
Total number of managers (non-consolidated)		persons	1,361	1,391	1,440	1,589
	Male		1,317	1,340	1,386	1,530

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Item			Unit	2022	2023	2024	2025
		Female(ratio)		44 (3.2%)	51 (3.7%)	54 (3.8%)	59 (3.7%)
Ratio of local talent among those in management positions at overseas subsidiaries			ratio	49.2%	55.6%	57.5%	56.4%
Average annual salary (non-consolidated)			yen	7,668,803	7,841,162	8,175,799	8,347,789
		Male		7,941,079	8,120,232	8,467,313	8,668,819
		Female		5,723,823	5,902,664	6,232,862	6,368,995
Average annual bonus (non-consolidated)			yen	2,436,281	2,467,983	2,557,510	2,497,712
		Male		2,530,296	2,560,549	2,653,903	2,604,139
		Female		1,767,604	1,828,041	1,915,498	1,842,320
Status of employees leaving the Company (non-consolidated)※3	Used early retirement program		persons	42	37	44	43
		Male		38	35	38	35
		Female		4	2	6	8
	Voluntary		persons	116	94	125	151
		Male		86	76	98	119
		Female		30	18	27	32
		10's・20's	persons	53	34	47	52
		30's		49	41	51	63
		40's		12	13	21	29
		50's・60's		2	6	6	7
	Involuntary		persons	0	0	0	0
		Male		0	0	0	0
		Female		0	0	0	0
	Transfer		persons	0	0	1	1
		Male		0	0	1	1
		Female		0	0	0	0
	Other		persons	5	10	7	13
		Male		4	9	6	12

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Item			Unit	2022	2023	2024	2025
		Female		1	1	1	1
Ratio of female employees (by region)		Japan	%	16	15.9	15.8	16.4
		North America		30.2	30.5	30.8	30.2
		Europe		22.8	22.4	21.0	22.7
		Asia		27.2	24.1	23.7	24.1
		Other		23.1	24.9	26.4	29.9
		(Overall)		23.4	22.4	22.0	22.5

■ 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.

■ The annual salary includes various allowances and bonuses.

■ Annual salaries and annual bonuses are calculated for executive officers, full-time employees (including employees rehired after retirement) and contract employees.

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Safety and Peace of Mind

We introduce our social initiatives that support the safety and peace of mind of customers, such as safety, quality, and after-sales service.



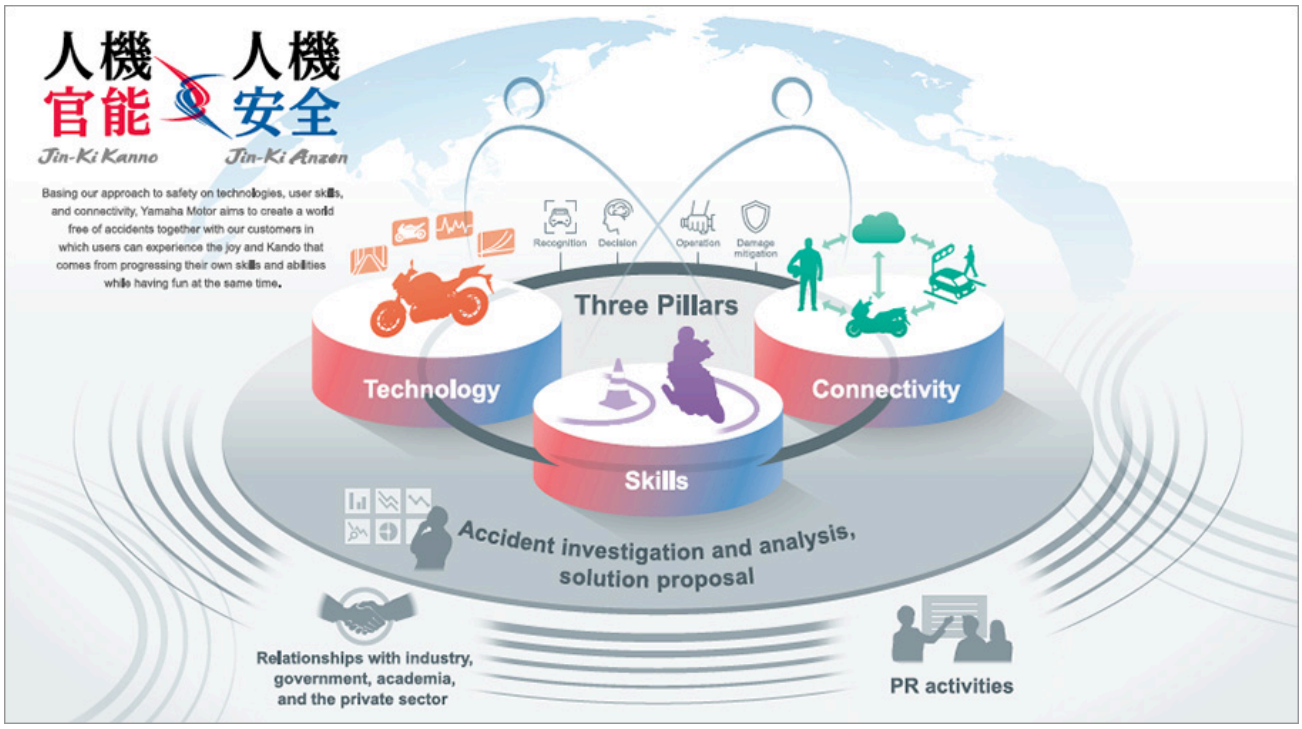
> As a company with mobility products as our core products, the safety and peace of mind of our customers is a fundamental premise for conducting business. To this end, we listen sincerely to the voices of our customers in every step, in our activities from monozukuri (engineering, manufacturing and marketing) processes including product planning, development, design, and production to sales and after-sales services, so that our customers will keep coming back.

Contents

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   - Causes of Motorcycle Accidents and Countermeasure Trends
   - Customer Safety Initiatives
   - Government-Industry Cooperation
2. Initiatives on Quality
   - Basic Approach to Quality
   - Initiatives for Motorcycles (separate page)
3. After-sales
   - Improving Service Quality through Dealership Staff Training
   - World Technician Grand Prix
   - Customer-oriented Activities
   - Use of Customer Information

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Safety Vision: “Jin-Ki Kanno & Jin-Ki Anzen”



Jin-Ki Kanno & Jin-Ki Anzen expresses Yamaha Motor's unique mindset of aiming to create an accident-free society together with our customers by providing the joy and Kando that comes from users enjoying themselves while improving their abilities based on safety centered on “skills,” “technology” and “connectivity.” Jin-Ki Kanno means “The Seductive Exhilaration of Being One With the Machine” while Jin-Ki Anzen is the Company's belief that having people and machines work together in complementary ways can make more sophisticated safety skills and technologies possible.

Yamaha Motor aims to achieve “zero traffic fatalities by 2050.” To realize this goal, we believe it is essential not only to enhance “Technology” that supports riding but also to improve “Skills,” including knowledge and experience related to safe riding, “Connectivity” between people and mobility. We specifically work on “Risk Prediction riding assist”, “Damage inhibition and defensive riding assist”, “Emergency avoidance riding assist” and “Damage mitigation”.

To implement effective measures for reducing traffic fatalities, we place importance on reserching and analyzing accident data to examine and formulate appropriate countermeasures.

Through these activities, we aim to realize “safety and peace of mind mobility,” “enjoyable mobility,” and ultimately “world free of accidents.”

For products other than motorcycles as well, we are implementing safety initiatives based on the “Jin-Ki Kanno × Jin-Ki Anzen” approach.

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Land Mobility	Electrically powerassisted bicycles	Cooperation with training sessions conducted by the police and other authorities and collaborative activities with other companies in the industry
	Electric wheelchairs	Membership in the Electric Wheelchair Safety Promotion Association and participation in association-led awareness-building activities and riding instruction
Marine Products	General marine products	Providing Sea-Style member marinas with JM-Safety, a smartphone app-based navigation support service
	Personal watercraft	Running the Yamaha Riding Academy and providing safe riding training and explanations of local rules for each region at the time of warranty registration
Robotics	Industrial-use unmanned helicopters	Dissemination of information to distributors and activities in coordination with regulatory authorities
Other Products	Golf cars	Providing videos and leaflets to golf courses

"Jin-Ki Kanno & Jin-Ki Anzen"

Causes of Motorcycle Accidents and Countermeasure Trends

Yamaha Motor analyzes accidents by country and region and classifies them into seven forms for analysis and countermeasure creation. In the Technology area, we are working on developing peripheral warning systems*1 and cooperative intelligent transportation systems*2 toward real-world rollouts. In the Skills area, we are expanding the scale of the Yamaha Riding Academy (YRA) and promote awareness of knowledge for safe and proper use.

Seven Forms of Accidents

Collision Location	Motorcycle Condition	Accident Scenario	Accident Type
At an intersection	A motorcycle going straight	Collides with a vehicle crossing from a different direction	(1) Side impact
		Collides with a vehicle crossing the road from the side	(2) Lateral cutoff
		Collides with a vehicle crossing the road from the opposite direction	(3) Opposing cutoff
		Collides with a vehicle turning while traveling in the same direction	(4) Sideswipe
On a straight road		Collides with the rear of a vehicle traveling in the same direction	(5) Rear-end collision
		Collides with the front/side of a vehicle approaching from the opposite direction	(6) Head-on/side collision
Alone	A motorcycle	Collides with a road element or the road itself from a fall	(7) Single-vehicle

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*1 Systems that monitor the vehicle's surroundings via camera, radar, etc., and alert the user of a potential collision
*2 Systems that use wireless communication technologies to connect people, roads, and vehicles to aid in safe driving and the like

Customer Safety Initiatives

To help our customers use our products safely and correctly, user manuals include information on methods of usage, recommended clothing and regular maintenance, and dealers also communicate the correct way to use the products. Through the Yamaha Riding Academy (YRA), we also continue with activities aimed at increasing customers' awareness of safe driving and improving their skills.

Furthermore, we believe that in addition to techniques that help with safety, it is important to "connect" customers to the products. We specifically work on "hazard anticipation driving assistance," "damage prevention and defensive driving assistance," "emergency evasive driving assistance" and "damage reduction."

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. The following is a list of some of our safety promotion activities.

Motorcycles : YRA (Yamaha Riding Academy)

ATV／ROV

Government-Industry Cooperation

We are also promoting global safety awareness not only through initiatives with our customers but also by working together with government agencies and industry organizations in each country to address the social issue of reducing accident.

Major Affiliated Organizations

International Motorcycle Manufacturers Association (IMMA)
Japan Automobile Manufacturers Association（JAMA)
Japan Marine Industry Association (JMIA)
Specialty Vehicle Institute of America® (SVIA)
Personal Watercraft Industry Association (PWIA)
Recreational Off-Highway Vehicle Association (ROHVA)
Federal Chamber of Automotive Industries (FCAI)
Connected Motorcycle Consortium (CMC)
Road Accident Sampling System – India（RASSI）

Initiatives on Quality

Basic Approach to Quality

The Group always takes a customer-oriented approach in our efforts to achieve safety and reliability through high-quality products and services and to provide *Kando* to customers, aiming to be recognized as "Yamaha quality."

To provide high-quality products and services, the Group designs and manufactures products that fully reflect customers' quality requirements, ensure safety, and continuously deliver functionality and performance throughout the usage phase. In terms of services, the Group places importance on delivering experiential value that exceeds customer expectations.

Furthermore, to ensure the quality of our products and services, we prioritize compliance above all else.

Yamaha Quality

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Initiatives for Motorcycles

After-sales

Improving Service Quality through Dealership Staff Training

The Yamaha Motor Group considers providing services and parts through after-sales services to be a vital mission that allows our customers to thoroughly enjoy their lives and lifestyles through our products. We also want customers to become fans through their experiences at points of contact.

With regard to service, we have adopted the slogan “One to One Service” for the active creation of positive relationships with each individual customer. In accordance with the slogan, 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 for the employment of certified mechanics by dealers. By having Yamaha-accredited staff perform maintenance, we can continuously ensure the safety and reliability of Yamaha products for our customers.

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

World Technician Grand Prix

The 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 to compete in a contest to determine the world champions from the perspectives 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.

Details of the 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.

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.

*

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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 from service divisions, 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.”

For Greater Safety in Mobility

Our initiatives to assist safety with Technologies, User Skills, and Connectivity to achieve our Jin-Ki Kanno × Jin-Ki Anzen Safety Vision

Safety and peace of mind

Jin-Ki Kanno × *Jin-Ki Anzen*

Jin-Ki Kanno is Yamaha Motor's exclusive development ideal. Technology born from *Jin-Ki Kanno* seeks to deliver users the seductive exhilaration felt when they truly become one with their machine. Quantifying and fine-tuning this kind of exciting performance, which we call *Kanno Seino*, and then building it into our products is a solid part of our Yamaha *Monozukuri* framework, and this development style permeates all of our workplaces.

Jin-Ki Anzen expresses our belief that having people and machines work together in complementary ways can make more sophisticated safety skills and technologies possible. In order to create a safer world of personal mobility, Yamaha Motor will begin working to enhance the human–machine relationship in ways that bring growth and advancements to both.

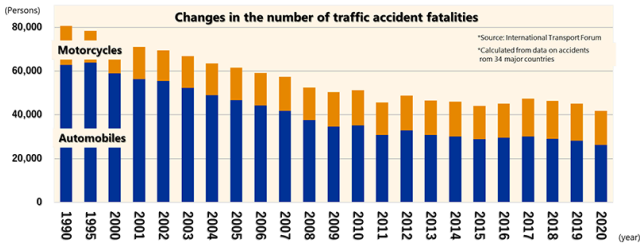
Centering our efforts to elevate safety on technologies, user skills, and connectivity, the *Jin-Ki Kanno* × *Jin-Ki Anzen* Safety Vision expresses Yamaha Motor's unique approach to create a world free of accidents together with our customers, in which users can experience the joy and *Kando** that comes from progressing their own skills and abilities while having fun at the same time.

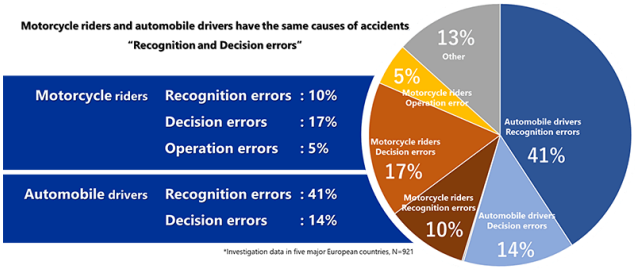
**Kando* is a Japanese word for the simultaneous feelings of deep satisfaction and intense excitement that we experience when we encounter something of exceptional value.

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Slight Upturn in Motorcycle-Related Deaths (1990–2020)

While deaths from car accidents are slowly declining, the number of fatalities from motorcycle-related accidents is showing a slight increase.



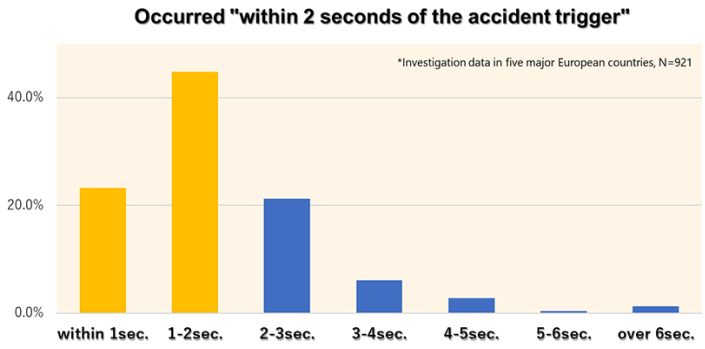


Causes of Motorcycle-Related Accide

Some 30% of motorcycle accidents are caused by error or negligence on the part of the rider, but over 50% are due to car driver error or negligence. The first step we must take is to eliminate errors by riders in identifying potential dangers, making sound judgments, and skillfully operating the motorcycle to avoid said dangers.
Furthermore, we must work to improve the conspicuity and recognition of motorcycles by car drivers. It is easy for motorcycles to enter the blind spots of cars and trucks, plus they often appear to be moving slower or are farther away than they actually are, and this leads to errors in driver recognition and decision.

Accidents Occur in a Flash and Successful Avoidance Takes Skill and Knowledge

From the moment the cause of a future motorcycle-related accident arises, 70% of them occur within just two seconds afterwards. We also know that the majority of riders are currently unable to make the right maneuvers to prevent the accident in such a short span of time. Additionally, it is no easy feat for a rider to do this properly while facing imminent danger. In these kinds of situations, instead of solely relying on user decision and skill to perform the right evasive maneuvers, it is essential that we try to help with rider-assistive technologies.



The Three Pillars Supporting *Jin-Ki Kanno* × *Jin-Ki Anzen*

Technologies

By creating systems that inform the rider of surrounding vehicles, traffic rules and conditions, or even predictions of potential risks, we can assist the rider's own recognition of dangers and decision calls. And when riding at low speeds where a high sense of balance is needed, technology can assist the rider's inputs to keep vehicle behavior stable and help in ascertaining the conditions of the

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surroundings. Furthermore, should an accident unfortunately occur, other systems can help to reduce damage or injury, such as deploying onboard rider protection devices or sending incident reports to emergency services automatically.

User Skills

We will grow the number of touchpoints we have with all our customers—in both the digital realm and the real world—and provide helpful opportunities to not only improve riding skills but also gain safety-related knowledge and experience while having fun along the way. To do this, we will continue our work through the Yamaha Riding Academy, but also introduce more on-demand and microlearning content so that customers can easily participate in riding safety classes.

Connectivity

We will emphatically raise the level of connectivity between riders and their vehicles, collect data on vehicle use and operating conditions, and aim to feed that information into more *Jin-Ki* (human–machine) safety initiatives.



Technology

Advanced Motorcycle Stability Assist System

Motorcycle stabilization assist system using drive force and steering force control

Provides riders with security and comfort

Control technology that stabilizes the vehicle even at low speeds allows everyone to enjoy a sense of oneness with the machine in comfort and with peace of mind.



*Japanese version

Electronic control system

- Equipped with 6-axis Inertial Measurement Unit along with drive and steering actuators. Achieves stabilization at low speeds
- Adopts a structure that is highly applicable to existing models without changing the frame

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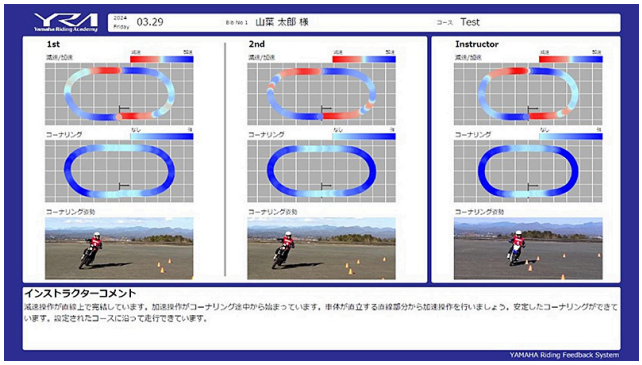
Skills

Enhancing Motorcycle Safety Riding Skills Training

Global rollout of YRFS (Yamaha Riding Feedback System), designed to evaluate riding skills

Currently, instructors are being trained and the program is being held in seven countries and regions.* The Company is working to introduce and expand the program in other countries and regions.

* Seven countries and regions: Japan, South Korea, Taiwan, China, Brazil, Colombia, and Vietnam



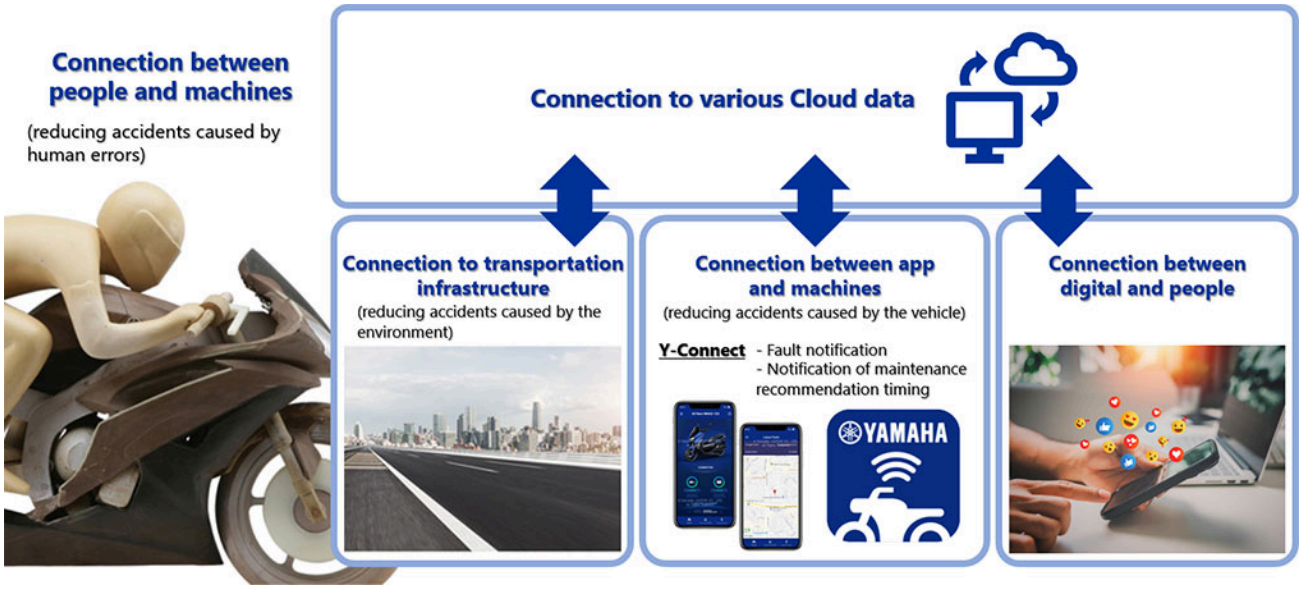
Evaluation sheet provided as feedback to participants



Training for YRFS instructors

Connectivity

Connectivity Assist



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Safety Vision and Technology briefing materials





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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.

Safety and peace of mind

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
   - Brazil - China - Colombia - Indonesia - Japan - Malaysia - Mexico - Pakistan - Philippines - Taiwan - Thailand - Turkey - Vietnam -

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)

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YRA Instructor Hierarchy

We have established a YRA instructor hierarchy to support quality YRA activities across various countries and regions. 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

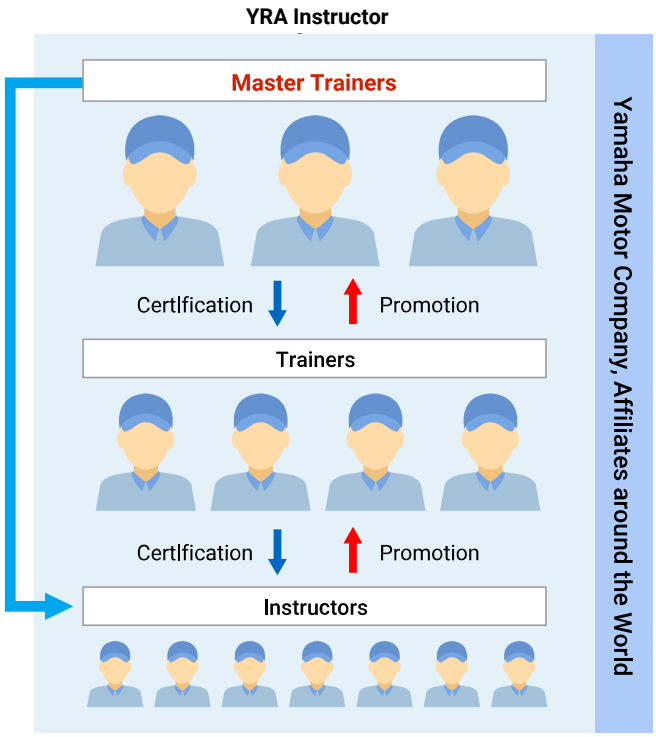
Master Trainers are responsible for the training and certification of trainers.

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.



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Examples of Activities in Countries and regions

Here are the major activities we are engaged in.



Brazil

Safety training for users



China

Promoting appropriate, safe and practical riding



Colombia

Safe riding education programs and Collaboration with the Police and Public Agencies



Indonesia

Safety riding training on-road and Special riding programs off-road



Japan

Customized various lessons for customers



Malaysia

Safety training to all age groups



Mexico

Safety education at training center



Pakistan

Safety education and Practical riding Session for Club Members



Philippines

Elevating standards in rider training and safety



Taiwan

Kids Bike



Thailand

Riding Academy training facility and license acquisition courses



Turkey

Safe riding education programs and Raising traffic safety awareness

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Vietnam

Safety training for companies

Brazil

Introducing safety training for users in Brazil.

Promoting Safety

Brazil

In Brazil, the high number of motorcycle accidents has become a social issue, requiring greater safety awareness among users. For this reason, YMDB has been carrying out numerous activities for the safety of motorcyclists, totaling 567 actions serving 36,276 people in 2025.

Highlights include lectures on the theme of raising awareness of the importance of practicing defensive driving through 289 actions for 16,218 people and Educational Pit Stop activities, through 90 activities for approximately 15,708 people, focusing on raising awareness about the risks of the blind spot between vehicles, as this situation is a risk factor present in many accidents involving motorcyclists.

In addition to expanding the network of dealers participating in the Yamaha Riding Academy program, training instructors to increase the number of people served throughout the country.

For the year 2026, we will continue our efforts to expand our actions as well as the number of instructors in our dealer network.







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China

Promoting appropriate, safe and practical riding in China.

Promoting Safety

China

In 2025, YMSM (China) continued to promote YRA activities. In order to carry out activities more frequently, we have conducted 3 instructors training sessions and trained 18 YRA instructors for our dealers. Compared to 2024, the number of YRA activities and the number of participants have both increased, and totally 47 activities were held with 512 users participating.

In addition, 11 out of 47 activities included YRFS content, and we received positive feedback from users. YRA is a unique initiative that sets us apart from other brands, and we will continue to promote it so that users can continue to identify with the Yamaha brand.







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Colombia

Introducing safe riding education programs and collaboration with the police and public agencies in Colombia.

Promoting Safety

Colombia

In Colombia, motorcycle-related accidents have become a widespread social challenge. Incolmotos addresses this issue through YSRS (Yamaha Safe Riding Science), a structured methodology designed to promote proper riding behavior and the correct use of personal protective equipment. This approach is reinforced through hands-on training sessions, where riders actively develop and strengthen their skills in controlled environments.

To expand its impact, Incolmotos has established strategic alliances with public institutions, including the National Police and local mobility authorities. Additionally, a partnership with the country's largest occupational risk insurer enables the delivery of safe riding training programs to a broader audience of affiliated members.

Through the Yamaha Riding Academy (YRA), these efforts are part of a global initiative focused on improving rider safety, enhancing skills, and creating meaningful experiences with the brand. Beyond training, YRA contributes to building long-term customer relationships by fostering confidence, responsibility, and enjoyment in riding, aligning with Yamaha's vision of increasing lifetime value and strengthening emotional connections with its users.







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Indonesia

Introducing safety riding training on-road and special riding programs off-road in Indonesia.

Promoting Safety

Indonesia

With the aim of reducing traffic accidents and raising safety awareness in Indonesia, YIMM actively expanded its dirt bike program in addition to on-road safety riding initiatives(Fleet, Community and School). These initiatives go beyond mere safety education, and they also place a strong emphasis on allowing participants to experience fun and exciting with motorcycle.

In 2025, a total of 142 events were held, with 6,961 participants. Furthermore, a new training class with dirt bike was organized for members of the media, offering a practical experience distinct from conventional training. This has contributed not only to promoting understanding of safe driving but also to enhancing a multi-appreciation of the motorcycle value.







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Japan

Introducing customized lessons for customers in Japan.

Promoting Safety

Japan

In Japan, we implemented rider training programs as part of our ongoing commitment to promoting road safety and responsible riding. These initiatives primarily targeted beginner and returning riders, aiming to enhance both riding competence and risk awareness. In 2025, a total of 25 sessions were conducted, reaching 307 participants. Notably, one program was designed as a touring-focused residential course, incorporating riding experiences along scenic routes. This approach not only strengthened practical riding skills but also fostered a deeper appreciation of the positive and enjoyable aspects of motorcycling, contributing to sustained engagement with safe riding practices.

In addition, we provided safety riding programs for corporate customers using our products, contributing to safer mobility in the workplace and among new riders entering society. In 2025, we conducted 12 motorcycle safety training sessions for 171 new employees. The program combined classroom-based learning using visual materials with hands-on riding instruction. Certified instructors from the Yamaha Riding Academy (YRA) delivered structured and attentive guidance tailored to the needs of beginners. Through these initiatives, we supported participants in acquiring fundamental knowledge and practical skills for safe riding, thereby contributing to the reduction of accident risks and the promotion of a safety-oriented riding culture.







More about YRA in Japan

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Malaysia

Introducing safety training to all age groups in Malaysia.

Promoting Safety

Malaysia

In Malaysia, Hong Leong Yamaha Motor (HLYM) takes the lead in promoting road safety through its CSR initiatives, catering to all age groups. The SMART KIDS Road Safety program provides an educational safety course for pre-school children, featuring demonstrations of safe road-crossing and engaging road safety songs.　Meanwhile, the YSRS KIDS program focuses on primary school students, focusing on learning with traffic signals and road signs using the Yamaha PW50. Teenagers who participate in the YSRS gain riding skills to ride bikes confidently and responsibly. Additionally, HLYM offers Safe Riding Training (SRT) and Marshal Riding Training (MRT) to customers, aiming to reduce accidents and promote safer roads for all.

SRT:focused on strengthening basic riding skills
MRT:designed to enhance competence and discipline of riding control in groups

YSRS:Yamaha Safe Riding Science









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Mexico

Safety education at training center in Mexico.

Promoting Safety

Mexico

In Mexico, we have been conducting YRA courses at our training center since 2017 for all motorcycle enthusiasts to provide them with opportunities to improve their skills with the main objective of raising awareness about safe riding. In 2025, 23 editions were held with 164 participants. For YMMEX, the safety and proper use of the products we sell is very important. That's the reason why we will continue with this activity for 2026.







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Pakistan

Introducing safety education and practical riding sessions for club members in Pakistan.

Promoting Safety

Pakistan

Yamaha Motor Pakistan continued hosting the basic theoretical safety training along with the practical short and long distance riders for the members of the official Yamaha Riders Club. During the year 2025, a total of twenty sessions were held involving 459 members, who were briefed about the YSRS (Yamaha Safe Riding Science) theory, riding techniques and essential knowledge for ensuring safety while riding.





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Philippines

Introducing elevated standards in rider training and safety in the Philippines.

Promoting Safety

Philippines

Yamaha Motor Philippines reinforced its commitment to road safety and responsible riding in 2025 through a comprehensive rollout of Yamaha Riding Academy (YRA) initiatives nationwide. A key focus was the transition of Yamaha Club (YCLUB) members into certified Safety Facilitators through structured training programs conducted across the Philippines. This was complemented by Dealer Facilitator Trainings, equipping partners with the capability to manage test rides effectively and implement YRA safety protocols in expanding Yamaha's network of safety ambassadors.

Safety-focused rider engagement was further strengthened through product-led and experiential activities. The Mio Gravis Campaign highlighted the model as a sensible and safety-oriented motorcycle, while YECVT-equipped models such as the NMAX Tech Max and Aerox SP were promoted through test ride programs that emphasized control and rider confidence. In parallel, campus tours in key areas enabled Yamaha to engage the younger generation, integrating safety briefings, rider assessments, and hands-on riding sessions.

Through these initiatives, Yamaha continues to advance rider education, enhance on-road confidence, and foster a strong culture of safety among both current and future riders across the Philippines.







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Taiwan

Introducing Kids Bike in Taiwan.

Promoting Safety

Taiwan

In 2021, YMT (Taiwan) launched Kids Bike lessons as a key Corporate Social Responsibility (CSR) initiative aimed at promoting traffic safety awareness among children from an early age. Drawing on the proven Kids Bike lesson model implemented in Japan, the program provides a safe and educational environment where parents and children can learn together, reinforcing the importance of traffic safety within families and local communities.

In 2025, the program was conducted 12 times, engaging more than 200 parents and children. By collaborating with other YMT-led community activities, the Kids Bike lessons not only expanded their social reach but also strengthened Yamaha's role as a responsible corporate citizen committed to the well-being of future generations. Looking ahead, YMT plans to further expand the scope and scale of this initiative in 2026, with the aim of reaching a broader audience and making a sustained contribution to traffic safety education and community development in Taiwan. of the activity in 2026.

Taiwan - Parent-Child Riding Class Page







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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.





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 in 2018. 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 classes at various events.

Currently, it is being conducted in 38 schools, with a total of 349 sessions and 22,785 participants. It is planned to expand to 48 schools by the year 2026.

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Over the past 2 years, 8 crosswalks have been provided in the Samutprakarn province area. Thai Yamaha Motor have a continuous plan to expand and provide additional crosswalks every year.





Thai Yamaha Motor has received a Road Safety Award. The Prime Minister and the Minister of Road presented the Road Safety Award to the company for the years 2022 and 2024. Thai Yamaha Motor also received the Traffic Safety Award from the RSO and TAIA-AIC in 2026.





Turkey

Introducing safe riding education programs and raising traffic safety awareness in Turkey.

Promoting Safety

Turkey

Since 2010, YRA (Yamaha Riding Academy) programs have been conducted in Turkey to promote safe riding among motorcycle users. The programs provide participants with opportunities to develop both technical and practical riding skills, and aim to improve awareness of traffic safety.

Specialized trainings are delivered at dealerships and universities using the YSRS (Yamaha Safe Riding Science) methodology. In addition, various events are attended to increase visibility and engage motorcycle users. YRA Türkiye also takes part in meetings organized by local governments as part of social responsibility initiatives.

In 2025, a total of 383 participants attended YRA programs.







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Vietnam

Introducing safety training for companies in Vietnam.

Promoting Safety

Vietnam

In Vietnam, everyday millions of people use their own motorcycles for going to their companies for working. By conducting YSRS（Yamaha Safe Riding Science) in companies, we do hope to enhance traffic safety awareness and improve riding skills for employees, which then helps reducing traffic accidents (both quantity and number of fatalities), contributing to society's happiness and sustainable development of both domestic and FDI enterprises in Vietnam. In collaboration with YMVN local dealers, we not only provide these helpful training courses with diverse content, but also supply them other benefits like free bike check & oil changing. In 2025, we have organized a total of 47 events with nearly 4,500 participants.

Being one of the leading motorcycle manufacturers in Vietnam, YMVN commits to contribute to Vietnamese Government's vision of zero fatalities caused by traffic accidents by 2045 and Yamaha Motor Safety Vision of "*Jin-Ki Kanno* × *Jin-Ki Anzen*" - creating a world free of accidents together with our customers. We will continue to promote safety riding culture and trust of Yamaha brand among Vietnamese people and society by our YRA/YSRS activities.







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Yamaha quality

Introducing Yamaha Motor's commitment to quality



Creating *kando* together with our customers, enriching people's lives,and contributing to culture and communities. That is the mission of the Yamaha brand.

While complying with the law goes without saying, we will achieve that mission by increasing the transparency of our compliance and taking other actions to fulfill our social responsibility, as well as give a strong sense of *Yamaha quality* to customers and communities through our products and services.

Motofumi　SHITARA

President, Chief Executive Officer and Representative Director

Yamaha Motor Co., Ltd.

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Approach to Quality

Yamaha engages in quality improvement activities aimed at bringing peace of mind, trust, and *kando* to customers.
The Yamaha Motor Company Group *Basic Quality Policy* constitutes the cornerstone of those activities.

Basic Quality Policy

In accordance with the spirit of the Yamaha Brand Charter, our Basic Quality Policy is to, on the basis of respect for the diversity of human sensitivity, a customer-oriented approach, and full compliance with laws and regulations, constantly deliver peace of mind, reliability, and *kando* to our customers, and strive to realize the highest level of quality to efficiently deliver high-quality products and services, and ensuring safety and reliability through creation at the finest level.

Our *YQ2027* company-wide medium-term quality policy (for 2025 to 2027) has been established based on that basic policy. Through their respective roles, all employees are committed to ensuring the quality of the products and services provided to customers, as well as of the information disseminated to the public.

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YQ 2027 Yamaha Motor QUALITY

Quality that supports *Kando*

We will ensure customer trust, Safety and Peace of mind, and build quality that supports Yamaha Motor brand through highly transparent initiatives based on proper operation of Quality Management System and cooperation among all quality-minded personnel.

In this era of intensifying social scrutiny regarding corporate compliance, Yamaha engaged in inappropriate practices with respect to testing and certification applications for motorcycle products. Drawing on the insights gained from reflecting on that mistake, the *YQ2027* policy sets the goal of taking the initiative in promoting actions that lead to outputs to offer both customers and society better mono and koto on an ongoing basis. We are pursuing various initiatives to reduce difficulties or inconvenience faced by our customers and gain recognition for *Yamaha Quality* in both name and reality.

To achieve *Yamaha Quality*, we have defined the four desired states of customer-oriented approach, *quality-minded personnel*, *suitable QMS*, and *transparency* in the realms of *mono* and *koto* as we enhance the transparency of our compliance measures.







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Customer oriented approach

This refers to placing the customer at the center of all considerations. It is the fundamental basis of our mindset and should be consistently practiced. We establish necessary rules and continuously improve our processes to meet our customers' needs.

Click for detail



Quality minded personnel

This refers to individuals who continuously acquire new technologies, enhance their technical knowledge, and take ownership to solve problems and achieve goals to satisfy customers.

Click for detail



Suitable QMS

This refers to having systems in place that can flexibly adapt to various changes both internally and externally, and ensuring these systems are correctly implemented.

※QMS･･･Quality Management System

Click for detail



Transparency

This refers to the company's ability to clearly and openly communicate its efforts to prevent quality fraud and unintended quality non-conformities to stakeholders, ensuring that employees and the organization can clearly fulfill their accountability.

※Compliance includes not only adherence to laws and regulations but also to social norms and rules.

Click for detail

Fostering an Awareness and Culture of Quality

We conducted a survey to assess the awareness of employees concerning the desired states of *customer-oriented approach*, *quality-minded personnel*, *suitable QMS*, and *transparency* advocated in the *YQ2027* policy, and are applying the results to company-wide quality enhancement initiatives.

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At the same time, we are regularly disseminating information via the internal information sharing site and in-house newsletter to fully impart the approach to quality to our employees.

INTERVIEW

Making Customers Smile from Yamaha Quality Is Our Job









Related Pages

Initiatives on Quality >

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News Release/Newsletter

- July 1, 2024
  Public Announcement by the Ministry of Land, Infrastructure, Transport and Tourism regarding Testing and Certification Applications
- June 3, 2024
  Inappropriate Handling of Motorcycle Testing and Certification Applications
- August 9, 2018
  Exhaust Emission Measurement Errors During Final Vehicle Inspections

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Initiatives for Motorcycles

Introducing Yamaha Motor’s initiatives to ensure motorcycle quality.

Safety and peace of mind

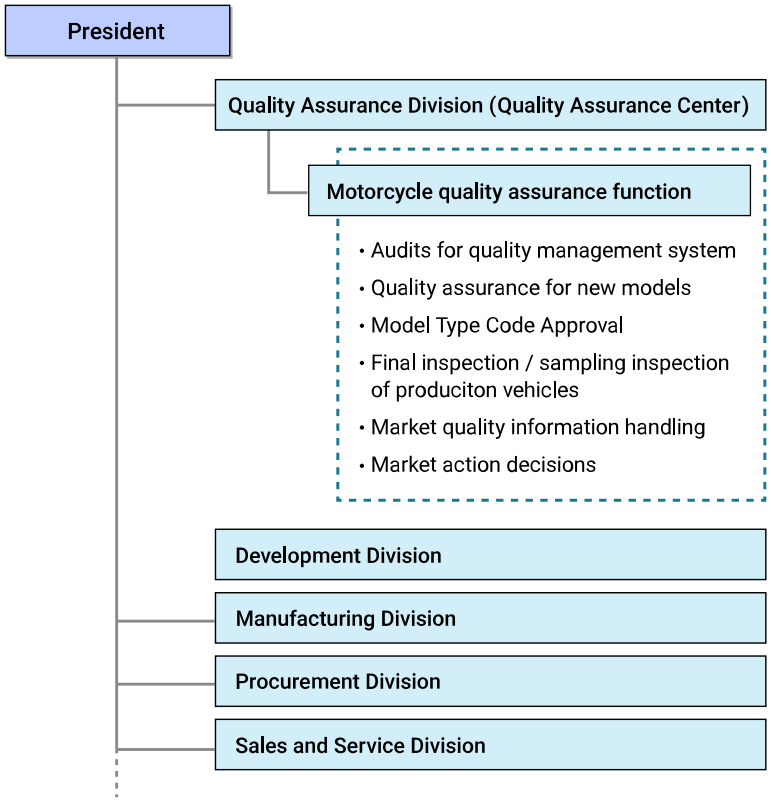
Contents

1. Quality Assurance Structure
2. Ikki Tsuukan Assurance(One Consolidation Assurance) for Motorcycle Quality
3. Global Quality Initiatives

Quality Assurance Structure

In Yamaha Motor’s Motorcycle Business, we established an independent Quality Assurance Division in 2020 by consolidating the quality assurance functions in order to provide customers with higher-quality products. With this independence, the Quality Assurance Division aims to deliver products that earn the trust and confidence of our customers by working from the customer’s perspective to carry out quality assurance activities across all processes—including planning and development, manufacturing, procurement, and service—while coordinating with, monitoring, and providing checks and balances for the relevant divisions.

Positioning and Functions of the Quality Assurance Division within the Motorcycle Business Organization

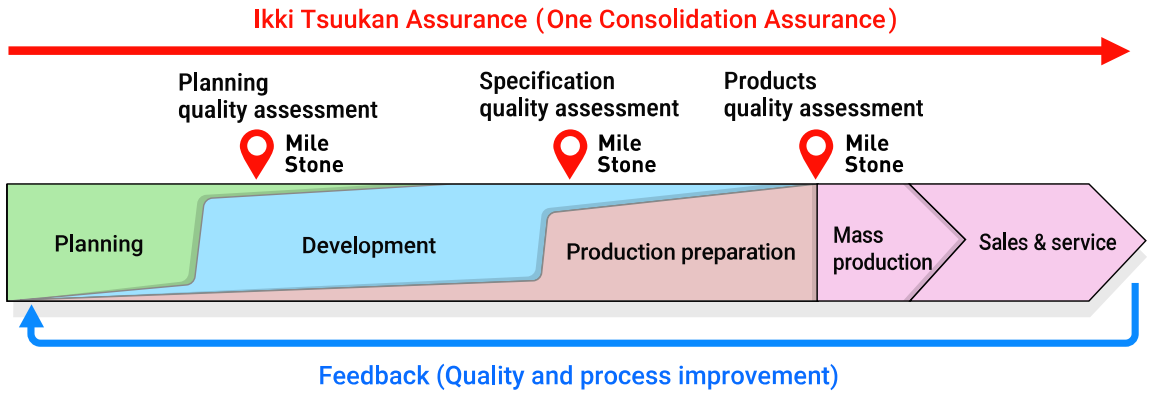


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Ikki Tsuukan Assurance(One Consolidation Assurance) for Motorcycle Quality

At each key milestone, from product planning and concept through to the start of production, we confirm the progress and maturity level of each related division to establish a framework that ensures the continued creation of appealing products. This framework is referred to as “milestone management,” and it includes strict rules that prevent progression to the next stage if the criteria for each milestone are not met.

Furthermore, after production begins, we collect customer feedback and feed it back into the next planning and activities to create better products and services.



Vehicle Certification to Mass Production

In 2020, the Finished Vehicle Inspection Division was separated from the conventional Manufacturing Division, and in 2021, the Vehicle Certification Division was separated from the Development Division and transferred to the Quality Assurance Center. By clarifying the certification process and responsibilities, this system establishes a mechanism for confirming and guaranteeing the functions, safety, legal compliance, and marketability of completed vehicles from a customer-centric perspective.

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Finished Vehicle Inspection

To ensure compliance with the laws and regulations of each country and our internal standards, we conduct full inspections before the shipment of finished vehicles. Finished vehicle inspectors are exclusively personnel who meet our internal standards for competency, and under strict management, they confirm not only functions, safety, and legal compliance but also product marketability, including exterior quality.



Vehicle Legal Compliance (COP: Conformity of Production)

For items requiring periodic sampling inspections as part of Vehicle Legal Compliance (COP: Conformity of Production), the Quality Assurance Division conducts tests to ensure compliance. We guarantee legal compliance by performing appropriate tests in accordance with strict rules.

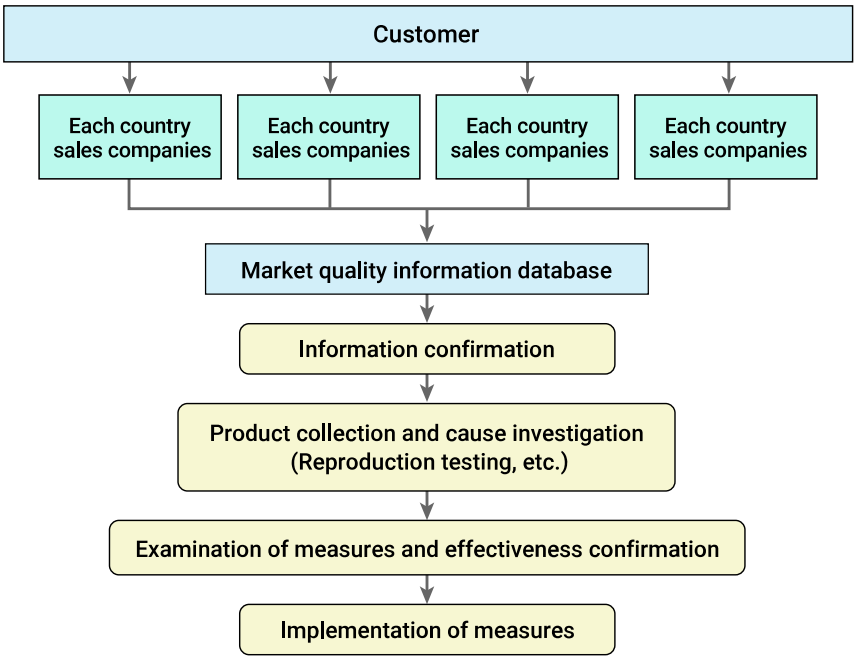


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Collection and Analysis of Quality Information / Quality Improvement

We have established a system in which quality issues that arises in the market are registered in a database through the services of sales companies in Japan and overseas, allowing consolidation of information. The information is delivered to the development and production divisions as well as the procurement division (suppliers), and each division coordinates to determine the cause and implement countermeasures, while handling the issue appropriately for the customers and developing measures to prevent recurrence.

Market quality improvement flow



Response to serious defects such as recalls

We have established a system to quickly deliver information to management for discussion and decision-making in the event of a product-related accident or a problem that may infringe on laws and regulations. In case of its determined that market measures are necessary, we will promptly and reliably notify the authorities of the country where the incident or defect 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.

Recall results etc. (Motorcylce – Japanese Market)

	Recall		Improvement measures		Service campaign	
	Number of cases	Number of units	Number of cases	Number of units	Number of cases	Number of units
2023	2	19,293	2	46,159	1	9,839
2024	5	497,751	0	0	1	41,659
2025	4	37,303	0	0	0	0

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Global Quality Initiatives

Our Motorcycle business aims to deliver products that provide safety and reliability to customers worldwide by realizing the same high level of quality globally. To achieve this, we are working to establish a system that enables manufacturing with the same level of quality assurance at all production sites around the world and to foster human resources with a high awareness of and skills in quality.

MC Quality Management System (MCQR: Motorcycle Quality Rule)

The MCQR (Motorcycle Quality Rule) is a Yamaha Group regulation based on ISO 9001 that incorporates Yamaha's unique motorcycle quality management philosophy. All production sites, both in Japan and overseas, comply with the MCQR in carrying out quality assurance operations to achieve the same level of quality across all sites.

Global Quality Assurance Meetings

Bringing together quality members from production bases in various countries, these meetings are held multiple times each year according to specific themes. A wide range of quality-related topics are gathered, and discussions are held on challenges and concerns, information is exchanged, and examples of quality activities at each base are introduced. In addition to discussions in meeting rooms, host bases organize factory tours, and by emphasizing the location, situation, and objects and engaging in timely and frank communication, we foster collaboration among bases.





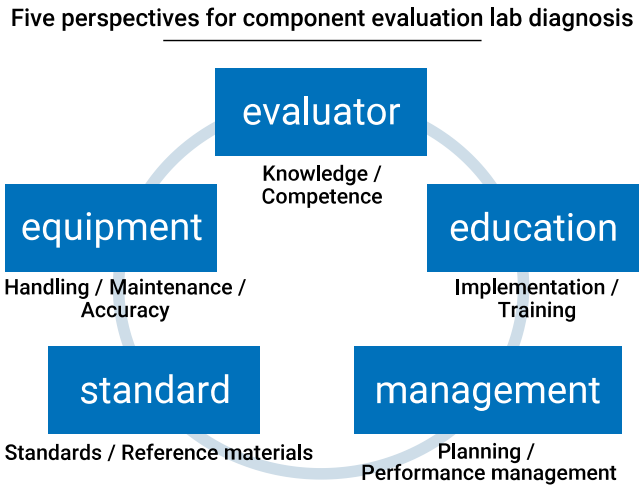
Overseas site support

At Yamaha Motor Co., Ltd., we are working to visualize and standardize inspection skills at our major production sites with the goal of achieving uniform quality across all sites.

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Component Evaluation Lab Diagnosis

Yamaha Motor has established component evaluation labs at each production site to assess the quality of various parts and investigate problems. Since 2015, we have been conducting “Component evaluation Lab Diagnoses” with the aim of maintaining and enhancing the evaluation capabilities of these labs. In this initiative, members from the Quality Assurance Division at our headquarters visit overseas sites regularly to evaluate five key areas: evaluators, evaluation equipment, education systems, evaluation standards, and work process management. Based on the results of these diagnoses, we support skill development to enhance assessment capabilities, thereby contributing to manufacturing process improvements and the prompt resolution of quality issues through the effective use of inspection data.





Finished Vehicle Inspector Training Program

In 2011, Yamaha Motor launched a qualification program for finished vehicle inspector trainers with the goal of enabling finished vehicle inspectors at all manufacturing sites to perform inspections at the “same level.”

A finished vehicle inspector trainers is someone certified to train and accredit finished vehicle inspectors. Trainers at each sites are responsible for maintaining, improving, and managing the competencies of the inspectors. This qualification is granted by the Quality Assurance Division at headquarters, which also regularly verifies whether the certified competencies are being maintained.





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Relationship with Customers

We introduce our ongoing activities with regard to how we engage with our customers.



> Our aim is “offering new excitement and a more fulfilling life for people all over the world” as a *Kando* Creating Company. For this reason, our brand slogan is “Revs your Heart.” This expresses our desire and passion to deliver exciting, enriching moments and the best *Kando* experiences to people around the world who encounter our company, just like revving up an engine.

Contents

1. Offering New Excitement
2. Fan Meeting “My Yamaha Motorcycle Day”
3. Customer satisfaction regarding Yamaha Motorcycles
4. Public Relations and Advertising

Offering New Excitement

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

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Vol. 21 To Be a Man of the Tuning Fork

West Africa — Republic of The Gambia

December 26, 2025

Large drops of sweat dot the reddened face of a young Yamaha Motor employee as he stands under the heat of the West African sun. As a mid-career hire with just four years with the company, there is uncertainty and anxiety on his face, but in the next moment, these give way to heartfelt joy and surprise…
The encouragement from his colleagues spurred him to get a motorcycle license, and eventually, even a Yamaha Riding Academy (YRA) instructor certification. Today, his voice can be heard from afar as he teaches people in Africa how to ride motorcycles safely. But only a few years ago when he decided to change careers, he never imagined he would be where he is now.
People often live in the present without ever truly knowing or tapping into their own potential. But for some who do, they discover a part of themselves they never knew existed.



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. 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.

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Fan Meeting “My Yamaha Motorcycle Day”

A heartfelt welcome for our customers! Boosting employee motivation through interaction with fans!





“My Yamaha Motorcycle Day” is an event organized by Yamaha Motorcycle Sales Japan Co., Ltd., for owners and fans of Yamaha motorcycles. Each year, the event is a great success, featuring a Touch & Try experience with a wide lineup of models, as well as booths by motorcycle-related apparel, accessories, and custom parts manufacturers. The highlight of the event is the variety of booths hosted by Yamaha Motor Group. It provides an opportunity for customers to rediscover the appeal of YAMAHA while also energizing employees through interactions with passionate YAMAHA owners and fans.

My Yamaha Motorcycle Day 2025 photo report (Japanese page only) (Japanese page only)

Customer satisfaction regarding Yamaha Motorcycles

	2022	2023	2024	2025
Satisfied customers	95%	96%*1	97%*2	96%*3

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, Italy, Spain, Taiwan, China, Brazil, India, Indonesia, Thailand, Vietnam, the Philippines and Malaysia)

*1 U.S.A. off road models and Taiwan results are not included in the figures for 2023.

*2 Taiwan results are excluded for 2024.

*3 The 2025 results do not include: off-road models in the U.S.A., motorcycles in Taiwan; for Spain, only scooters are included

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 clear 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.

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Supply Chain

We will introduce our policies and initiatives that support procurement activities.



> In response to an expanding procurement and sales structure due to business globalization, we are working to establish cooperative relations with various business partners and dealers in Japan and overseas based on a spirit of "mutual trust and prosperity." For this reason, we are working to maintain fair trade that complies with the competition laws of each country and region, while working to build relationships as partners aiming for sustainable growth together.

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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
5. Addressing Human Rights Issues at Suppliers
6. 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.

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The Basic Purchasing Policies and Procurement Policies for Sustainability serve as our course of action for communicating with business partners as well as the starting point of our procurement activities.

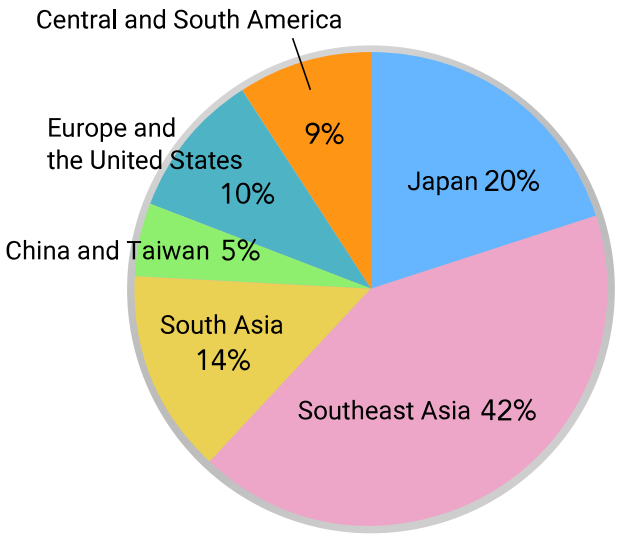
Structure for Promoting Policy Development

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.

2025 Global Procurement Value Ratio



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 activities involving the "theoretical value" concept beyond manufacturing processes to cover all areas related to procurement such as energy saving. To help this system take root, we are also training supervisors at our business partners.

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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

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, 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 an area of over 90% of the worldwide purchase value base.

Sustainability Guideline for Suppliers [PDF]

Green Procurement Guidelines

When selecting and concluding contracts with business partners, we have established ESG standards that we use to make decisions in the selection process. Moreover, we take corrective measures regarding business partners who cannot meet our ESG requirements, keeping the option open to cease placing new orders with them if necessary. Additionally, based on our mindset that business partners are important partners that support the whole supply chain, we select them from the perspective of providing safe products for customers and society, and prioritize not only costs but also quality and the procurement process.

Business partners are evaluated every year by the buyers in charge of them, using a comprehensive evaluation sheet that includes not only quality, delivery times, costs and technological capabilities but also governance, safety, human rights and other ESG factors. Business partners who do not meet a certain standard are requested to take corrective measures, and we encourage them to establish plans and make improvements, providing support by sharing information and implementing programs.

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.

We revised the Sustainability Guidelines for Suppliers in June 2025 and have created a structure where business partners can evaluate the matters stated in the Guidelines, confirm their effectiveness and share issues and points for improvement, and we are also pursuing and strengthening sustainability-related initiatives together with our business partners.

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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. In Japan, we are working to understand and visualize the amount of CO_2 emissions at each of our business partners and then implement specific reduction strategies that fit the actual situation at each company.

We have published a “Declaration of Partnership Building,” declaring our compliance with the “Promotion Standards” based on the Subcontract Act on the Promotion of Subcontracting Small and Medium-sized Enterprises, and we encourage suitable transactions.
Our employees are regularly trained on compliance with laws and regulations, and we endeavor to increase their awareness. We also carry out sustainability-related education on a global level in response to changes in the external environment. It includes courses on environmental laws and regulations, compliance, and sustainability.

Addressing Human Rights Issues at Suppliers

We identified human rights risks at our business partners and conducted assessments through a third-party organization in Indonesia in 2019 and at business partners in Japan in 2021 and 2022 in collaboration with a third-party organization specializing in human rights. The results of assessments to date have 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. Based on detailed reports obtained from a third-party organization, we provide feedback and make suggestions to relevant business partners, and they are working to resolve any issues.

Additionally, we formulated the Yamaha Motor Group Human Rights Policy in 2023 and are promoting human rights initiatives globally as well. We will keep confirming human rights risks by region, job type and other categories, and continue to conduct in-depth investigations globally through assessments.

Furthermore, as part of our initiatives for responsible mineral procurement, since 2013 we have been investigating the conflict minerals (gold, tin, tantalum, tungsten) included in the parts we purchase in order 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). In 2025, we investigated approximately 220 business partner companies dealing in parts and raw materials in response to requests from our sustomers.

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.

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Sustainability Guideline for Suppliers

Version 6

Established July/01/2010

Revised Date:
Version2 January/01/2014
Version3 October/01/2017
Version4 April/01/2019
Version5 May/01/2022
Version6 June/01/2025

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1. Introduction

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 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. These targets aim at clarifying our issues that belong to not only our customers and our suppliers but also to our employees and the society, making our company trustworthy to stakeholders around the world.

In accordance with the Company's policy, the Procurement Center established "Sustainability Guideline for Suppliers" and has been working to ensure that it is understood by all suppliers.

The environment around the company changes year by year, and we have reviewed and revised the guideline to meet the expectations and demands of the international community. Based on this guideline, we will be working on sustainability-promoting initiatives throughout the supply chain, such as due diligence, global environmental preservation and carbon neutrality.

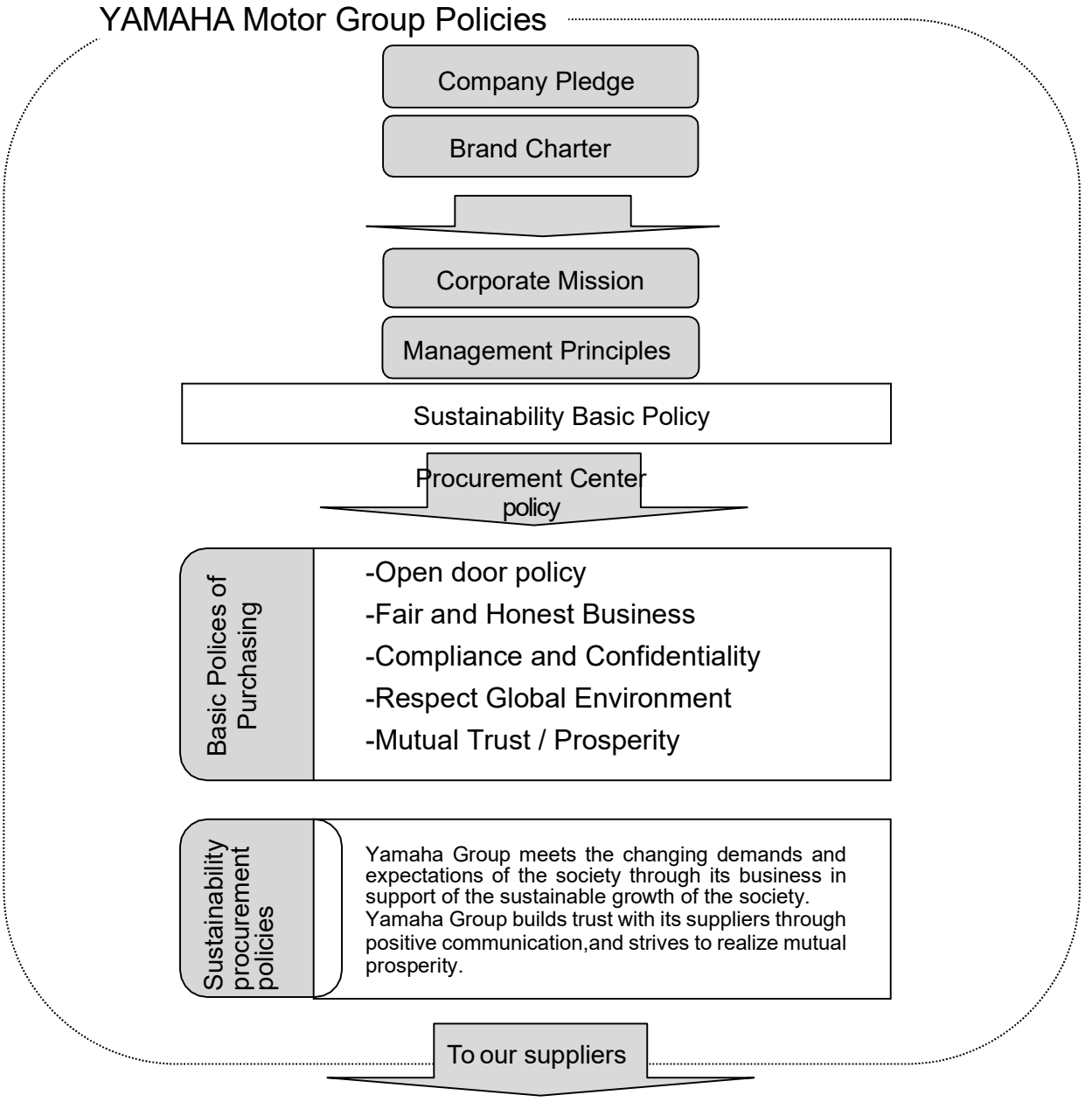
Our suppliers are invited to refer to this guideline once again, undertake self-assessment, promote the PDCA cycle, and engage in sustainability promotion activities based on the idea that the whole supply chain is participating.

Tatsuya Masuda

Executive Officer
Procurement Center
Yamaha Motor Co., Ltd.

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2. Position and Overview of the Guideline



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3. Basic Items

1) Safety and Quality

- Providing products and services that meet customer needs

Identify customer needs in order to develop and provide products which have social benefits*.

*For example, products that can be easily used by anyone, regardless of age, gender, or disability. Products that are environmentally friendly, such as energy-saving, resource-saving, and environmental conservation.

- Providing appropriate information about products and services

Provide appropriate information of products and services to consumers and customers.

- Ensuring the safety of products and services

Produce and provide products and services that meet safety laws and regulations in each country and region.

- Ensuring and enhancing of the quality of products and services

Establish and operate company-wide quality assurance mechanisms. Build a cooperative system such as sharing information on our efforts and know-hows for quality assurance to the extent possible, and promote initiatives to enhance the quality.

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2) Human Rights

- Respect human rights

Do not allow any form of harassment in the workplace based on race, nationality, gender, religion or any other reason.

- Elimination of discrimination

Do not discriminate on the basis of race, ethnicity, nationality of origin, religion, gender or any other legally prohibited reason in any aspect of employment*

*Job application process, hiring, promotion, wages, dismissal, resignation /retirement, job assignment, punishment disciplinary action, etc.

- Prohibiting child labor

Do not permit the employment of children(*)who do not meet the legal minimum working age of each country or region, and do not engage young workers in hazardous or harmful work(*).

*The International Labor Organization (ILO) Convention on Minimum Age for Admission to Employment (Minimum Age Convention) defines the minimum age for employment as the age at which compulsory education ends and prohibits children under 15 years of age (14 years in developing countries) from working. The Convention also prohibits the employment of young workers under the age of 18 for jobs that may harm their health, safety, or morals.

- Prohibiting forced and compulsory labor

Ensure that all work that all labor perform are voluntary and that employees are free to leave their jobs or terminate their employment. We do not engage in forced labor, including exploitative, coercive, or slave labor, or inhumane labor such as prison labor.

- Non-use of conflict minerals *

Aim to not use raw materials that may cause social issues such as human rights violation by identifying the place of origin and supply chain and take appropriate measures.

*Minerals originating from conflict areas that directly or indirectly contribute to financing armed groups.
(Mainly referring to the four minerals: tin, tantalum, tungsten gold, cobalt etc.)

- Decent wages

Comply with the applicable laws and regulations of each country and region regarding minimum wages, overtime hours, wage deduction, performance-based pay and other remuneration.

*This includes notification of employment conditions (Wages, welfare, etc. Provide in a language that foreign employees can understand).

- Appropriate working hour management

Comply with the applicable laws and regulations of each country and region regarding the determination of employees' working hours (including overtime) and granting of

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scheduled holidays and annual paid leave.

*This includes notification of employment conditions (Job description, working hours, holidays, etc. Provide in a language that foreign employees can understand).

- Dialogue and consultation with employees

Undertake sincere consultation and dialogue with employees or their representatives. Recognize employees' right to freely associate, or not associate, based on the laws and regulations of each country and region of operation.

- Establishment of a grievance mechanism

Strive to establish a grievance mechanism that includes measures such as establishing a consultation desk where stakeholders involved in issues related to the environment (air pollutants, industrial wastewater discharge or leakage, etc.) and human rights (working conditions, harassment, etc.) can consult, ensuring the confidentiality of informants, and protecting them from retaliation and other disadvantages.

- Human Rights Management Practices

In order to conduct business operations that respect human rights in accordance with international norms and the laws and regulations of each country and region, strive to implement human rights management practices, including establishing appropriate internal systems and company-wide mechanisms, performing due diligence, and continuously operating and improving those systems.

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3) Working Environment

- Maintaining a safe and healthy working environment

Make the health and safety of workers the top priority and strive to prevent occupational accidents.

- Safety measures for machinery equipment

Ensure that all equipment complies with safety laws and regulations and other necessary requirements. Identify hazardous areas and implement safety measures. Identify and assess sources of danger, and continuously work to reduce and minimize risk.

- Maintenance and providing of work environment

Provide safe, healthy, and comfortable spaces and environments in terms of workplace and dormitory facilities.

- Work-related accidents and illness

Monitor the occurrence of work-related accidents and illness and clarify the response and appropriate measures to be taken in the event of the accident.

- Communication on health and safety

Proactively disseminate information on health and safety in the workplace, not only at the time of employment or at the start of work. Update information on a regular basis and make efforts to disseminate information to prevent accidents.

Ensure that information is understandable for all employees, such as considering the language and location when displaying or posting the information.

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4) Consideration for the Environment

- Practicing environmental management

In order to promote a wide range of environmental activities, strive to implement environmental management practices, including complying with the laws and regulations of each country and region, establishing appropriate internal systems and company-wide management mechanisms, performing due diligence, and continuously operating and improving our systems.

- Reducing greenhouse gas emissions

Manage greenhouse gas emissions in our business activities and pursue reduction efforts for contributing to the mitigation of climate change. Moreover, strive to use energy effectively.

- Preventing air, water and soil pollution

Comply with the applicable laws and regulations of each country and region regarding the prevention of air, water and soil pollution. Moreover, prevent pollution by undertaking continuous monitoring and reduction of pollutants.

- Saving resources and reducing waste

Comply with the applicable laws and regulations of each country and region regarding proper disposal and recycling of waste. Moreover, strive to reduce the amount of final waste disposal by using resources effectively.

- Appropriate chemical substances management

Specify and safely manage chemical substances that have the potential for serious impact on human health and pollute the environment.

Do not include chemical substances prohibited by the laws and regulations of each country and region in products. Do not use prohibited chemical substances in any step of the manufacturing process.

Regarding chemical substances which have restriction by the laws or regulations, record and report to the relevant authorities the amount of chemical substances emissions designated by the applicable laws and regulations of each country and region.

In addition, manage chemical substances that are specified in the “Green Procurement Guidelines”

- Biodiversity conservation

Examine the direct and indirect impacts of our business activities on ecosystems, and address to conserve biodiversity and its sustainable use.

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5) Risk Management Practice

- Emergency preparedness

Develop your basic policies and action guidelines for emergencies(*1) and consider how to respond(*2) to various types of emergencies in advance. Clarify responsibilities and authority for emergencies.
In addition, measures will be implemented, such as creating procedures and rules, maintaining equipment to minimize damage in the event of an accident or fire, providing training, and installing and inspecting disaster prevention equipment.
*1: Natural disasters (earthquakes, tsunamis, torrential rain, floods, etc.), fires, explosions, leaks of chemical substances (hazardous substances), work-related accidents, etc.
*2: Confirming evacuation routes and procedures, securing means of communication with the external parties, confirming information necessary for reporting to and procedures with administrative organizations, etc.

- Emergency response

The reporting flow in the occurrence of an emergency should be clear, and a mechanism that enable timely and appropriate communication should be in place. Further, build a system that can provide instructions based on the information that comes from this communication mechanism

- PDCA for crisis management

Evaluation and analysis of the crisis management performance should be conducted after the emergency response is finished, and that know-how should be accumulated. And the mechanism to develop a PDCA cycle should be established.

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- Critical raw materials identification

Identify raw materials and critical raw materials (*) that are dependent on a specific supplier for the production of a product, which is considered high-risk for production suspension if the supply is disrupted.

*Raw materials that are dependent on the supply from a single supplier and are produced at a single site at the supplier.

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6) Thorough Compliance

- Compliance with the laws

Comply with the laws and regulations of each country and region as well as their underlying intentions. Establish policies, mechanisms and action guidelines for ensuring and verifying legal compliance and provide training and education.

- Establishment of an internal whistleblowing system

Strive to establish an internal whistleblowing system that includes measures such as establishing a contact point for reporting business concerns such as suspected violations of laws and regulations, ensuring the confidentiality of whistleblowers, and protecting them from retaliation and other disadvantages.

- Fair trade

Comply with the competition laws of each country or region. Do not engage in practices such as illegal monopolization, improper trade restrictions (cartels, bid rigging, etc.), unfair trade practices or abuse of dominant positions.

- Preventing corruption

Comply with applicable laws and regulations concerning political donations or contributions and strive to build transparent and fair relationships with political and government agencies.
Do not engage in the giving or receiving of gifts, entertainment or money to business partners or public officers (including deemed public officers*) in order to acquire or maintain unjust interest or wrongful preferential treatment.

* Employees of national or state-owned organizations (companies, organizations such as national universities, independent administrative institutions), international public organizations (such as United Nations-related organizations), etc.

- Conflict of interest

Do not take any action for personal gain that would damage the company's interest or give rise to a misunderstanding of the company. Take necessary actions to avoid conflict of interest between the individual and the company.

- Prohibition of insider trading

Do not to take any actions for personal benefit, such as buying or selling stocks based on non-public information obtained in the course of one's duties

- Managing and safeguarding personal and confidential information

Obtain personal or confidential information concerning employees, customers and business partners only by legitimate methods. Manage and protect such information rigorously, and use it only within the scope allowed.
Provide appropriate access rights to personal and confidential information and strive to

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reduce the risk of unauthorized access and loss or theft of such information.
Operate the information system appropriately, regularly monitor whether adequate measures are implemented against viruses and vulnerabilities, and implement timely and appropriate countermeasures if any deficiencies are found.

- Thorough security trade control

Take appropriate procedures and control over the import or export of technologies and products restricted by the laws and regulations of each country and region.
In addition, take into consideration the potential for military diversion of products, confirm their destination and intended use, and check for any possible violation of laws and regulations.

- Protecting intellectual property

Protect all intellectual property rights(*) owned by or affiliated with your company. In addition, do not obtain third-party intellectual property by unlawful methods nor make improper use of it.
*Patents, Utility model rights, Design rights, Trademark rights, Copyrights, etc.

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7) Appropriate Information Disclosure

- Timely and appropriate information disclosure to stakeholders

Disclose information on financial situation, business results, and business activities to stakeholders in a timely and appropriate manner. And strive to maintain and develop mutual understanding and trusting relationship with stakeholders through open and fair communication.

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4. Sustainability Self-Assessment Questionnaire (SAQ)

A Sustainability Self-Assessment Questionnaire was prepared for suppliers to use to self-diagnose and improve their sustainability operations.
Based on this guideline, please conduct a self-assessment, implement any necessary improvements, and maintain ongoing operation.

*Check sheet template attached separately

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5. To Suppliers

We believe that we can contribute to the realization of a sustainable society through your understanding and commitment to practice the contents of this “Sustainability Guideline for Suppliers”. In particular we ask you to thoroughly comply with the following items.

1) Legal and regulatory compliance

You are required to comply with the laws and regulations, conventional wisdom and principles.

We ask you, all suppliers to conform to the current “Sustainability Guideline for Suppliers”.

2) Establish Sustainability mechanism

In order to promote the “Sustainability Guideline for Suppliers”, we ask you to establish and develop an internal Sustainability mechanism and continually improve its operation for creating a corporate culture that avoids violations.

3) Assessment of Sustainability activities and confirmation of compliance status

In order to evaluate and confirm that suppliers are complying with the “Sustainability Guideline for Suppliers”, we may ask suppliers to submit relevant data and documents, and conduct on-site inspections.

4) Thorough Dissemination of Information to the Supply Chain

We ask you, all suppliers to actively promote the “Sustainability Guideline for Suppliers” throughout your own supply chain and consignment suppliers.

5) Consensus confirmation of the guideline

We ask you to submit “Commitment for Sustainability Guideline for Suppliers” to confirm that you understand and agree to the contents of this guideline.

6) Action in the event of non-compliance

In the event of any violation or serious incident in the business activities of our suppliers, we request suppliers to immediately report to us, and then we will request you to provide us the full details of the investigation, including its cause and results. In addition, we request suppliers to submit in detail the countermeasures to prevent a recurrence. If appropriate measures are not taken, we may take actions such as suspending the issuance of new RFQs.

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Commitment for “Sustainability Guideline for Suppliers”

We request that all suppliers who receive the “Sustainability Guideline for Suppliers” submit the Commitment form signed by a legal representative.

By signing this Commitment form, the supplier acknowledges having read and accept all the aforementioned terms and conditions as regards all parts, materials and services which will be delivered to us.

Company name:	
Yamaha Motor Supplier Code:	
Signatory's name:	
Signatory's Title:	
Signatory's Email Address:	
Date:	
Signature:	

*Please submit this signed form to the person in charge of procurement.
*We may request you to confirm the latest version of the Sustainability Self-Assessment Questionnaire (SAQ) at the time of submission. We appreciate your cooperation at that time.

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Contributing to Local Communities

We introduce our initiatives, stance, and policies related to local communities.



We recognize the importance of building sustainable relationships of coexistence and mutual prosperity with local communities, and we are engaged in social contribution activities in the four key areas of developing the next generation, global environmental conservation, promoting traffic safety, and solving local community issues. We conduct activities in alignment with our business strategies to enhance corporate value along with social value.

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1. Important Areas of Activities
2. Amounts Used in Social Contribution Activities

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Important Areas of Activities

	Key Themes (2025 Cases)	Activities	Corresponding SDGs
Global Issues	Developing Future Leaders	• Promoting mental/emotional and physical health through sports • Promoting creativity through engineering, manufacturing, and marketing	
	Environmental Conservation	• Environmental education for local communities • Respecting biodiversity	 
	Improving Traffic Safety	• Providing traffic safety education to the community • Raising awareness	
Local Issues	Resolving Local Community Issues	• Supporting the community with Yamaha Motor's products, human resources, and know-how	

Amounts Used in Social Contribution Activities

(Yamaha Motor; Unit: million yen)

	2022	2023	2024	2025
Total	376 (982)	293 (1,674)	305 (2,528)	242 (1,484)
Charitable donations	296 (571)	164 (605)	245 (788)	190 (529)
Voluntary employee activities	48 (213)	70 (500)	30 (1,005)	24 (364)
Provision of goods	7 (80)	5 (372)	5 (523)	5 (425)

* Figures in parentheses indicate amounts including major Group companies

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Social Contribution Activities

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

Contributing to local communities

In addition to contributing to society through its business activities, the Yamaha Motor group also undertakes social contribution initiatives by communicating with stakeholders in all countries and regions where group companies operate.



Developing Future Leaders

[India]
IYM Partnered with Tamil Nadu Government to Strengthen School Education



Environmental Conservation

[USA]
Yamaha Outdoor Access Initiative Celebrates National Public Lands Day



Improving Traffic Safety

[Japan]
Motorcycle Riding Experience Program Held for Business Partners to Enhance Product Value and Promote Traffic Safety Awareness



Resolving Local Community Issues

[Vietnam]
Swift Support for Typhoon-Affected Areas

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Developing Future Leaders Social Contribution Activities

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

Social Contribution Activities

IYM Partnered with Tamil Nadu Government to Strengthen School Education

India Yamaha Motor (IYM), in partnership with Government of Tamil Nadu, augmented its commitment to Corporate Social Responsibility (CSR) by constructing a school in Kancheepuram, Tamil Nadu. Inaugurated on 9th June 2025, it is by far the largest that Yamaha has constructed under its CSR Initiative. It comprises of 12 classrooms located in a 2-story building with 6 classrooms on each floor. The facility also has a Kitchen Building, dedicated Restrooms and a modern computer lab. Further, the school can run on a 10KW Solar Power facility, which is sufficient to power standard running requirements of the school. Rainwater harvesting structures and RCC Water Storage Sump have also been provided, and the entire school facility is secured by 550-metre boundary wall.





This is the 4th school building that Yamaha has constructed through its CSR program in the past 4 years in Kanchipuram & Tiruvannamalai districts in Tamil Nadu. Earlier in 2024, Yamaha had set up computer labs in 5 Government Schools in Kancheepuram district, Tamil Nadu.

The inaugural function was graced by Govt. Officials of Kanchipuram, Tamil Nadu. From IYM, the inauguration was attended by Mr. Itaru Otani, Chairman; Mr. Atsushi Nagashima, Director; and Mr. S. Kumar, Vice President. School students and parents, who joined on the day, were visibly thrilled at the robust infrastructure. Additionally, new school bags and stationery kits were also distributed by Yamaha to all the students.

※Job titles as of June 2025

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Environmental Conservation Social Contribution Activities

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

Social Contribution Activities

Yamaha Outdoor Access Initiative Celebrates National Public Lands Day

As part of the Yamaha Outdoor Access Initiative related activities, YMUS, the U.S. subsidiary of Yamaha Motor Corporation, participated in the National Public Lands Day held in September. YMUS mobilized more than 60 employees as volunteers in California and Georgia, to collaborate with the U.S. Forest Service and local organizations in maintaining trails, repairing facilities, and restoring habitats through planting activities. These efforts contribute to enhancing safe and sustainable outdoor recreation environment and the conservation of natural resources on public lands.



Over the past 18 years, the Yamaha Outdoor Access Initiative has invested as excess of 8 million USD in over 550 projects. The National Public Lands Day activities are a testament of Yamaha employees' comittement to responsible nature conservation.

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Improving Traffic Safety Social Contribution Activities

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

Social Contribution Activities

Motorcycle Riding Experience Program Held for Business Partners to Enhance Product Value and Promote Traffic Safety Awareness



Yamaha Motor (the “Company”) conducted a motorcycle riding experience program in June 2025 as part of an initiative by its Customer Experience (CX) Division. The program was designed for the Company’s business partners who supply production parts and spare parts and utilized the curriculum of the Yamaha Riding Academy (YRA) Kid’s bike School in Iwata city. A total of 38 participants from 23 partner companies took part in the program. Through hands-on motorcycle riding experience, participants were given the opportunity to experience the enjoyment and appeal of Yamaha products from the customer’s perspective. At the same time, the program helped deepen their understanding of the importance of stable spare parts supply in supporting product value, while also enhancing traffic safety awareness that can be applied in everyday life.

According to post-event surveys, many participants shared positive feedback, including comments such as, “I was deeply impressed by this first-time experience,” “I was able to reaffirm the importance of spare parts supply from the customer’s point of view,” and “My awareness of traffic safety has increased.”

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Resolving Local Community Issues Social Contribution Activities

Introducing examples of activities that contribute to solutions for community issues

Social Contribution Activities

Swift Support for Typhoon-Affected Areas

In October 2025, a typhoon struck northern Vietnam, causing severe flooding that damaged homes and infrastructure. Many residents suffered significant losses, including the submersion of motorcycles—an essential means of daily transportation. Yamaha dealers in the affected areas also experienced extensive damage, with store facilities and display vehicles inundated.

In response to this emergency, YMVN's sales and service staff visited the affected dealers directly, working closely with dealer teams to carry out recovery support activities. These included cleaning stores and warehouses, inspecting and repairing flooded motorcycles, and arranging parts supply. Mechanics in YMVN direct operation shop, Mr. Le Huu Hieu, Mr. Nguyen Thanh Hung, Mr. Can Dinh Tai, and Mr. Hoang Van Tan stayed at the site (GEMBA) for 10 days and acted with a strong sense of mission under the belief: "Resolve customer issues as quickly as possible" cooperating with the dealers' owner and mechanics.

Through these efforts, YMVN demonstrated its technical expertise and on-site capabilities, strengthening collaboration with local dealers and contributing to the recovery of customers' daily lives. We will continue to deliver Yamaha's unique sense of support and trust to our customers.





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Intellectual Property

We introduce our intellectual property initiatives.



Intellectual property made by the Company is not just a means of advancing technology, but also a critical foundation for value creation that supports the relationship between our business activities and society, such as making an environment where people can choose our products and services with peace of mind and building trust in our brands. While enhancing the value of our intellectual property, we, as a *Kando* Creating Company, are providing new *Kando* and enriched lives to people around the world.

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1. Yamaha Motor Group's Intellectual Property Initiatives
2. Promotion System and Promotion Process
3. Examples of Activities and Initiatives

Yamaha Motor Group's Intellectual Property Initiatives

Our Corporate Mission is to be a "*Kando* Creating Company", aiming to provide new *Kando* and enriched lives to people around the world. To achieve this, intellectual property—the foundation of our corporate competitiveness—contributes to enhancing the corporate value and brand value of our group through the initiatives with three key axes : "global" intellectual property activities, "integrated" intellectual property strategies with management and business, and the "agile" use of opportunities arising from changes in regulations and the business environment, all under the flag of IP FOR BUSINESS.

1. Creation, Protection, and Use of Intellectual Property

The Company recognizes that intellectual property is a critical corporatempany asset and the foundation for our competitiveness, and we strive to create, protect, and use it. Furthermore, while integrating it with our management plan and business strategies, we actively participate from the upstream of business activities through the use of intellectual property landscape analysis and intellectual

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property KPIs. By promoting the following "Four Pillars of Intellectual Property Activities", we contribute to management and business decisions and value creation from an intellectual property perspective.

Four Pillars of Intellectual Property Activities

① Move one step ahead of conventional intellectual property activities that consist primarily of intellectual property creation linked to product and technology development in existing businesses.

② Pursue intellectual property activities that preempt technological developments and business area expansion by looking beyond our existing technologies and markets.

③ Indicate advanced fields that target further preemption and business area expansion through analysis of the intellectual property landscape.

④ Contribute to management decisions, strategy formulation, and value creation from an intellectual property perspective.

2. Protection of Design

The Company promotes the use of intellectual property mixes that combine patents, design rights, trademarks, and other rights, to achieve multifaceted protection for the designs of the products and services we are so proud of. We position design as a critical management resource and promote design protection activities linked to our business strategy.

3. Ownership of Intellectual Property

The Company promotes various intellectual property initiatives to ensure sustainable business operations globally, by using intellectual property and formulating intellectual property holdings tailored to the competitive environment of each business and business models based on those holdings.

4. Respect for Intellectual Property

The Company takes a firm stance against infringements of the group's intellectual property rights by third parties, from the perspectives of protecting customer trust, protecting our global brand, and securing a competitive advantage. Furthermore, we respect the intellectual property rights of others and strive to comply with intellectual property-related laws and regulations through infringement investigations, clearance, and licensing.

5. Information on Intellectual Property

The Company actively discloses and utilizes information on intellectual property to promote trust and transparency among our stakeholders, including customers, business partners, and employees, and to enhance the competitiveness of our business activities.

6. Encouraging Technological Inventions

The Company has established an Invention Incentive Program that provides appropriate incentives for employee inventions, promoting sustainable innovation based on our technology vision from an intellectual property perspective.

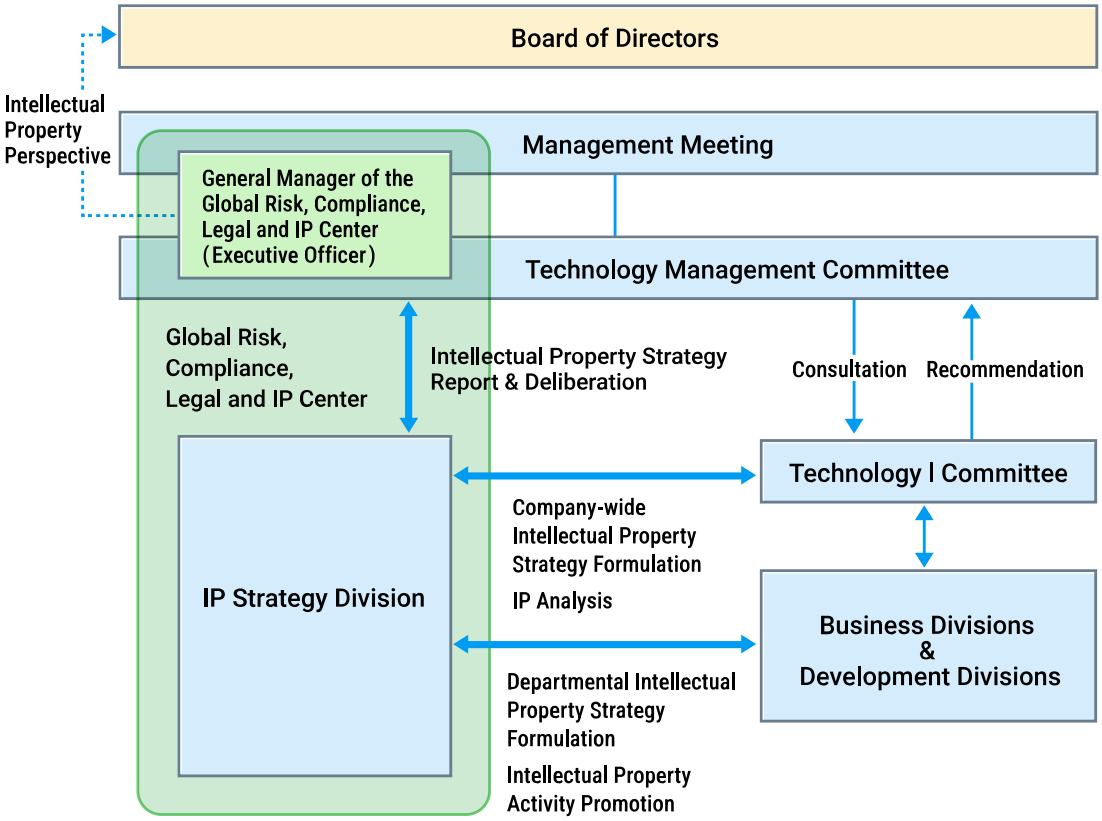
Promotion System and Promotion Process

Intellectual Property Strategy Promotion System

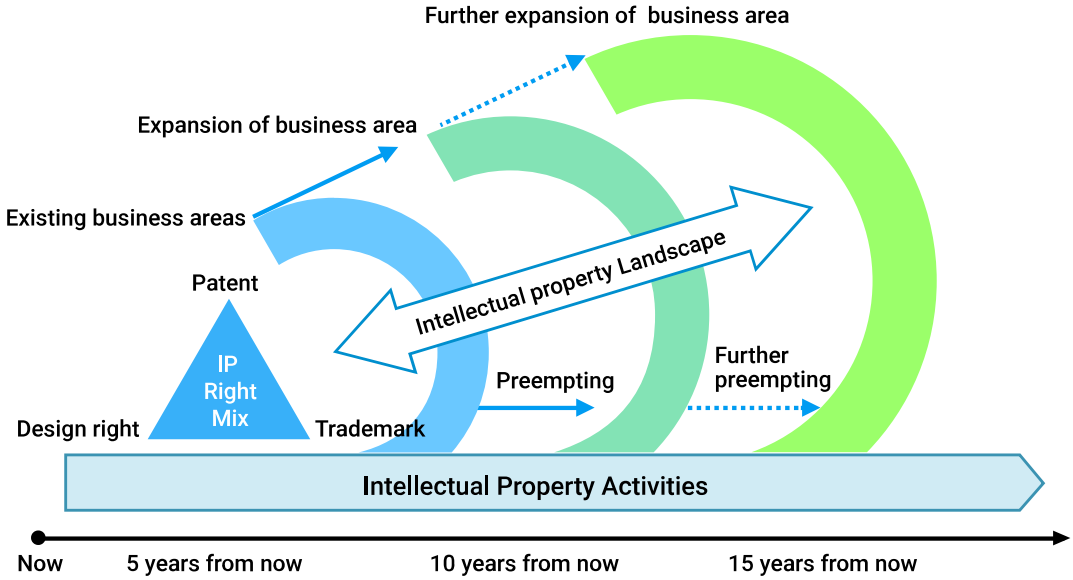
IP analysis perspectives and the IP strategies based on them are used in deliberations at management meetings, the Technology Management Committee, and the Board of Directors meetings, where the Chief General Manager of the Global Risk, Compliance, Legal and IP Center (Executive Officer) participates as a committee member. Furthermore, the annual Technology White Paper, published with the approval of the Technology Committee, visualizes and proposes technological and business trends based on intellectual property analysis. These are incorporated into the medium- to long-term plans of business divisions, technology roadmaps, and considerations for M&A and investment partnerships. Through an intellectual property perspective, we promote technological

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innovation and strengthen competitiveness, contributing to the creation of value within our company by enhancing corporate and brand value.



Intellectual Property Strategy Promotion Process: Innovation Revs Cycle – Yamaha Motor's Intellectual Property Creation Cycle



To realize our Corporate Mission to be a "*Kando* Creating Company," we will build an intellectual property value creation cycle, the "Innovation Revs Cycle," based on our Four Pillars of Intellectual Property Activities.

This cycle models the process of driving intellectual property value creation from the present to the future across the following three time axes:

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1. Protection and Strengthening of Existing Areas with a View to the Next Several Years

We use an intellectual property mix that combines patents, design rights, trademarks, and other rights, in line with our business strategy. We develop a global intellectual property portfolio that supports the business strategies of each country and region, with multifaceted protection of the appearance and function of products and services and by ensuring our competitive advantage.

2. Preemption and Business Area Expansion with a 10-Year Outlook

Through IP analysis, we identify areas of preemption beyond existing technologies and areas of expansion within existing markets, accelerating intellectual property activities in new core technologies and growth areas.

We will create an intellectual property structure that can respond immediately to future market and technological changes, including M&A and external collaboration.

3. Leading Value Creation with a Vision Beyond 15 Years from Now

We use an intellectual property Landscape, which provides an overview of technological trends and market structure, to identify long-term advanced areas. We drive management decisions and the formulation of medium- to long-term strategies from an intellectual property perspective, building a future-oriented intellectual property strategy that balances the creation of social value with strengthening our business portfolio.

The “Innovation Revs Cycle” is structured in three layers:

① Multifaceted protection of existing areas

② Medium-term preemption and business area expansion

③ Long-term strategic area outlook and lead in value creation

By continuously running an intellectual property creation cycle using the intellectual property landscape in this structure, we simultaneously promote technological innovation and business growth.

This will allow us to protect Yamaha Motor's unique value, cut a path to the future, and continue to create new *Kando* for the world.

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Intellectual Property Landscape

Through various IP analyses, the Company visualizes growth areas and business area expansions within our business portfolio that lie beyond each business strategy, and uses this information in business division M&A and medium- to long-term planning.

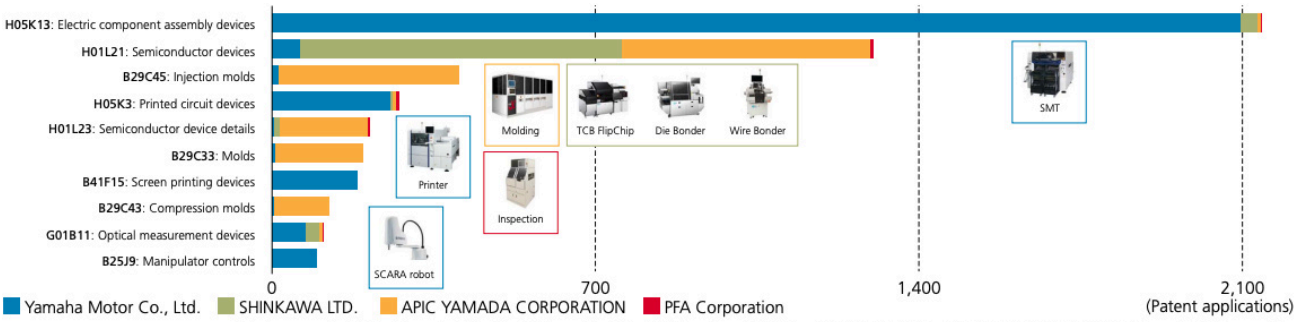
Analysis example showing growth areas in the marine business (Marine CASE)



* Created by Yamaha Motor using the Patent Result Co., Ltd. Biz Cruncher

*From the 2022 Integrated Report

An analysis example demonstrating the business area expansion (SMT/SEMI/FA) in the robotics business through the YRH business integration



* Business conducted by Yamaha Robotics Holdings Co., Ltd. (YRH) and its subsidiaries: SHINKAWA LTD., APIC YAMADA CORPORATION, and PFA Corporation

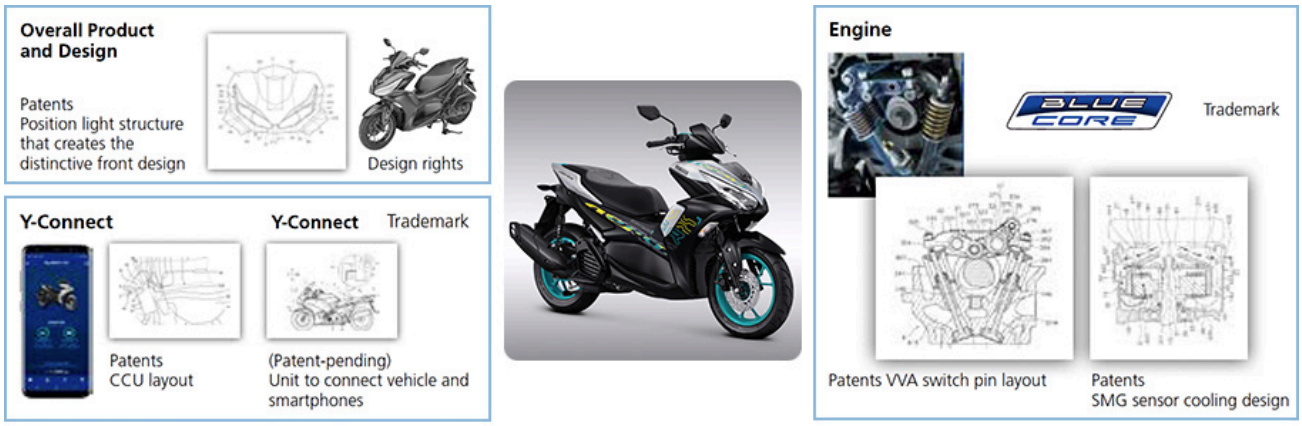
*From the 2023 Integrated Report

Intellectual Property Mix

We are promoting the use of an intellectual property mix, which combines patents, design rights, trademarks, and other rights in line with our business strategy. For example, in the case of our premium strategy for motorcycles, AEROX, we are not only acquiring design rights related to the appearance, but are also actively pursuing the acquisition of design patent rights related to the position light structure that technically positions the distinctive front design. Furthermore, by filing patent applications for technologies such as the smart motor-generator that serves as both the starting power and main power generator for the BLUE CORE engine, the variable valve system, and Y-Connect, which connects vehicles and smartphones, we are realizing unique value creation through multifaceted intellectual property protection of our products and services.

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Examples of Activities and Initiatives



*From the 2024 Integrated Report

Protection of the Yamaha Brand

The Yamaha brand is one of our most important business resources. Together with Yamaha Corporation, with whom we share the brand, we register the trademark in almost all countries and regions, conduct global monitoring to prevent unauthorized registration of the trademark by third parties, and act resolutely against any misuse of the Yamaha brand, and these intellectual property activities contribute to maintaining and improving brand value from an intellectual property perspective.



Counterfeit goods seized during market inspections (Vietnam)

Countermeasures Against Counterfeiting

The Company's basic policy for countermeasures against counterfeiting is to maximize effectiveness with limited resources (capabilities), taking into account the business impact and maliciousness of counterfeit products, in addition to protecting our customers. Specifically, we are focusing on countermeasures against counterfeiting by narrowing down our targets, effectively stopping counterfeiting early, and using the results to further prevent and deter the spread of counterfeit damage.

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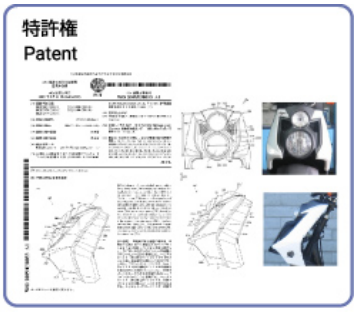


Seized vehicles (Thailand)



Apology notice (Philippines)





Relevant rights (Colombia)



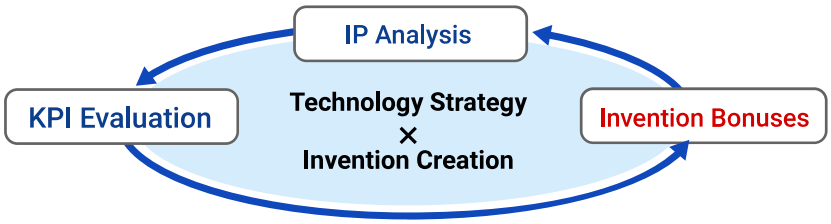
Counterfeit product exposure in Indonesia



Counterfeit YAMALUBE products displayed on the shelves of a small street-level shop

Value Creation Story Using IP Analysis, KPI Evaluation, and Invention Incentive

As a core initiative in our new medium-term management plan, we are working to promote value creation through a cycle of ① IP analysis, ② KPI evaluation, and ③ Invention Incentive. This cycle involves ① using IP analysis to identify areas of future-oriented technological preemption and business area expansion in markets, ② strategically setting and evaluating intellectual property KPIs in those areas, and ③ using the Invention Incentive Program to drive technological development. this cycle will lead the creation of inventions that generate new value.



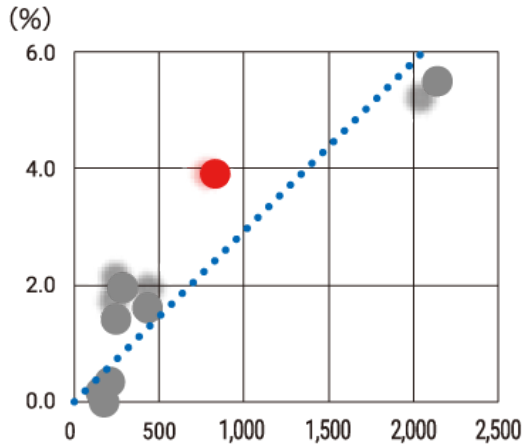
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Intellectual Property KPI Evaluation

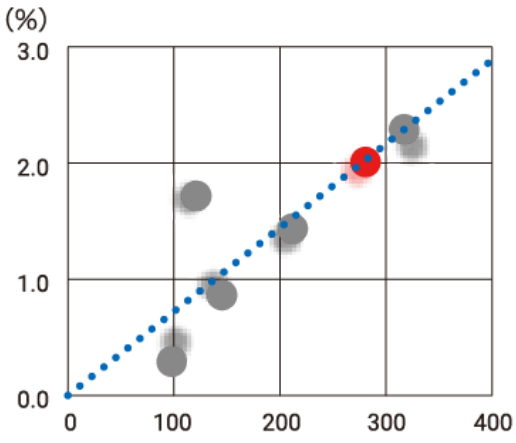
Motorcycle and Marine businesses—core businesses in our business portfolio—continue to rank high regarding the share of essential patents and the number of new inventors, securing a high advantage in patent creation efficiency our competitors.

Share of Important Patents and Number of New Inventor

Number of Inventors / Share of Important Patemys
(Motorcycles)



Number of New Inventors / Share of Important Patents
(Marine Products)



Shading indicates trends from published data for 2024. As for red point, Data included in the 2025 Integrated Report

※Number of new inventors: Cumulative total of new inventors who filed applications from 2013 to the date of data compilation.

※Share of important patents: Percentage of patents in the top 5% of the annual average number of citations in a specific population.

※The dotted line indicates the average of competitors in terms of efficiency in generating important patents.

※Indices are based on data *from Establishment of KPIs, etc. for Intellectual Property in Accordance with the Revision of the Corporate Governance Code (Interim Report)* (IFI Working Paper: 2022) and other materials.

※As for red point, Data included in the 2025 Integrated Report.

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Governance

We introduce our governance initiatives in corporate governance, risk management and compliance, which support our long-term corporate growth.



Corporate Governance

- Corporate Governance Report -PDF
- Yamaha Motor's Corporate Governance Guidelines -PDF
- Basic Corporate Governance Policies -IR info.
- Corporate Governance System -IR info.
- Members of the Board -IR info.
- Status of Outside Directors and Outside Audit & Supervisory Board Members -IR info.
- Internal Control -IR info.
- Policy for Dialogue with Shareholders -IR info.

Risk Management

- Approach to Risk Management
- Risk Management Structure
- Risk Management Activity Cycle
- Significant Risks at the Group Level
- Crisis Management Structure and Activities
- Business Continuity Planning
- Cybersecurity
- Initiatives for Confidential Information Management and Personal Information Protection

Compliance

- Compliance Structure
- Code of Ethics
- Compliance Risk Assessment
- Compliance and Legal and Regulatory Training
- Whistle-Blowing Systems (Compliance Hotlines)
- Anti-Corruption
- Compliance with Anti-Monopoly Law and Competition Law
- Thorough Import and Export Management
- Ensuring the Thorough Execution of Certification Operations
- Basic Tax Policy

Dialogue with shareholders and investors

- Dialogues Held with Shareholders and Investors
- Main Themes of Dialogue
- Feedback to Management
- Information for shareholders and investors

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Risk Management

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



We are working to reduce risk through various mechanisms and activities. During normal times, we clarify the departments in charge of handling specific risks and conduct measures by implementing the PDCA cycle. In the event of a major crisis, we establish an emergency task force with the President and Chief Executive Officer as the chief general manager to minimize damage and impact.

Contents

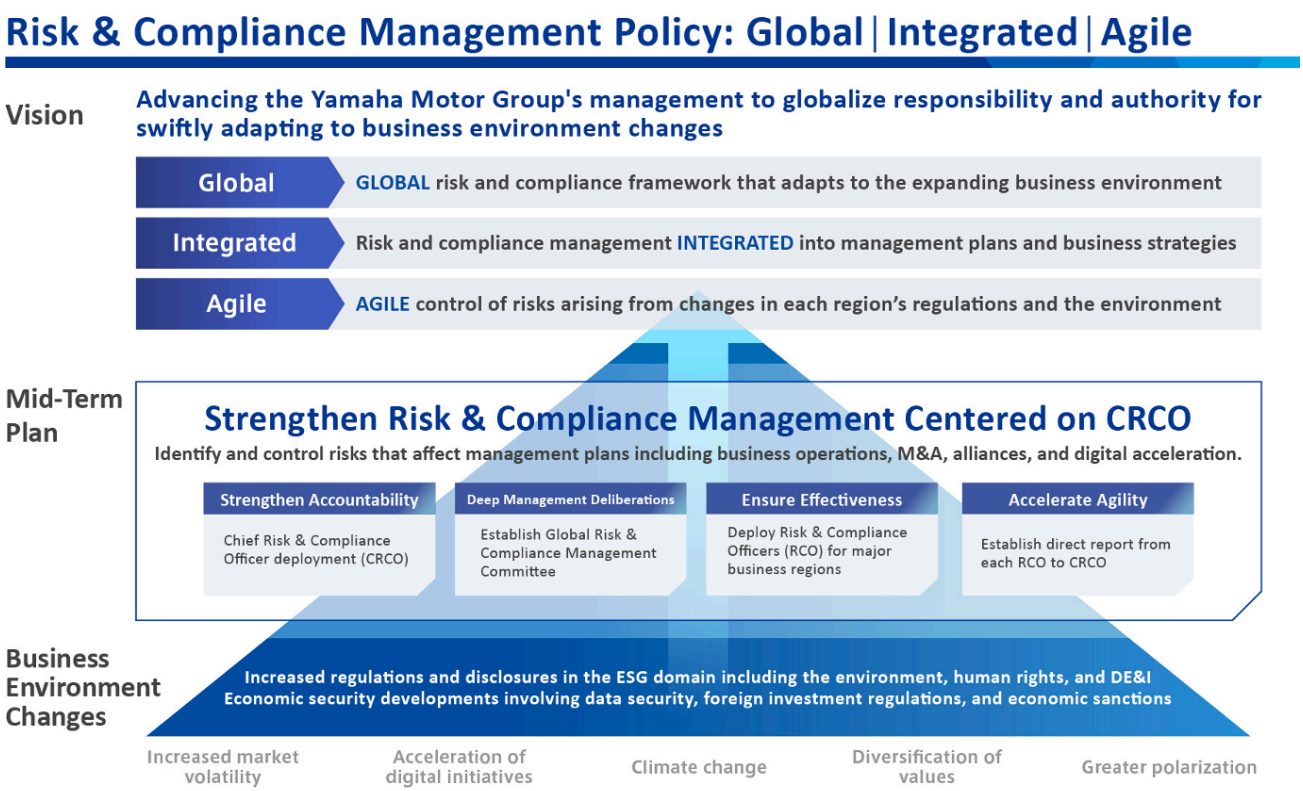
1. Approach to Risk Management
2. Risk Management Structure
3. Risk Management Activity Cycle
4. Significant Risks at the Group Level
5. Crisis Management Structure and Activities
6. Business Continuity Planning
7. Cybersecurity
8. Initiatives for Confidential Information Management and Personal Information Protection

Approach to Risk Management

The Yamaha Motor Group's Risk and Compliance management policy promotes a management structure based on three pillars: Global, Integrated, and Agile. Through this structure, we seeks to quickly identify changes in the business environment and promote management that globalization of responsibility and authority across the Yamaha Motor Group. Specifically, we are advancing initiatives for risk and compliance management that are more globally integrated with management plans and business strategies in

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response to the expanding business environment. At the same time, we are contributing to value creation by agilely identifying and controlling risks arising from regulatory and environmental changes in each region.



Risk Management Structure

The Yamaha Motor Group, as part of its risk and compliance management framework, has appointed a Chief Risk and Compliance Officer (CRCO) who, based on the Rules of Risk Management and the Compliance Management Rules, serves as the chair of the Global Risk and Compliance Management Committee (GRC Management Committee), which is composed of executive officers appointed by the CRCO. The GCR Management Committee monitors risks on a Groupwide basis, while also designating Group major risks to be tackled as priorities and checking on activities to address risks. In this way, we are working to reduce risks throughout the entire Group. Members of the GRC Management Committee are appointed from among the members of the Management Committee involved in management decision-making. In addition to matters related to critical-risk countermeasures for the Group, the Committee also handles strategic risk-related matters such as rare earths, U.S. tariffs, defense-related transactions, M&A governance, and subsidiary reorganizations, thereby promoting risk management integrated with management plans and business strategies.

In key business regions including North America, South America, Europe, Oceania, Indonesia, India, Thailand, Vietnam, the Philippines, China, and Taiwan, and in the Financial Services Business, the Group appoints Risk and Compliance Officers (RCOs) designated by the CRCO to establish a risk and compliance execution framework that spans regions and businesses and promotes Group governance. The Group has also established the Global Risk and Compliance Steering Committee (GRC Steering Committee), consisting of the RCOs as members, to deliberate on matters discussed by the GRC Management Committee as well as risk countermeasures and crisis incidents handled in each region and business. The CRCO manages part of the goal-setting and personnel evaluations for the RCOs, thereby strengthening reporting lines and ensuring the global effectiveness of risk management together with agile responses grounded in on-site operations.

The Group has established the Risk Compliance Promotion Committee, composed of heads of risk management departments at headquarters and other organizations. From a professional perspective, the Committee deliberates on risk management policies, plans, monitoring, and countermeasures, while also sharing matters discussed by the GRC Management Committee and GRC Steering

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Committee. Based on management-level risk perspectives and global on-site awareness, the Risk Compliance Promotion Committee establishes response policies and regulations for managed risks and promotes countermeasure activities and monitoring of those activities based on those policies across headquarters departments and Group companies. The results of these deliberations are reported by the CRCO to the Board of Directors as appropriate, thereby establishing a framework that ensures the effectiveness of risk and compliance management adapted to the expanding business environment of the Yamaha Motor Group.

Furthermore, to ensure the effectiveness of risk countermeasure activities, the integrated auditing division carries out audits of the management departments responsible for those activities.



Risk Management Activity Cycle

The Yamaha Motor Group has prepared a risk management ledger identifying risks related to the Group's management and business operations and has deployed it Groupwide on a global basis. Based on this ledger, the Group systematically controls risks by conducting activities such as risk assessments, risk selection, countermeasures, and monitoring.

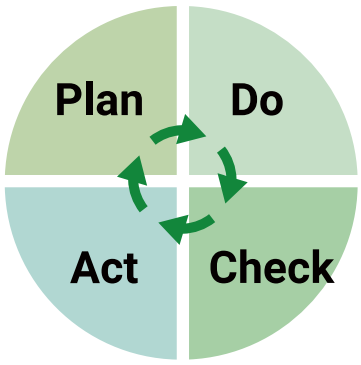
Starting in fiscal 2026, such activities would be managed through a cloud system, and in coordination with regional RCOs, the Group is promoting utilization of risk management data on global basis.

Conducting risk management activities is promoted by operating the following PDCA cycle.

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PDCA Cycle of Risk Management Activities

- Analysis of information from inside and outside the Company
- Designation of significant risks at the Group level
- Assessment of risk management ledger
- Formulation of activity policy and activity plan



- Implementation of activities to address risks
- Monitoring of activities
- Review of risk management ledger
- Incorporation into activity plan for the next fiscal year
- Review of activity results

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. Group material risks are comprehensively assessed and selected based on overall Group risk assessment results, Group business strategies, changes in laws and regulations inside and outside the Group, environmental changes, and information on incidents that have occurred, as well as discussions by the GRC Management Committee, RCOs, and heads of risk management departments.

2026 Group Major Risks

Updated January 1, 2026.

Risk Items	Background	Measures
Cybersecurity	As cyber attacks become more sophisticated, in addition to the measures led by the IT department, it is necessary to take measures for the supply chain, including factory equipment and business partners, and to collaborate with other companies and departments. Even In the event of a cyber attack, it is crucial to implement company-wide actions, including establishing a response and recovery system that ensures business continuity.	Implement measures on both the hardware and software fronts based on a cyber security policy that complies with global standard cyber security frameworks. These measures will improve our ability to defend against and respond to increasingly sophisticated attacks. We will also incorporate measures to detect attacks as early as possible and minimize damage as well as recovery time in the event of an attack.
Violation of Human Rights	In recent years, conflicts and poverty have become more serious, and human rights violations and the opportunities for violations are on the rise. On the other hand, our business is involved in multiple industries, and the supply chain involved is wide, and globalization is expanding and the risk environment is increasing.	We will promote the incorporation of human rights provisions and the acquisition of memorandums of understanding for dealers and direct material suppliers, aiming for 100% by 2027. We promote human rights due diligence in the Group, identify negative impacts, and strive to reduce, correct, and prevent such risks. In particular, we will promote the expansion of the supply chain and support the promotion of improvement through on-site confirmation of business partners selected based on risk assessments, SAQs, etc. At the same time, we will develop secondary and tertiary business partners.

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Risk Items	Background	Measures
Confidential Information Leakage	We have conducted various activities to minimize the risks so far. However, considering the economic security as well as information security enhancement, it is necessary to promote our activities further across the Group.	- Implement the Group Guidelines globally, and promote confidential information management activities within the Group companies. - Expand the area for which the information management structure is verified. - Increase cooperation with regional Group companies. - Global measures to minimize the risks of information leakage.
Death or Serious Injury During Business Activities due to Equipment, Machinery, etc.	A fatal occupational accident occurred due to equipment and machinery at YMC factory in the first half of year 2023. We have selected this theme because many group companies also have similar equipment and machinery in conducting business activities and it is necessary to raise the level of occupational safety and health by entire group, so that such serious occupational accidents never occur again.	In order to foster a safety first culture throughout the Group and to continuously promote initiatives aimed at zero occupational accidents, we have established a Group policy and targets and developed a governance system, etc. in 2024. In this medium-term period, we will minimize the risks of occupational accidents by thoroughly eliminating and reducing risks through the development and operation of Occupational Health and Safety Management System, ISO45001, in major manufacturing companies. In addition, we will strengthen governance and efforts to prevent recurrence of occupational accidents by understanding and analyzing the occurrence status of all Group companies.
Violation of Laws and Regulations Concerning Product Quality	Compliance with laws and regulations related to product quality is directly linked to the trust of customers and local communities, and strict management is increasingly required. In addition, it is expected that new laws and regulations will be established in line with the spread and diversification of CASE-related products and services in the world and the realization of a recycling society, and that such laws and regulations will be expanded to each country. We have selected this system because it is necessary for the entire company to respond to these changes without delay.	We will work to ensure that we comply with product quality-related regulations through means such as collecting and disseminating regulatory information, and confirming that regulatory requirements are incorporated. We will also conduct strategic regulatory activities for new businesses. At the same time, we will strengthen the foundations of the legal management processes of each business, with the Quality Assurance Center Corporate Quality Section, as the hub for company-wide activities, in conjunction with the development of the Yamaha Motor Group Quality Assurance Regulations, which are based on ISO 9001.
Factory Closedown Due to Interruption of Supply Chain	In the recent procurement environment, geopolitical risks have become apparent, and the risk of supply chain disruptions for rare earths and other materials has increased. Therefore, we will strengthen supply chain resilience while also taking geopolitical risks into account.	We will advance short-term measures to strengthen contract arrangements with suppliers for securing materials and components, as well as systems for maintaining raw material inventories, alongside medium- to long-term measures including the development of alternatives and specification changes.

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Risk Items	Background	Measures
AI Governance	We recognize the ethical, legal, and social risks associated with the use of AI technology and the associated security risks peculiar to AI use as a global management issue. Taking into account international trends, we will strive to establish and continuously strengthen our AI governance framework, aiming to achieve sustainable growth and fulfill our social responsibilities.	We evaluate AI-powered systems and services based on a risk-based approach. We implement appropriate countermeasures commensurate with the risks. Furthermore, we promote the appropriate use of AI through employee training and awareness activities.

With regard to governance of acquired subsidiaries, including corporate acquisitions and post-merger integration (PMI) activities, the Group has newly designated such governance as a common risk separate from the above Group major risks in light of its importance to the Yamaha Motor Group's management plans and business strategies. The strengthening of risk management processes is under the leadership of the headquarters.

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 supervising section and the divisions in charge of risk management as per standards for determining the level of reporting, which are set in advance. Depending on the designated risk level, matters are reported in a timely manner to the CRCO and RCOs, and investigations into causes, corrective measures, and recurrence prevention are promoted through organizational decision-making. If a reported incident involves material matters affecting Group management or multiple departments or companies, the CRCO and the risk supervising section convene a predetermined response team and establish an emergency response headquarters led by the President. This makes it possible to understand the situation and implement temporary responses, while simultaneously promptly reporting to customers and relevant authorities as necessary.

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 nearby Group companies (including night drills for some departments), conduct periodic drills in safety confirmation and also hold initial response drills for individual locations. 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 have selected our priority businesses, and 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

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response personnel in advance and establishing a system for gathering information from the supply chain.

Furthermore, Group companies have developed infection prevention measures, identified issues that could affect the continuity of their operations, and are formulating response plans in case a pandemic should occur.

We responded to COVID-19 in accordance with our Procedure for Business Continuity (Pandemic Influenza Version), setting up a COVID-19 Task Force headed by the President which collected information, determined response policies, and communicated information. Furthermore, to prepare for the possibility of another pandemic occurring in the future, we are engaged in ongoing initiatives that use the experiences and knowledge we gained from dealing with COVID-19.

We have also established the “Procedure for Business Continuity (Cybersecurity Incident Version)” to address critical incidents caused by cyberattacks, setting out specific structures and procedures for initial response, business continuity, and recovery measures, and promoting initiatives on a global scale.

Group companies are also promoting initiatives based on the “Rules of Business Continuity” to identify critical incidents requiring countermeasures in their respective regions and businesses, including from perspectives such as geopolitical risks, and to establish business continuity plans and frameworks for such incidents.

Cybersecurity

To protect the products and services used by our customers, and also protect information assets such as personal and confidential information, the Yamaha Motor Group has established a Cybersecurity Policy and is taking steps to address this issue.

Specifically, in addition to the basic defensive measures already in place, such as anti-malware and anti-vulnerability measures, the Group has a Security Operation Center (SOC) that monitors for irregularities 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.

To help ensure product security, we joined Auto-ISAC* in both Japan and the USA, and the company's Product Security Incident Response Team (PSIRT) uses an understanding of the latest security information and of incidents that have occurred, including in the supply chain, to assist in its responses.

＊Auto-ISAC（Automotive Information Sharing & Analysis Center）

Cybersecurity Policy［PDF］

Initiatives for Confidential Information Management and Personal Information Protection

The Yamaha Motor Group established Group operational guidelines related to information management in 2013 and has since been actively promoting relevant activities. The Group has established a promotion framework, updated various regulations and guidelines, clarified the roles of related divisions, and worked to prevent confidential information leaks.

Confidential Information Management

Information leaks and damage pose serious risks that can cause harm to third parties and erode corporate trust. The Yamaha Motor Group has designated confidential information leakage as a Group major risk for 2026. The Group is reducing information leakage risks

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by deploying Group operational guidelines globally and promoting confidential information management activities at Group companies level.

To raise awareness regarding information leakage among all employees, including those at Group companies, the Group conducts internal training and e-learning programs to promote awareness of the importance of handling information from a compliance perspective. Furthermore, access rights are established for stored documents and shared only with necessary personnel. In principle, photography within the Group requires prior application, and only designated personnel are authorized to handle photography.

Personal Information Protection

With the development of information and communication technology and the expanding use of big data, laws and regulations concerning the protection of personal information are becoming increasingly stringent globally. In light of this situation and based on the above Group Business Policy, Yamaha Motor and its Group companies in each country and region are working together towards establishing a personal information protection framework and rules governing the handling of personal information (including notification and consent when acquiring personal information, security management measures, responses to requests related to individuals' rights, and responses to data breaches), as well as to address cross-border transfers of personal information.

Furthermore, the Yamaha Motor Group Privacy Policy states compliance with the laws and regulations regarding personal information protection in each country. We conduct annual monitoring of the status of 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 personal information.

If the Yamaha Motor Group becomes aware of any leaks (or the possibility of a leak) of personal information, we will promptly conduct the necessary investigation and take the necessary measures such as reporting to the supervisory authority and notifying the individuals in accordance with applicable laws and regulations, as well as taking disciplinary action and other strict measures in accordance with applicable regulations.

In fiscal 2025, one case occurred in which a Group company received an administrative fine from a personal data protection authority in Turkey due to a personal information leakage incident caused by deficiencies in safety management measures. We take this matter very seriously and will continue strengthening our recurrence prevention measures and information management systems to ensure that similar incidents do not occur again.

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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

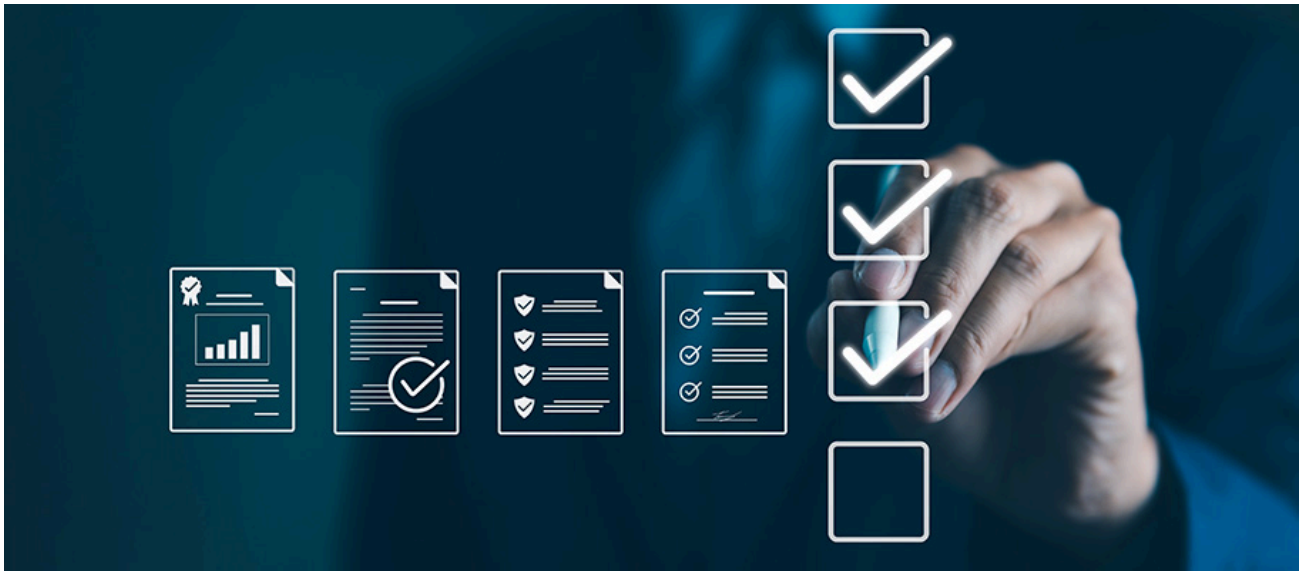
1. We will comply with laws and regulations related to cybersecurity, guidelines and regulations provided by each country, union, etc., and other social norms.
2. We will establish control structures for cybersecurity.
3. We will identify cyber risks and their severity, and strive to maintain appropriate 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.

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Compliance

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



> The Yamaha Motor Group has adopted "Compliance Comes First—Doing the Right Thing, the Right Way" as a top management message across the Group. We promote compliance globally as the foundation for creating value as a Kando Creating Company.

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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
9. Ensuring the Thorough Execution of Certification Operations
10. Basic Tax Policy
    - Aims
    - Three Basic Elements
    - Structural framework to secure the above three elements

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Compliance Structure

The Yamaha Motor Group has appointed a Chief Risk and Compliance Officer (CRCO) and established a Global Risk and Compliance Management Committee, chaired by the CRCO and composed of executive officers 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.

In addition, as a subordinate committee, the group has established the Global Risk and Compliance Steering Committee, which is composed of Risk and Compliance Officers overseeing major regions appointed by the CRCO, and the Risk and Compliance Promotion Meeting, which is composed of division managers of divisions responsible for risk at the headquarters, to deliberate on policies, plans, monitoring, and countermeasures for compliance from a specialized perspective. The results of these discussions are reported along with ESG risks to the Board of Directors by the CRCO as appropriate, and a system that ensures effectiveness is in place.

Specific activities are rolled out in accordance with the Compliance Management Rules, and the CRCO and the Compliance Management section manage activities throughout the entire Group.

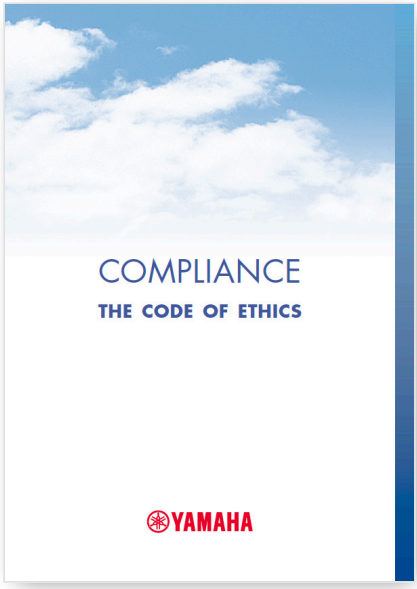
As a way to ensure that compliance is incorporated into the corporate culture, Groupwide compliance awareness surveys are carried out each year to confirm the effectiveness of compliance measures, including the degree of understanding and scope of implementation of the Code of Ethics, the extent to which 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

Based on the Company Pledge and Management Principles that have been passed down since our founding, the Yamaha Motor Group has formulated and disseminated throughout the Group its Code of Ethics, which stipulates standards of behavior to be observed. The Code of Ethics was revised in 2024 following the establishment of the Sustainability Basic Policy, with the addition of provisions related to topics such as human rights, diversity, and social responsibility. The Code of Ethics has been translated into local languages at overseas Group companies, and an educational video has been prepared in 11 languages to provide further internal training to all employees.

In the 2025 compliance awareness survey (covering Japan and the global Group), in response to the question, “Do you have a full understanding of the contents of the Code of Ethics?,” a vast majority of 87% of respondents answered “Yes” while only 3% answered “No.”



The Code of Ethics［PDF］

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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, security-related export controls, the protection of personal information and the protection of human rights. These risks are then assessed at individual operating divisions and Group companies, appropriate countermeasures are implemented, and their implementation status is monitored.

In addition, specific policies and guidelines, including the Anti-Bribery Policy, Competition Law Compliance Policy, Basic Tax Policy, and Personal Information Protection Policy, have been established to address major compliance risks and strengthen the Group's compliance framework.

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.

b. Compliance training for all employees and managers

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. In addition, management and management-level employees who are primarily engaged in operating activities undergo compliance training in an effort for top management themselves to demonstrate compliance. This training includes Group Compliance Case Studies carried out by the Global Executive Committee (GEC) made up of the leaders of key Group locations, the Global Compliance Meeting organized yearly for the management of Group companies, and the executive officer compliance training held every year on selected topics. In addition, we promote Compliance Comes First globally across the Group through messages on compliance from the President and Chief Executive Officer, e-learning programs, and video training materials.

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 2025 included such topics as "human rights protection," "the Antimonopoly Act," "bribery of public officials," "protection of personal information," "import/export controls," "Subcontracting Act," "prevention of insider trading," "control of substances of concern," "harassment" and "confidential information management." In addition to group training sessions, we also use e-learning to provide education in a wide range of fields beyond those mentioned above, such as "sustainability," "security-related export controls," and "cybersecurity."

Training in the Code of Ethics, training about the Group's major risks (such as cybersecurity and human rights), and other legal and regulatory training (such as competition law and anti-bribery initiatives) are also carried out at overseas Group companies, and the results are monitored by the Japan Head Quarters.

In the 2025 compliance awareness survey (covering Japan and the Group globally), in response to the question, "Do you consider the Company's compliance education and training to be meaningful?," 82% of respondents answered "Yes" while only 5% answered "No."

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As a result of these activities, in the 2025 compliance awareness survey (covering Japan and the Group globally), in response to the question, “When you are unsure of something in the course of your work, do you prioritize compliance?,” 93% of respondents answered “Yes” and 1% answered “No.”

Whistle-Blowing Systems (Compliance Hotlines)

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

As of the “Yamaha Motor Group Compliance Hotline” for Yamaha Motor and domestic Group companies and the “Global Compliance Hotline” for overseas Group companies, both hotlines are operated by external specialized organizations, which accept reports anonymously, thereby creating an environment that facilitates reporting.
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.

In addition, Yamaha Motor has established the “Fair Business Hotline” for reports from suppliers and the “Human Rights Hotline” for external stakeholders and is working to correct and remedy issues.

During 2025, the whistel-blower hotlines received 264 reports (approximately 1.3 reports per 100 employees), the subjects of which are broken down below.

	2021	2022	2023	2024	2025 (Results)
Reports made	182	177	203	247	264

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Subject of Reports in 2025	Percent of Total
Human resources and labor relations	58%
Financial/accounting	5%
Information management	3%
Quality-related	0%
Corruption prevention	2%
Other (including violations of internal regulations)	32%

* 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.

In the 2025 compliance awareness survey (covering Japan and the Group globally), in response to the statement, “If you believe there has been, or may have been, a compliance violation, and you determine that it would be inappropriate to report or consult with your supervisor, will you contact the hotline?,” 84% of respondents answered “Yes” while 5% answered “No.”

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.

More about Anti-Corruption

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.

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The Yamaha Motor Group makes further efforts to prevent cartels and bid rigging by establishing and managing rules governing interaction and contacts with competitors. At the same time, through group training on laws and regulations, individual training for relevant personnel (particularly those at higher risk, such as employees scheduled for overseas assignments), and regular monitoring, we ensure thorough compliance with the Antimonopoly Act and other competition laws.

There were no significant legal violations, penalties, surcharges, etc. related to anti-monopoly law or competition law in 2025.

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[*1] examinations and we have had successful candidates each year.
Furthermore, in the area of export and import control, we continue to implement various training programs and develop systems and frameworks globally to ensure proper customs declarations and the appropriate use of FTAs and EPAs[*2].

*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 FTA（Free Trade Agreement）、EPA（Economic Partnership Agreement）

Ensuring the Thorough Execution of Certification Operations

In June 2024, we disclosed two inappropriate incidents that were discovered related to certification applications for motorcycles (Japanese specifications)[*1]. We take these incidents seriously and deeply regret them. To ensure such situations do not occur again, we conducted a thorough investigation and formulated countermeasures, which we reported to the Ministry of Land, Infrastructure, Transport, and Tourism (MLIT).

In addition to maintaining the recurrence preventive measures, we are committed to strengthening our certification operations to correspond to the revised and newly established regulations on vehicle type designation rules (MLIT notification on March 31, 2025).

Specifically, we have appointed Muraki Kenichi[*2], a director from the board members to oversee and take control over the certification operations.

By enhancing the system for certification operations, we will continue to provide high-quality products that comply with regulations in various countries to our customers.

*1 In appropriate Handling of Motorcycle Testing and Certification Applications – News Release
*2 March 25, 2026: Appointed as Director; Appointed as Chief Certification Officer

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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

Compliance with Tax-related Laws and Regulations	The Yamaha Motor Group complies with applicable tax-related laws and regulations in the countries and regions where it operates and conducts our business activities in line with international standards such as OECD transfer pricing guidelines.
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

Tax Governance System	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.
Tax Function Responsibilities	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.
Business Activity Principles	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 use transactional structure that lack economic substance nor shift its profit to low-tax jurisdictions (so-called tax havens) , for the purpose of tax avoidance.

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Double Taxation Avoidance	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.
Application of Preferential Tax Benefits	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.

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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, the Sustainability 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 Global Risk and Compliance Management 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 Chief Risk and Compliance Officer (CRCO) appointed by the President and Chief Executive Officer 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.

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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 Sustainability Guidelines for Suppliers. Through these efforts, Yamaha Motor Group and its entire supply chain join hands to promote fair trade.

Motofumi Shitara

President, CEO and Representative Director

Established on July 1, 2021
Revised on July 1, 2025

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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［PDF］

*1: "CSR Guideline for Suppliers " in the file refers to the current "Sustainability Guideline for Suppliers".

As stated in the Yamaha Motor Group Anti-Bribery Policy, 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 and due diligence is conduct on by the operating divisions and Group companies. The Board of Directors receives regular reports from the Chief Risk Compliance Officer (CRCO) on the status of management of ESG risks, including corruption, based on deliberations by the Global Risk and Compliance Management Committee.

In addition, we have created the Regulations for the Prevention of Bribery of Public Officials, and checklists, etc. and deploy them in the Yamaha Motor Group, and at the same time, we organize group training on laws and regulations, and individual training for persons concerned (in particular, persons at potentially high risk such as those scheduled for overseas assignments). In addition, we have introduced a prior consultation system and review system to prevent bribery, and we require prior consultation with the legal department and prior review in cases where we provide benefits to public officials in Japan and overseas, or where we subcontract operations to a business partner that may have contact with public officials overseas. We follow the necessary internal procedures in accordance with the laws and regulations of each country when making political contributions.

There were no significant legal violations, penalties, surcharges, etc. related to anti-corruption in 2025.

Anti-Corruption page（Investor Relations）

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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 Sustainability 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).Such prohibited acts include making a small facilitation payment without legal basis to facilitate ordinary administrative process by public officials. 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 Global Risk and Compliance Management 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 Chief Risk and Compliance Officer (CRCO) appointed by the President and Chief Executive Officer directs the Legal Division together with other divisions and the anti-bribery officers of group companies to promote global and systematic antibribery activities.

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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 Sustainability 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.

Motofumi Shitara

President, CEO and Representative Director

October 1, 2020 Established
July 1, 2025 2nd Revision
September 1, 2026 3rd Revision

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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

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Amounts Used for Political Contributions, Lobbying, etc.

Amounts used for political contributions, lobbying, etc. can be viewed from here.

for Japanese

Amounts used for political contributions, lobbying, etc.

(not including donations to business organizations, NGOs, etc.)

Yamaha Motor: Unit – million yen

	2020	2021	2022	2023	2024	2025
Amount	7	9	10	11	7	8

Note: The amount shown above for contributions to political organizations in 2023 includes ¥5.0 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

	2020	2021	2022	2023	2024	2025
Amount	197	194	202	243	239	242

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Dialogue with shareholders and investors

Introducing our approach and communication policies with shareholders and investors



> We actively create opportunities for dialogue with shareholders and investors, including topics related to ESG (environmental, social and governance) issues, aiming for sustainable growth and the enhancement of long-term corporate value, and energetically conduct progress briefings and Q&A sessions on themes such as financial results, medium to-long-term business strategies, and materiality (material social issues).

In order to ensure accountability by providing shareholders and investors with appropriate, accurate and timely information, Yamaha Motor engages in dialogue with our investors and shareholders through a specialized division it has established to handle investor and shareholder relations. It is led by the President and Representative Director and managed by the directors in charge of planning and financial affairs.

Contents

1. Dialogues Held with Shareholders and Investors
2. Main Themes of Dialogue
3. Feedback to Management
4. Information for shareholders and investors

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Dialogues Held with Shareholders and Investors

(times)

	FY2022	FY2023	FY2024	FY2025
IR interviews	309	243	302	270
Roadshows	10	16	25	-
Conferences/events	16	30	34	56
Engagements	12	21	14	12
Total time held	347	310	375	338

* Smaller meetings and the like attended by only a few people are still counted as one time.

Main Themes of Dialogue

Main concerns of shareholders and investors (FY2025)

- Policies of the Medium-term Management Plan (2025–2027) and initiatives in each business
- Progress in strengthening Core Businesses and improving Strategic Businesses
- Governance structure and policy for strengthening
- Measures for carbon neutrality
- Cash allocation policy, shareholder returns, etc.

Initiatives Based on Dialogue with Shareholders and Investors (FY2025)

Strengthening governance	• Established the Nomination Committee and Compensation Committee, each chaired by an Outside Director • Enhanced management transparency and oversight functions by increasing the ratio of Independent Outside Directors on the Board of Directors and Board of Auditors
Strengthening dialogue with management	• Held dialogue events with Outside Directors • Held briefings on the Medium-term Management Plan for each business * Please click here for more details about these events.

Feedback to Management

- After the announcement of financial statements every quarter, the state of share prices and the status of dialogues with shareholders is reported to the Board of Directors.
- The division in charge of IR and SR continually coordinates with the executives in charge to report to the Board of Directors in a timely and appropriate fashion.

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Information for shareholders and investors

Investor Relations (index page)

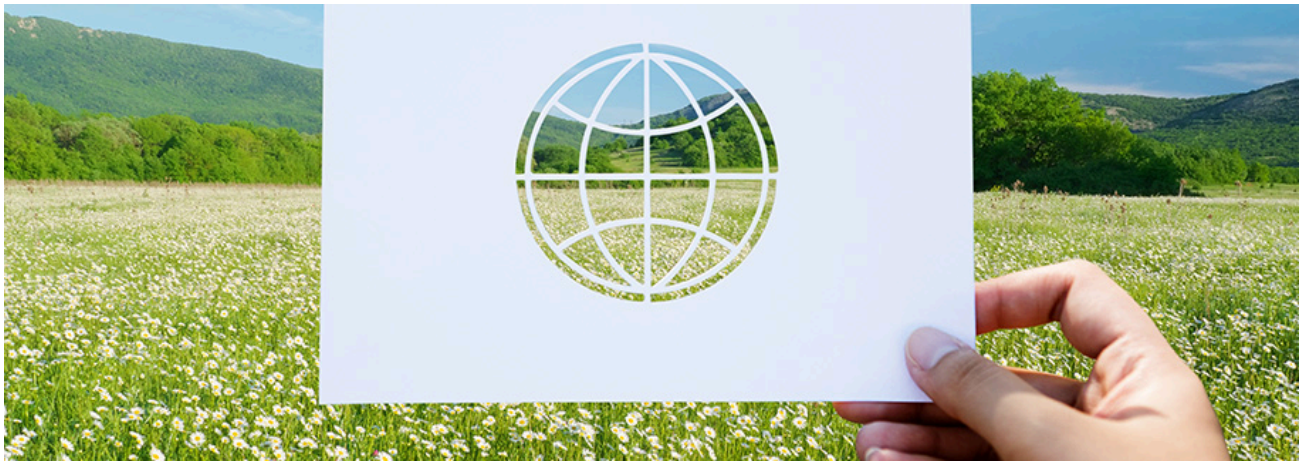
Disclosure Policy

Shareholder return policy

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Cooperation with International Initiatives and National Frameworks

Introducing Cooperation with International Initiatives and National Frameworks



- Sustainable Development Goals (SDGs)
- Participating in the UN Global Compact
- Initiative based on the Declaration of Biodiversity by Keidanren
- GX League Basic Concept Ministry of Environment, Trade and Industry

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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.



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Yamaha Motor SDGs Documentary Video: Field-Born

Initiatives related to SDGs

Activity	Related SDG
Supporting employment and education with motorcycles	1 NO POVERTY, 4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH
Vitalizing local communities through increased overseas manufacturing	1 NO POVERTY, 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Promoting traffic safety	3 GOOD HEALTH AND WELL-BEING, 4 QUALITY EDUCATION
Improving the technical skills of motorcycle technicians	4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH
Developing technical skills by leveraging Japanese-style manufacturing	4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH
Modernizing fishing industries in developing countries with outboard motors	1 NO POVERTY, 2 ZERO HUNGER, 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 14 LIFE BELOW WATER
Training engineers by transferring FRP boat manufacturing technology	8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 14 LIFE BELOW WATER, 15 LIFE ON LAND
Achieving carbon neutrality through a multi-pathway approach	13 CLIMATE ACTION, 7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Mobility support for persons with limited mobility and revitalization of local communities	11 SUSTAINABLE CITIES AND COMMUNITIES
Increasing productivity by spreading pesticides with drones	2 ZERO HUNGER

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Activity	Related SDG
Yamaha Clean Water Supply System	
Forest measurement service	
Cleaning up beaches to protect endangered species	
Cleaning up lakeshores using marine products	
Protecting rare plant species	
Removing alien plant species	
Yamaha Motor Foundation for Sports	

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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. Environmentally-friendly product development
9. Building community-friendly transport systems
10. Further contribution to labor saving and efficiency in the agricultural field
11. Bringing smiles to faces through clean water
12. For the future 100 years from now
13. Protecting the ocean, our business field
14. Effective lake cleanups with our products
15. Preserving biodiversity
16. Removing alien plant species from seashores
17. 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.



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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

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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.



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

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
- Yamaha Motor Partners to Modernize Angola's Fisheries

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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, 15 facilities spanning 13 countries produce 2,000 over 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_2 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

Environmentally-friendly product development

Achieving carbon neutrality through a multi-pathway approach



We are promoting initiatives to achieve carbon neutrality by expanding our lineup of BEV products, hydrogen engine development, and reducing CO_2 emissions at our business locations. We have also set targets for the use of renewable energy and are expanding the installation of power generation systems using solar and wind power.

- Initiatives for "Climate Change" - Environment - Sustainability

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Building community-friendly transport systems

Mobility support for persons with limited mobility and revitalization of local communities

Green Slow Mobility is an environmentally friendly mode of transportation that can be used safely and comfortably by anyone. It contributes to the resolution of regional challenges such as securing mobility for daily life and promoting tourism.
Since 2014, the Yamaha Motor Co.'s Green Slow Mobility initiatives have supported field tests as well as full-scale implementation in more than 220 regions nationwide, contributing not only to resolving mobility challenges but also to the development of healthy and vibrant communities.



> Mobility Bringing People Together Video

Further contribution to labor saving and efficiency in the agricultural field

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.



> [Related] Yamaha Motor Establishes New U.S. Company for Precision Agriculture

> OF Familiy and the Farm Video

© Yamaha Motor Co., Ltd.

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.



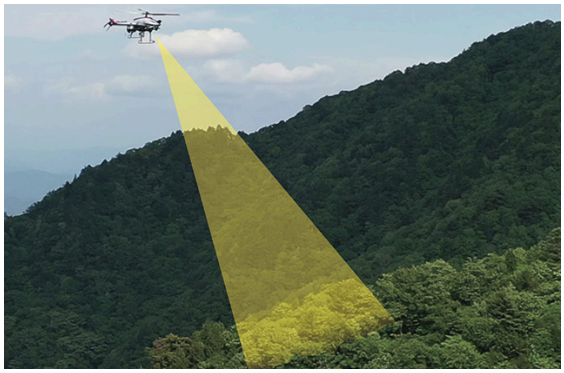
- Yamaha Clean Water Supply System
- Quenching Thirst, Hand in Hand Video
- Working to Change Water and Lives in Africa Video
- Droplets of Happiness Video
- Being a playmaker who spreads happiness Water × Rugby Video



For the future 100 years from now

RINTO Forest Digitization Service

Through laser measurement from the sky using our industrial-use unmanned helicopters, we have made it possible to digitize forests over a wide range. RINTO respects forests and the lives that dwell within them, and works with others to increase the value of forests together, contributing to smart forestry, carbon credit creation, forest disaster prevention and reduction, and biodiversity.



- Nurturing Forests Rich in Sound Video



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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"



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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



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Initiative based on the Declaration of Biodiversity by Keidanren

In June 2020, the Yamaha Motor Group endorsed Initiative on Declaration of Biodiversity by Keidanren.

In June 2020, the Yamaha Motor Group endorsed Initiative on Declaration of Biodiversity by Keidanren.
In support of the Keidanren Declaration on Biodiversity, the Yamaha Motor Group will promote initiatives to conserve biodiversity as stated in the “Outline of Yamaha Motor’s Main Biodiversity Initiatives”.

Declaration of Biodiversity by Keidanren

1. **Responsibility of management**
   Commit to corporate management aiming at corporate activities in harmony with nature towards realizing a sustainable society
2. **Global perspective**
   Act from a global perspective on the biodiversity crisis
3. **Voluntary actions**
   Act voluntarily and steadily to contribute to biodiversity
4. **Integrated Environmental Corporate Management**
   Promote Integrated Environmental Corporate Management
5. **Revitalization of regions making full use of natural capital**
   Contribute to regional revitalization utilizing natural capital,holding nature in awe
6. **Partnership**
   Collaborate with relevant international and national organizations
7. **Environmental Education / Human Resource Development**
   Spearhead initiatives on environmental education and human resource development to create a society that will nurture biodiversity

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GX League Basic Concept　Ministry of Environment, Trade and Industry

The Yamaha Motor Group endorses the [GX League Basic Concept] announced by the Ministry of Economy.

The Yamaha Motor Group endorses the "GX League Basic Concept" announced by the Ministry of Economy, Trade and Industry in April 2022, and will promote climate change initiatives as outlined in the "Yamaha Motor Group Environmental Plan 2050.

GX stands for Green Transformation. It is an initiative that considers the global trend of decarbonization toward carbon neutrality as an opportunity for economic growth. It aims for the simultaneous pursuit of the reduction of greenhouse gas (GHG) emissions and the enhancement of industrial competitiveness.
The GX League is a platform of like-minded companies, which are launching challenges toward GX with an eye to achieving carbon neutrality and social transformation by 2050, to collaborate with government and academia in aiming for sustainable growth today and as a future society.
Under the GX League Basic Concept, companies participating in the GX League are expected to engage in efforts to reduce its own GHG emissions as well as emissions by its supply chain, in addition to driving the greening of the market through products and services-related initiatives.We support this concept because it is in accord with the directionality of our efforts toward carbon neutrality.

GX League

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Impact Assessment

Introducing the Yamaha Motor Group's key initiatives on Impact Assessment.

We aim to contribute to a sustainable society by obtaining a quantitative and qualitative understanding of the effects of our business activities on society and the environment, and pursuing the positive effects while working to minimize the negative ones.



- 01Initiatives for Achieving Carbon Neutrality
- 02Japanese monozukuri training in India
- 03Deploying Clean Water Systems
- 04Initiatives to provide low-speed mobility services

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Initiatives for Achieving Carbon Neutrality

This is an introduction to our Impact Assessment key initiatives.

Impact Assessment

Yamaha Motor produces motorcycles, outboard motors and other core products that emit CO_2, but at the same time we strive to prevent global warming through a variety of initiatives aimed at reducing greenhouse gases that cause climate change.

Initiatives to Reduce CO_2 Emissions at Business Sites

[2025 results]

Amount Invested	CO_2 Reduced
Renovation of production facilities and energy reduction activities 1,130 million yen	▲4,500 tCO_2
CO_2-free Electricity (Conversion from thermal to hydroelectric power) 390 million yen	▲79,800 tCO_2
Installation of solar power generation equipment 260 million yen	▲640 tCO_2
Total: 1,780 million yen	**▲84,940 tCO_2**

Initiatives for "Climate Change"

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Japanese monozukuri training in India

This is an introduction to our Impact Assessment key initiatives.

Impact Assessment

By providing job training at the Yamaha NTTF Training Center (Nettur Technical Training Foundation), we train talents that can find work and obtain stable salaries, contributing to prosperous lifestyles for themselves and their families throughout their lives.

Due to the temporary suspension of recruitment due to the impact of COVID-19, there were no graduates in 2024 or 2025. Students who enrolled in 2024 are expected to graduate in 2026. Additionally, 17 new students will join the program and are expected to graduate in 2027.

The results of the midterm evaluation show significant overall improvements in technical skills, work attitude, and communication abilities. Graduates of 2027 are expected to continue their careers at local companies within India.

[2023 results]

Amount invested	No. of persons employed	Difference in expected lifetime income growth for employed persons (12 persons) who graduated from NTTF in 2023 *1
Annual management fees of approx. 24.45 million yen, subtracting fees of approx. 16.85 million yen for labor provided **approx. 7.60 million yen**	**12** *2	Difference between approx. 331.63 million yen for an engineer (general) and approx. 236.59 million yen for a line worker **approx. 95.04 million yen**

1 rupee is calculated at 1.7 yen

*1 Calculated based on the 2023 wage level results for “engineer (general)” and “line worker” in the 2023 Salary Conditions Survey Summary published by JETRO and the Japan Chamber of Commerce and Industry in India (JCCII), assuming that the general number of years of continuous service in India is 30 years.
*2 Equivalent to employed NTTF graduates

Developing technical skills by leveraging Japanese-style manufacturing

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Deploying Clean Water Systems

This is an introduction to our Impact Assessment key initiatives.

Impact Assessment

By introducing Clean Water Systems, we prevent and reduce the severity of diseases caused by unclean water sources, and liberate women and children from the labor of fetching water, thereby contributing to a fulfilling life for humanity.

	Year first installed	Units installed	Total years in operation	Total number of beneficiaries in installation areas	Yearly impact in 2022 (unit: thousands of US dollars)		Rate of improvement against expected annual income	Total impact from year of first installation (thousands of US dollars)*3
					Time saved in fetching water*1	Reduced burden of disease*2		
Indonesia	2011	10	90	8,339	726	97	5%	5,288
Angola	2016	1	7	1,290	30	18	7%	334
Ethiopia	2020	1	3	245	15	7	6%	66
Cameroon	2017	1	6	1,050	75	61	8%	816
Côte d'Ivoire	2016	1	7	1,200	139	50	6%	1,391
Democratic Republic of the Congo	2016	2	13	2,100	49	26	6%	497
Zambia	2018	1	5	5,685	191	84	6%	1,409
Senegal	2011	11	62	10,462	376	166	6%	2,993
Benin	2017	3	20	1,285	58	28	6%	531
Madagascar	2019	5	20	6,650	243	188	7%	1,771
Mauritania	2012	1	11	750	17	11	7%	305
Total	-	**37**	-	**39,056**	**1,919**	**736**	-	**15,402**

Calculated based on the Impact Weighted Accounting (IWA) method proposed by Harvard Business School in the USA, using the "average annual income for the region" as a base to calculate the "estimated value of economic opportunities from time saved" and "estimated reduction in the burden of years of life lost (YLL) to disease, and the associated estimated YLL."

*1 Calculated as 40 minutes both morning and evening per household (calculated as 4 people)

*2 Calculated from the expected future income due to the effects of reducing the burden of disease in a single fiscal year

*3 Calculated from the average annual income in the region

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• The above is based on results calculated from the actual figures as of the end of 2021, and as of December 2025, the total number of units installed has reached 57.

> Clean Water Supply System

Initiatives to provide low-speed mobility services

This is an introduction to our Impact Assessment key initiatives.

Impact Assessment

As a last mile mobility solution,we are deploying compact low-speed electric vehicles (green slow mobility) utilizing golf car technology in various regions. By providing mobility for elderly persons and other area residents, we are contributing to a fulfilling life for people.

Since the introduction of green slow mobility to the market in 2014, the cumulative impact has totaled 135 million yen. The social impact amount for the most recent year is broken down as follows.

Impact Field	Impact Amount (2025)
Medical field	1.9 million yen
Nursing field	48 million yen
Environmental field	0.2 million yen
Total	50.1 million yen

Based on the method of impact weighted accounting (IWA) proposed by Harvard Business School in the United States, we developed the above calculation formula and converted social impact into monetary value.

* The above operation areas are areas used for daily life purposes where service was in operation for more than two months
* The estimated number of users (not the total number of people) is 4,546 people in total. By major area: Osaka Prefecture:1,198, Chiba Prefecture:1,008, Kumamoto Prefecture:534, Nara Prefecture:405, Shimane Prefecture:385, .

Methodology for Calculating Impact Amount

(Medical field) Medical cost reduction:
Estimated number of users[*1] × Average number of days when riding × Average increase in number of steps when riding × Medical cost reduction effect per step[*2]

*1 Calculated by considering fluctuations based on empirical data and interviews with drivers, etc.
*2 Use of the Ministry of Land, Infrastructure, Transport and Tourism's “Guidelines for Walking Volume (Step Count) Survey to Ascertain Health Promotion Effect in Urban Development”

(Nursing care field) Nursing care cost reduction:
Estimated number of users at least once a month[*1] × Amount of nursing care cost reduction effect[*2]

*1 Calculated by considering fluctuations based on empirical data and interviews with municipalities, etc.
*2 Created by Yamaha Motor citing the results of a joint study with Chiba University

(Environment field) Amount of CO_2 reduction:
Number of vehicles in operation × Average number of passengers during driving × Total distance traveled × (Gasoline vehicle emissions

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intensity − Low-speed mobility emissions intensity) × Conversion rate from owner-driven cars × Internal carbon pricing of Yamaha Motor

- Green Slow Mobility (Only Japanese version)
- Joint Research Agreement Concluded with Chiba University (Only Japanese version)
- Joint Research Results with Chiba University (Only Japanese version)

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ISO26000 / SASB requirements

Presenting a Table of ISO26000 concerning information in Sustainability website

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1. ISO26000
2. SASB requirements

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Organizational Governance		› Approach to Sustainability › Corporate Governance
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Labor Practices	1. Employment and employment relationships 2. Conditions of work and social protection 3. Social dialogue 4. Health and safety at work 5. Human development and training in the workplace	› Creating Work-Friendly Environments for Individuals Where Diversity is Accepted › Relationship with Labor Union › Occupational Health and Safety › Initiatives for Health Management with Safety and Health First › Preventing Harassment › Human Resource Development › Supporting the UN Global Compact
The Environment	1. Prevention of pollution 2. Sustainable resource use 3. Climate change mitigation and adaptation 4. Protection of the environment, biodiversity and restoration of natural habitats	› Approach to Global Environment › Initiatives for "Climate Change" › Initiatives for "Resource Recycling" › Initiatives for "Biodiversity"

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ISO 26000 Core Subjects	Issues	Web Links
Fair Operating Practices	1. Anti-corruption 2. Responsible political involvement 3. Fair competition 4. Promoting social responsibility in the value chain 5. Respect for property rights	› Anti-Corruption › Compliance with Anti-Monopoly Law and Competition Law › Two Policies Underpinning Procurement › Promoting Sustainability Throughout the Entire Supply Chain › Supporting the UN Global Compact
Consumer Issues	1. Fair marketing, factual and unbiased information and fair contractual practices 2. Protecting consumers' health and safety 3. Sustainable consumption 4. Consumer service, support, and complaint and dispute resolution 5. Consumer data protection and privacy 6. Access to essential services 7. Education and awareness	› Thorough Import and Export Management › Basic Approach to Quality › Customer Safety Initiatives › Initiatives for Confidential Information Management and Personal Information Protection › Relationship with customers › Use of Customer Information
Community Involvement and Development	1. Community involvement 2. Education and culture 3. Employment creation and skills development 4. Technology development and access 5. Wealth and income creation 6. Health 7. Social investment	› Social Contribution Activities › Yamaha Motor Foundation for Sports › Sustainable Development Goals (SDGs) › Amounts Used in Social Contribution Activities

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SASB requirements

	Code *1	Accounting Metric		Unit of Measure	2025
Activity Metrics	TR-AU-000.A	Number of vehicles manufactured		K vehicles	4,966
	TR-AU-000.B	Number of vehicles sold		K vehicles	4,999
Product Safety	TR-AU-250a.2	Number of safety-related defect complaints, percentage investigated		Percentage (%)	100 * Investigated all product safety inquires requested by the Japan Ministry of Land, Infrastructure, Transport and Tourism.
	TR-AU-250a.3	Number of vehicles recalled (in Japan)		Number	37,303
Labor Practices	TR-AU-310a.1	Percentage of active workforce covered under collective bargaining agreements		Percentage (%)	84
	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	50
			Europe	gCO_2/km	88
			North America	mpg	38
			Japan	km/L	40
			Other	km/L	42
	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	Explanation of strategies related to risks and opportunities in vehicle fuel efficiency and emissions			› Evaluate Risks and Opportunities and Their Financial Impact › Yamaha Motor's Net-zero CO_2 Emissions (Carbon Neutrality) Strategy

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	Code *1	Accounting Metric	Unit of Measure	2025
Materials Sourcing	TR-AU-440a.1	Description of the management of risks associated with the use of critical materials		› Addressing Human Rights Issues at Suppliers › Promoting Sustainability
Material Efficiency & Recycling	TR-AU-440b.1	Total amount of waste from manufacturing	Metric tons (t)	59,540 *2
		Percentage recycled	Percentage (%)	- *3
	TR-AU-440b.2	Weight of end-of-life material recovered	Metric tons (t)	- *3
		Percentage recycled	Percentage (%)	- *3
	TR-AU-440b.3	Recyclability of products	Percentage (%) by salesweighted metric tons (t)	90% or more

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

*2 Includes waste generated from all business activities, not limited to the manufacturing process.

*3 As the data supporting the calculation basis is currently unavailable, this item is excluded from the scope of calculation.

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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 Ernst & Young ShinNihon LLC to perform external assurance of the items listed below for fiscal 2025.

Shape the future
with confidence

Translation

The following is an English translation of an independent assurance report prepared in Japanese and is for information and reference purposes only. In the event of a discrepancy between the Japanese and English versions, the Japanese version will prevail.

Independent practitioner's assurance report

Mr. Motofumi Shitara
President and Representative Director
Yamaha Motor Co., Ltd.

Scope

We have been engaged by Yamaha Motor Co., Ltd. (hereafter the "Company") to perform a 'limited assurance engagement,' as defined in International Standards on Assurance Engagements, hereafter referred to as the engagement, to report on the sustainability data of the Company and its consolidated subsidiaries for the period from January 1, 2025 to December 31, 2025 (the "Subject Matter"), as presented on the sustainability website prepared by the Company (the "WEB page"). The Subject Matter for which assurance procedures were performed has been marked with an External Assurance mark in the relevant sections of the WEB page.

Other than as described in the preceding paragraph, we did not perform assurance procedures on the remaining information included in the WEB page, and accordingly, we do not express a conclusion on this information.

Criteria applied by the Company

In preparing the Subject Matter, the Company applied the criteria established in compliance with the applicable laws and regulations (refer to the WEB page) (the "Criteria"), and the Subject Matter has been prepared in accordance with such Criteria, as described in the "Sustainability" section of the WEB page, including "Initiatives for Resource Recycling" under "E: Environment," specifically "Measures to Reduce Waste and Conserve Resources at the Manufacturing Stage," "Trends in Group water usage," the "Data Book," and "Human Capital Management – Occupational Health and Safety" under "S: Social," specifically "Number of occupational accidents."

The Company's responsibilities

The Company's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with those Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matter, such that it is free from material misstatement, whether due to fraud or error. In addition, greenhouse gas (GHG) emissions are estimated using emission factors, and the scientific knowledge on which such emission factors are based is not fully established and is subject to inherent uncertainty.

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter described on the WEB page based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000 (Revised)') and with respect to GHG emissions, the International Standard on Assurance Engagements: Assurance Engagements on Greenhouse Gas Statements ('ISAE 3410'), issued by the International Auditing and Assurance Standards Board, and the terms of reference for this engagement as agreed with the Company on November 17, 2025. Those standards require that we plan and perform our engagement to express a conclusion on whether anything has come to our attention that causes us to believe that the Subject Matter is not prepared in all material respects in accordance with the Criteria. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- Making enquiries regarding the Company's Criteria established in compliance with applicable laws and regulations, and evaluating the appropriateness thereof;
- Inspecting relevant documents and making enquiries of personnel responsible for the design of the Company's internal controls related to the indicators described on the WEB page;
- Performing analytical procedures concerning the indicators described on the WEB page;
- Testing, on a sample basis, underlying source information, reconciling indicators with supporting evidence and performing relevant recalculations of the indicators described on the WEB page; and
- Conducting site visits to the Company and its major sites（Head Office Factory and Iwata Minami Factory）in relation to the indicators described on the WEB page.

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion
Based on our procedures and the evidence obtained, nothing has come to our attention that causes us to believe that the Subject Matter of the Company and its consolidated subsidiaries for the period from January 1, 2025 to December 31, 2025 is not prepared in all material respects in accordance with the Criteria.

Shuhei Okuma
Kiyoto Tanaka
Engagement Partners
July 6, 2026
Ernst & Young ShinNihon LLC
Tokyo, Japan

Scope of Assurance

- Energy consumption of Yamaha Motor Group
- GHG emissions of Yamaha Motor Group (Scope 1, 2, and Scope 3 Cat.11)
- Withdrawal Water of Yamaha Motor Group
- Total amount Waste of Yamaha Motor Group
- Waste water of Yamaha Motor
- Lost Time Injury Frequency Rate of Yamaha Motor Group
- The number of fatalities of Yamaha Motor Group from occupational accidents
- Lost Time Injury Frequency Rate of Subcontractors (Yamaha Motor)

※ 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 JPX Blossom Japan / FTSE JPX Blossom Japan Sector Relative Index

FTSE4Good

FTSE JPX Blossom Japan Index

FTSE JPX 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 JPX Blossom Japan Index and FTSE JPX Blossom Japan Sector Relative Index, both indices that the Government Pension Investment Fund (GPIF) uses for ESG investment.

MSCI ESG RATINGS

MSCI ESG RATINGS

AAA

CCC | B | BB | BBB | A | AA | AAA

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

THE USE BY YAMAHA MOTOR OFANY 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.

MSCI ESG Leaders indexes／MSCI JAPAN ESG SELECT LEADERS INDEX

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.

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CDP

Yamaha Motor Co. has attained a score of A- in the Climate Change reporting category for 2025. The report is managed by CDP, which an international non-profit organization.

Health and Productivity

Yamaha Motor was recognized as the Certified 2026 Health & Productivity Management Outstanding Organizations (Large Enterprise Category [White 500]) under the "Certified Health and Productivity Management Outstanding Organization Recognition Program", hosted by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, which certifies corporations that are strategically engaged in health management.

Sitemap

Sitemap of Sustainability(Initiatives for sustainability)

Sustainability

- Top Message
- Approach to Sustainability
  - Basic Policies of Internal Control （PDF)
- Addressing Materiality

[E] Environment

- Index page
- Approach to Global Environment
- Yamaha Motor Group Environmental Plan 2050
  - Yamaha Motor Company TNFD Report 2026（PDF）
- Initiatives for "Climate Change"
- Initiatives for "Resource Recycling"
- Initiatives for "Biodiversity"
- Environmental Management
- Data Collection
  - Green Procurement Guidelines

[S] Social

- Index page
- Human Rights
- Human Capital Management
  - Employee: Related Data
- Safety and Peace of Mind
  - For Greater Safety in Mobility
  - Promoting Safety
  - Examples of Activities in Various Countries
    Japan India Indonesia Thailand Taiwan Pakistan Philippines Vietnam Colombia Brazil Mexico Turkey
  - Yamaha quality
  - Initiatives for Motorcycles
- Relationship with Customers
- Supply Chain
  - Sustainability Guideline for Suppliers （PDF）
- Contributing to local communities
  - Social Contribution Activities
  - Developing Future Leaders Social Contribution Activities
  - Environmental Conservation Social Contribution Activities
  - Improving Traffic Safety Social Contribution Activities
  - Resolving Local Community Issues Social Contribution Activities
- Intellectual Property
- Creating healthy society through sports

[G] Governance

- Index page
- Corporate Governance
- Risk Management
  - Cybersecurity Policy（PDF）
- Compliance
  - The Code of Ethics（PDF）
  - Anti-Corruption
  - Yamaha Motor Group Competition Law Compliance Policy（PDF）
- Dialogue with shareholders and investors

Cooperation with International Initiatives and National Frameworks

- Index page
- Sustainable Development Goals (SDGs)
  - Initiatives related to SDGs
- Yamaha Motor signed the UN Global Compact
- Initiative based on the Declaration of Biodiversity by Keidanren
- GX League Basic Concept　Ministry of Environment, Trade and Industry

Related Information

- Impact Assessment
- ISO26000 / SASB requirements
- External Assurance
- Third-Party ESG Evaluations
- Downloads

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Yamaha Motor: **Sustainability (Initiatives for sustainability)** 2026

https://global.yamaha-motor.com/sustainability/

September, 2026

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