

Yamaha Motor Company TNFD Report 2026

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1. Yamaha Motor Group's Approach to Natural Capital

The Yamaha Motor Group's (hereinafter, "the Group") Corporate Mission is to be a "*Kando* Creating Company." We aim to continually offer people all over the world joy, amazement, exaltation, fulfillment, and happiness through our products and services while maintaining harmony with society and the global environment.

In 2018, under our Corporate Mission of being a "*Kando* Creating Company," the Group announced its long-term vision for 2030 as "ART for Human Possibilities: Let's strive for greater happiness." Here, "ART" signifies the exploration and expression of humanity, and we strive to bring greater happiness to people by using *Kando* to motivate them.

In our integrated report released in 2025, the Group presented its value creation story based on our Corporate Mission of being a "*Kando* Creating Company," and our long-term vision of "ART for Human Possibilities: There is Greater Joy Yet to Come." Using financial capital, human capital, intellectual capital, manufacturing capital, social and relational capital, and natural capital as inputs, we tell a story in which our business activities generate the outcomes of fun in mobility, fulfilling life, and harmony with the Earth.

Natural capital is a critical input that underpins our business, and we believe that contributing to harmony with the Earth through our business activities is essential to the Group's sustainability management.

In the Yamaha Motor Group Environmental Plan 2050 (hereinafter, "Environmental Plan 2050"), which the Group formulated as a concrete action plan, we set climate change, resource recycling, and biodiversity as priority initiative areas, with carbon neutrality, a circular economy and nature positivity as targets to achieve.

The Group has a diverse range of products that allow users to enjoy interacting with rich nature in a healthy global environment, and we have grown by providing people around the world with freedom of movement and fulfilling lives. Therefore, we take responsibility for preserving the environments of the seas, mountains, and rivers, which are the very fields where our products are used. We will contribute to solving environmental issues such as ecosystem loss, climate change, and resource depletion.

Based on this philosophy, the Group has registered as an early adopter of the Taskforce on Nature-related Financial Disclosures (hereinafter, "TNFD"). In accordance with the TNFD recommendations, we will advance our initiatives and disclosures regarding natural capital and biodiversity.

2. General Requirements

This disclosure has been prepared in accordance with the actionalbe recommendations of the TNFD framework. To ensure consistency in disclosed information, the TNFD initiative has established six general requirements as follows.

2.1. Application of Materiality

In the Group’ s TNFD reporting, we have adopted the concept of double materiality and conducted our evaluation by considering both “the impact of the company on society and the environment” as well as “the impact of society and the environment on corporate finances.”

2.2. Scope of Disclosure

We took a comprehensive view of the entire value chain of the Group’ s businesses, assessed our dependencies on, impacts on, risks related to, and opportunities arising from natural capital, and focused our evaluation on the upstream value chains and direct operations of two business segments: the Motorcycle Business (hereinafter, “the MC Business”) and the Marine Engine Manufacturing Business (hereinafter, “the Outboard Motor Business”). We also considered financial impacts to the extent possible.

2.3. Regions with Nature-Related Issues

The Group assessed water risks and biodiversity risks at 38 manufacturing sites where we conduct direct operations. As a result, we have selected 12 locations in Japan, Indonesia, and India as priority sites. Going forward, we plan to proceed with evaluations of both upstream and downstream segments of the value chain.

2.4. Integration of Other Sustainability-Related Disclosures

The Group has registered as an early adopter of the Taskforce on Climate-related Financial Disclosures (hereinafter, “TCFD”) and is acting accordingly. Since climate change is deeply intertwined with natural capital, we will consider implementing scenario analysis and risk assessments integrated with the TCFD.

2.5. Targeted Timeline

In consistency with the Yamaha Motor Group Environmental Plan 2050 and the TCFD initiative, we define short-term as less than three years, the medium term as between three and less than six years, and the long term as six years or more.

- [Overview of "Yamaha Motor Group Environmental Plan 2050" | Corporate Website](#)

2.6. Engagement with Indigenous Peoples, Local Communities, and Affected Stakeholders

The Group has established a Multi-Stakeholder Policy. We are committed to contributing to the resolution of social issues and sustainable development by engaging in appropriate collaboration with a diverse range of stakeholders. This includes not only shareholders and investors, but also customers, employees, business partners, the global environment, and local communities, including indigenous peoples. As part of our consideration for business partners, we have endorsed the Declaration of Partnership Building recommended by the Small and Medium Enterprise Agency and other organizations, and are working to enhance added value and promote green initiatives throughout the entire supply chain. Additionally, the Group has established a Human Rights Policy and is promoting initiatives to respect the human rights of stakeholders within the supply chain. The process for engagement with stakeholders is described in "3. Governance."

- [Multi-Stakeholder Policy | Corporate Website](#)
- [Yamaha Motor Group Human Rights Policy | Corporate Website](#)

3. Governance

Figure 1 shows our governance structure for environmental matters. 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).

- [Approach to Sustainability | Corporate Website](#)
- [Overview of "Yamaha Motor Group Environmental Plan 2050" | Yamaha Motor Co., Ltd.](#)

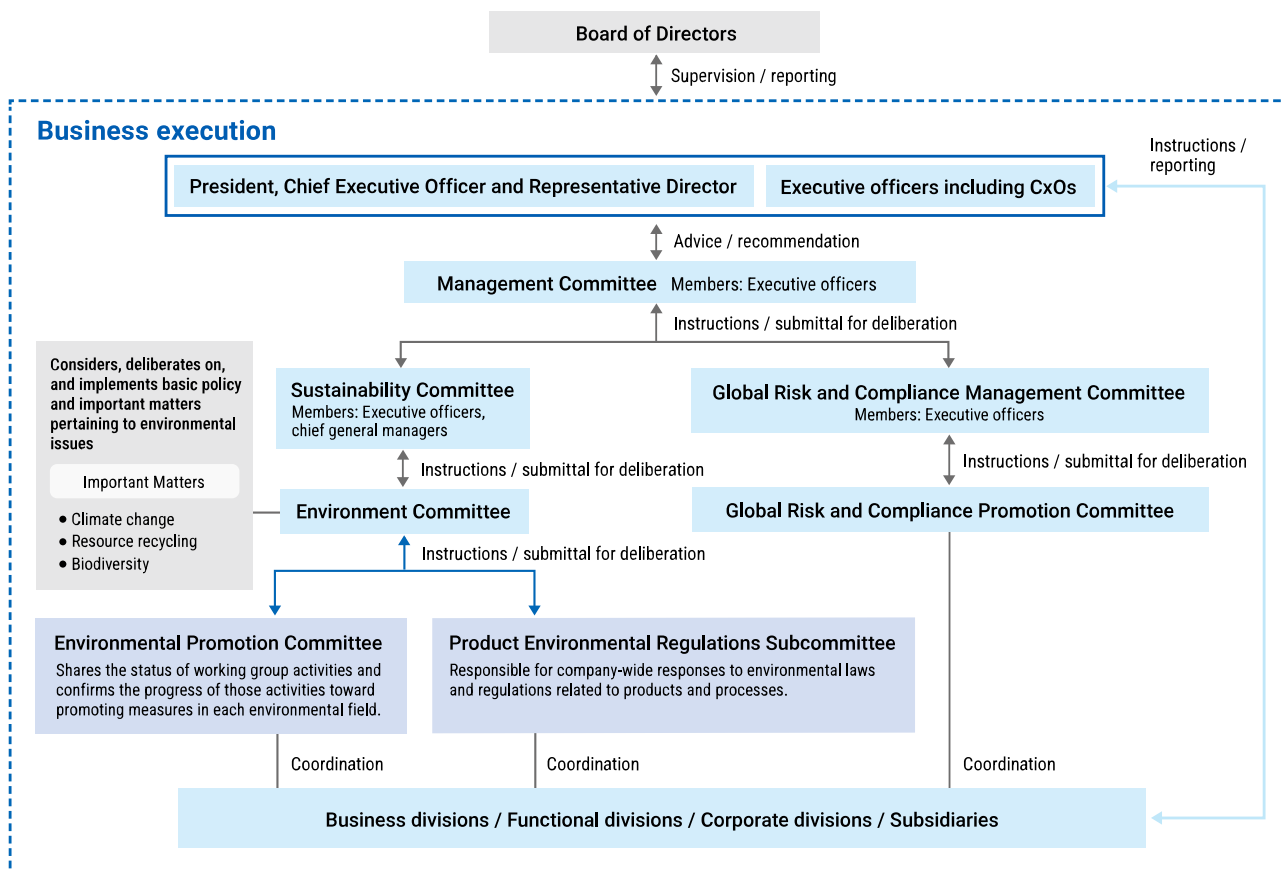


Figure 1: Governance structure for overall sustainability and environmental fields

4. Strategy

4.1. Analysis of Natural Capital (LEAP approach)

The TNFD initiative recommends the LEAP approach as an integrated framework for assessing interaction between business and nature, the dependencies on and impacts of business activities on nature, and the risks and opportunities related to natural capital. Based on the LEAP approach, the Group selected the businesses and value chains to be evaluated, and then carried out the following steps: identifying interaction with nature (Locate), evaluating dependencies and impacts (Evaluate), assessing risks and opportunities (Assess), and setting indicators and targets (Prepare) (Figure 2).

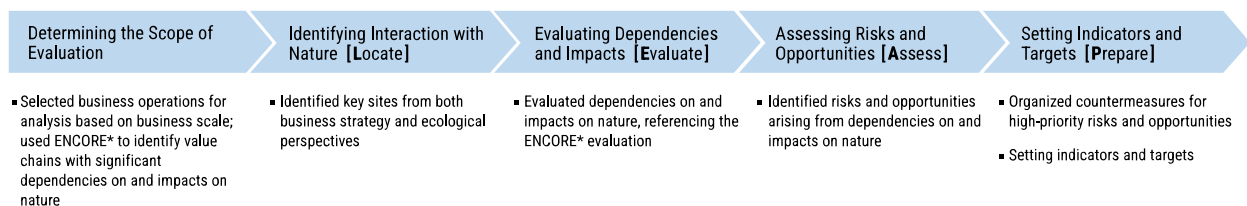


Figure 2: Group evaluation process based on the LEAP approach¹

*An analytical tool jointly developed by the United Nations Environment Programme - Natural Capital Finance Alliance (UNEP-NCFA) and others to assess the extent of dependence on and impact on nature

4.1.1. Determining the Scope of Evaluation

(1) Group Businesses Subject to Evaluation

The Group consists of 170 affiliated companies in Japan and overseas (as of December 31, 2025) and operates in the Land Mobility Business (motorcycles, electrically power assisted bicycles, etc.), Marine Products Business (boats, outboard motors, etc.), All-Terrain Vehicles Business (four-wheel buggies, golf cars), Robotics Business (surface mounters, drones, etc.), Financial Services, and other businesses*¹.

As outlined in the Medium-term Management Plan for 2025–2027, the Group has designated the MC Business, which is the core of the Land Mobility Business, and the Marine Products Business as core businesses in our portfolio strategy, positioning them as businesses that aim to achieve both growth and profitability. We will consider expanding the scope of the evaluation to other businesses in the future, taking into account our management strategy and the status of natural environmental risks.

*¹ ● [Integrated Report | Corporate Website](#) ● [Business Operations | Corporate Website](#)

(2) Value Chains Subject to Evaluation

Using ENCORE, a tool recommended by the TNFD initiative, we evaluated the dependencies on and impacts on nature across the upstream, direct operations, and downstream segments of the MC Business and the Outboard Motor Business value chains (Table 1). ENCORE incorporates a database based on scientific literature and environmental data, enabling an objective evaluation of dependencies on and impacts on nature for each industry.

The results indicated that in the uppermost part of the value chain, which contains processes such as the extraction of natural resources like ore, there is a dependency on soil’s supporting functions, as well as impacts on nature resulting from extraction and pollution. Furthermore, in direct operations such as primary processing of raw materials, parts manufacturing, and assembly, we found a high level of dependency on water supply and significant impacts on the natural environment due to pollution and environmental hazards.

Disposal of waste has a significant impact on nature in the downstream portion of the value chain. We have identified waste as a topic for future consideration, as there is currently insufficient information to evaluate dependencies, impacts, risks, and opportunities related to nature.

Based on the evaluation results, we designated “raw material extraction” and “direct operations (primary processing of resources, parts manufacturing, and assembly)” in the upstream portion of the value chain as targets for the “Evaluate” and “Assess” steps in the process (Figure 3). Regarding “primary processing of resources, parts manufacturing, and assembly,” while multiple parts manufacturers other than the Group are involved in the upstream value chain, we excluded them from the evaluation scope because it is currently difficult to ascertain the control status of nature-related measures and the impacts on nature and local residents.

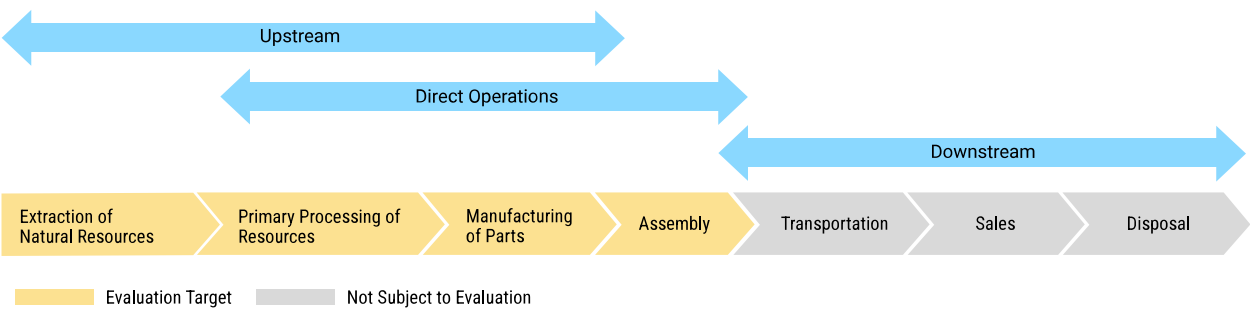


Figure 3: The Group’s Business Value Chain

Table 1: ENCORE Evaluation Results for Dependencies (Top) and Impacts (Bottom)

Dependencies on Nature						
Value Chain	Process	Supply of Water, Energy, etc.	Disaster Mitigation, Purification, etc.	Traditional Culture, Recreation, Academia, etc., Influenced by Nature	Other (e.g., soil's load-bearing function)	
Upstream	Extraction of Natural Resources	M	M	H	H	
Direct Operations	Primary Processing of Resources	H	M	—	M	
	Manufacturing and Assembly of Parts	M	L	—	L	

Impacts on Nature						
Value Chain	Process	Use of Land and Marine Areas	Extraction of Materials from Nature	Climate Change	Pollution	Other (Pollution, etc.)
Upstream	Extraction of Natural Resources	M	H	H	H	M
Direct Operations	Primary Processing of Resources	L	M	H	H	VH
	Manufacturing and Assembly of Parts	L	M	L	M	M

H High M Middle L Low VL Very Low

(3) Main Raw Materials

Since the ENCORE evaluation indicated significant dependence on the extraction of natural resources such as ore and significant impact on the natural environment, we identified the main raw materials commonly used in both the MC Business and the Outboard Motor Business as: iron, aluminum, resin, and natural rubber accounted for the majority of the total product weight.

In addition, the SBTN*, which is an international initiative that provides a framework for setting science-based targets related to natural capital, has compiled a list of raw materials with significant environmental impacts known as the High Impact Commodity List (hereinafter, “the HICL”). Since the aforementioned iron, aluminum (bauxite), resins (petroleum), and natural rubber are included on this list, we have selected them as the main raw materials to be evaluated.

*SBTN (Science Based Targets Network) is an international initiative that provides a framework for setting science-based targets related to natural capital.

4.1.2. Identifying Interaction with Nature [Locate]

We identified interaction between our business activities and nature in the upstream value chain and direct operations (primary processing of resources, parts manufacturing, and assembly), and identified sites requiring priority attention (priority sites).

(1) Upstream Value Chain

The critical raw materials identified in “4.1.1. Determining the Scope of Evaluation” (iron, aluminum (bauxite), resin (petroleum), and natural rubber) undergo processing after extraction or harvesting to become final products. However, because multiple countries and companies are involved in this process, it is difficult to identify the exact country of origin. Moreover, many suppliers do not disclose the specific locations of mines as a matter of commercial confidentiality, and the Group has not been able to obtain information on the specific mining sites of raw materials. However, we have established the Green Procurement Guidelines and the Sustainability Guideline for Suppliers, and we are calling on our business partners to implement initiatives related to human rights, climate change, resource recycling, and biodiversity.

- [Green Procurement Guidelines | Corporate Website](#)
- [Sustainability Guideline for Suppliers: Version 6, June 1, 2025 | Corporate Website](#)

(2) Direct Operations (Primary processing of resources, parts manufacturing, and assembly)

Regarding direct operations (primary processing of resources, parts manufacturing, and assembly), we identified interaction between the Group’s key business activities and the natural environment by considering both business importance and ecological importance (Figure 4).

- ① We identified the locations of the Group’s manufacturing and development sites as part of our business activities.
- ② Business importance evaluation (identified high-priority sites per our business strategy based on management strategy and production scale).
- ③ Ecological importance evaluation (confirmed the importance of the natural environment surrounding each site using the WWF Biodiversity Risk Filter, WWF Water Risk Filter*1, and Aqueduct*2).
- ④ Priority sites were identified by taking into account the analysis results from steps ② and ③ above.

*1 An online tool developed by WWF, a global nature conservation NGO, to assess the relationship between business activities and natural capital

*2 A tool developed by the World Resources Institute (WRI) that maps water risk information worldwide

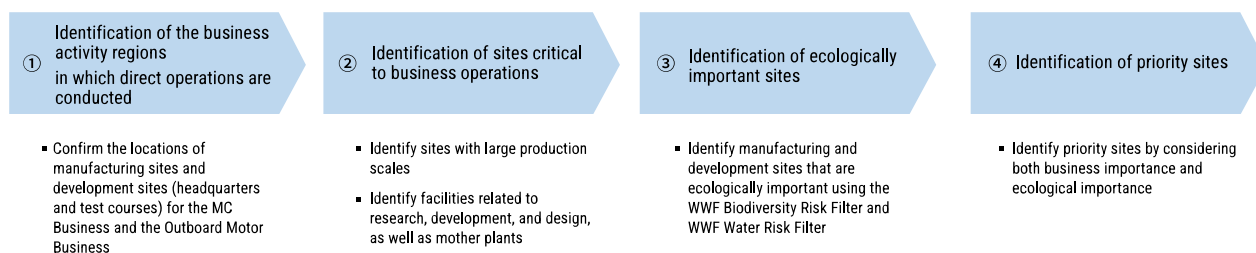


Figure 4: Steps for Identifying Priority Sites²

A. Sites Critical to Business Operations

For both the MC Business and the Outboard Motor Business, we selected sites in Japan, Indonesia, and India, taking into account business strategies and production scale.

a.MC Business

Under the Group's Medium-term Management Plan, we intend to strengthen our Premium Strategy in ASEAN and emerging nations.

In particular, Indonesia, which is our largest market, and India, which is experiencing rapid growth, are critical regions for executing our business strategy. Many of the motorcycles sold in these markets are manufactured domestically. Therefore, we regard the manufacturing sites in Indonesia and India as regions of strategic importance.

We also position our manufacturing site in Japan as a mother plant that oversees the manufacturing technologies of our overseas manufacturing bases.

For these reasons, we have selected the manufacturing sites in Indonesia, India, and Japan as key sites for the MC Business.

b.Outboard Motor Business

While North America and Europe are the primary destinations for outboard motor shipments, manufacturing is primarily conducted in Japan. Our facilities in Japan serve as mother plants, just like the manufacturing sites in our MC Business. For this reason, we have selected our manufacturing facilities in Japan as key sites for the Outboard Motor Business.

B. Ecologically Important Sites

Using the WWF Biodiversity Risk Filter (BRF), WWF Water Risk Filter (WRF), and Aqueduct, we conducted an evaluation of ecologically sensitive areas (Table 2), which are regions identified by the TNFD as requiring particular attention when evaluating nature-related risks and opportunities. The

results of the evaluation indicated high risks related to freshwater ecosystem richness and pollution at most sites. Consequently, due to the nature of our business operations, we recognized that the impacts of freshwater ecosystem richness and pollution are risks that must be consistently addressed across all manufacturing sites, regardless of location.

Table 2: Criteria for Ecologically Sensitive Areas and Evaluation Items of the Tools Used*

Criteria for Ecologically Sensitive Areas (TNFD)		Evaluation Tool	Evaluation Items
1	Importance of Ecosystem Conservation	WWF BRF	6.1 Protected/Conserved Areas, 6.2 Key Biodiversity Areas, 6.3 Other Important Delineated Areas, 6.5 Range Rarity
		WWF WRF	10.1 Freshwater Endemism, 10.2 Freshwater Biodiversity Richness
2	Ecosystem Integrity	WWF BRF	6.4 Ecosystem Condition
3	Rapid Deterioration of Ecosystem Integrity	WWF BRF	2.4 Ecosystem Condition, 5.1 Land, Freshwater and Sea Use Change, 5.2 Tree Cover Loss, 5.3 Invasives, 5.4 Pollution
		WWF WRF	5. Status of Ecosystem Services
4	Importance of Ecosystem Services (Communication with Indigenous Peoples and Local Communities)	WWF BRF	7.2 Resource Scarcity
5	Water-Related Physical Risks	Aqueduct	Water Stress, Floods (riverine), Floods (coastal)

*Created with reference to [WWF BRF](#), [WWF WRF](#), and [Aqueduct](#) (all based on website versions as of May 2025)

C. Identification of High-Priority Sites

Considering both business importance and ecological importance, we have identified locations where the Group should prioritize natural capital initiatives.

Based on business importance, we identified manufacturing sites in Japan, Indonesia, and India. Considering ecological importance, we confirmed high risks across a wide range of regions, including the aforementioned three countries, in the categories of freshwater ecosystem richness and pollution. We recognize that this represents a common environmental impact risk stemming from the oils and chemicals used in manufacturing processes, given that the Group's business involves the manufacturing of motorcycles, outboard motors, and other products.

Therefore, we first identified manufacturing sites with high business importance as high-priority sites (Table 3) and conducted an assessment of risks and opportunities. Going forward, we will consider rolling out countermeasures for risks and opportunities common to other regions, while also assessing region-specific natural risks.

Table 3: High-Priority Regions and Corresponding Sites

Target Countries	Manufacturing Sites
Japan (5 sites)	Yamaha Motor Co., Ltd. Yamaha Motor Hydraulic System Co., Ltd. Yamaha Kumamoto Products Co., Ltd. Yamaha Motor Precision Parts Manufacturing Co., Ltd. HAMAKITA INDUSTRY CO., LTD.
Indonesia (4 sites)	PT. Yamaha Indonesia Motor Manufacturing PT. Yamaha Motor Parts Manufacturing Indonesia PT. Yamaha Motor Mold Indonesia PT. Yamaha Motor Electronics Indonesia
India (3 sites)	India Yamaha Motor Pvt. Ltd. Yamaha Motor Electronics India PVT. Ltd. Yamaha Motor India Sales Pvt. Ltd.

4.1.3. Evaluating Dependencies and Impacts [Evaluate]

The “Evaluate” phase aimed to evaluate dependencies and impacts in line with actual business operations. We surveyed relevant internal departments to identify interaction between our business and nature, and independently re-evaluated the results of the evaluation of the Group’s business dependencies on and impacts on nature generated by ENCORE. The details of the dependency and impact assessment steps are explained below.

(1) Survey of Relevant Departments

A. Raw Material Extraction

Regarding raw material extraction, which is at the very top of the value chain, concerns were raised regarding the expansion of land and marine use associated with the mining of mineral resources and the impact of environmental pollution. On the other hand, while the Group uses materials such as iron, aluminum, resins, and natural rubber, it is difficult to identify the specific locations of raw material extraction. Therefore, we reviewed the status of surveys conducted by the procurement department with our business partners.

B. Direct Operations (Primary processing of resources, parts manufacturing, and assembly)

Regarding direct operations (primary processing of resources, parts manufacturing, and assembly), we reviewed the status of environmental management at our manufacturing sites in Japan, Indonesia, and India, which were selected as priority sites in “4.1.2. Identifying Interaction with Nature [Locate].” The review included pollutant control and water resource management. The review was conducted because potential impacts and dependencies on nature (for example,

pollution, environmental damage, and water and energy supply) were anticipated at these sites.

(2) Results of the Dependency and Impact Evaluation

Based on the results of our confirmation with relevant departments, we have replaced the ENCORE evaluation results used in “4.1.1. Determining the Scope of Evaluation” with our own evaluation results. Note that since the evaluation item “Climate Change” is evaluated separately under the TCFD, we focused on evaluation items other than climate change.

Regarding the impact of the evaluation item “Other (Pollution, etc.)” in the direct operations of the MC Business and the Outboard Motor Business (primary processing of resources, parts manufacturing, and assembly), although sources of pollution exist, appropriate management is in place through systems such as environmental management systems, and no incidents of environmental pollution have been confirmed in recent years. Therefore, we have revised the evaluation from “Very High” to “High.” The evaluation results for other dependencies and impacts were the same as those in ENCORE (Table 4).

Table 4: Evaluation Results for Dependencies (Top) and Impacts (Bottom) Referring to ENCORE

Dependencies on Nature					
Value Chain	Process	Supply of Water, Energy, etc.	Disaster Mitigation, Purification, etc.	Traditional Culture, Recreation, Academia, etc., Influenced by Nature	Other (e.g., soil's load-bearing function)
Upstream	Extraction of Natural Resources	M	M	H	H
Direct Operations	Primary Processing of Resources	H	M	—	M
	Manufacturing and Assembly of Parts	M	L	—	L

Impacts on Nature						
Value Chain	Process	Use of Land and Marine Areas	Extraction of Materials from Nature	Climate Change	Pollution	Other (Pollution, etc.)
Upstream	Extraction of Natural Resources	M	H	H	H	M
Direct Operations	Primary Processing of Resources	L	M	H	H	H
	Manufacturing and Assembly of Parts	L	M	L	M	M

H High
 M Middle
 L Low
 VL Very Low

4.1.4. Identifying Material Risks and Opportunities [Assess]

As shown in Figure 5, the Group's business dependencies on and impacts on natural capital are considered to be closely linked to risks and opportunities. Therefore, we created a long list of risks and opportunities that are believed to arise from the key dependencies and impacts identified in "4.1.3. Evaluating Dependencies and Impacts [Evaluate]."

We prioritized the risks and opportunities listed in the long list. For risks, we established two evaluation axes: "Impact × Likelihood," and for opportunities, "Impact × Feasibility." Based on these, we identified the nature-related risks and opportunities that the Group should address as a priority.

The following section provides details on the process described above.

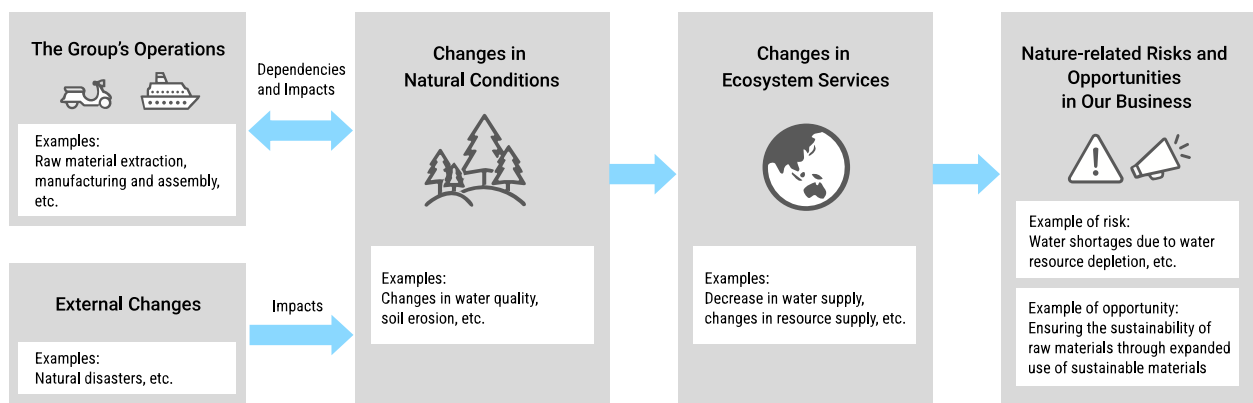


Figure 5: Conceptual Diagram of the Relationship Between the Group's Business Dependencies on and Impacts on Natural Capital, and Risks and Opportunities

(1) Creation of a Long List of Risks and Opportunities

We examined the risks and opportunities anticipated from key dependency and impact items. For risks, we focused on raw material extraction and direct operations (primary processing of resources, parts manufacturing, and assembly) within the value chains related to the MC Business and the Outboard Motor Business. We identified risks that could arise from changes in natural conditions or ecosystem services resulting from the impact of our business activities on nature.

Conversely, we identified opportunities to avoid or mitigate future damage by implementing risk countermeasures, thereby enhancing the resilience of business activities and improving our reputation. Opportunities that were examined from a company-wide perspective, transcending the scope of priority businesses (MC, Outboard Motor Business) and priority regions (Japan, Indonesia, India), are introduced in “7. Other Initiatives.”

(2) Prioritization of Risks and Opportunities

Based on “(1) Creation of a Long List of Risks and Opportunities,” we analyzed priorities to identify the issues that the Group should address with the highest priority.

A. Methodology

We established two evaluation axes: “Impact × Likelihood” for risks and “Impact × Feasibility” for opportunities (Figure 6).

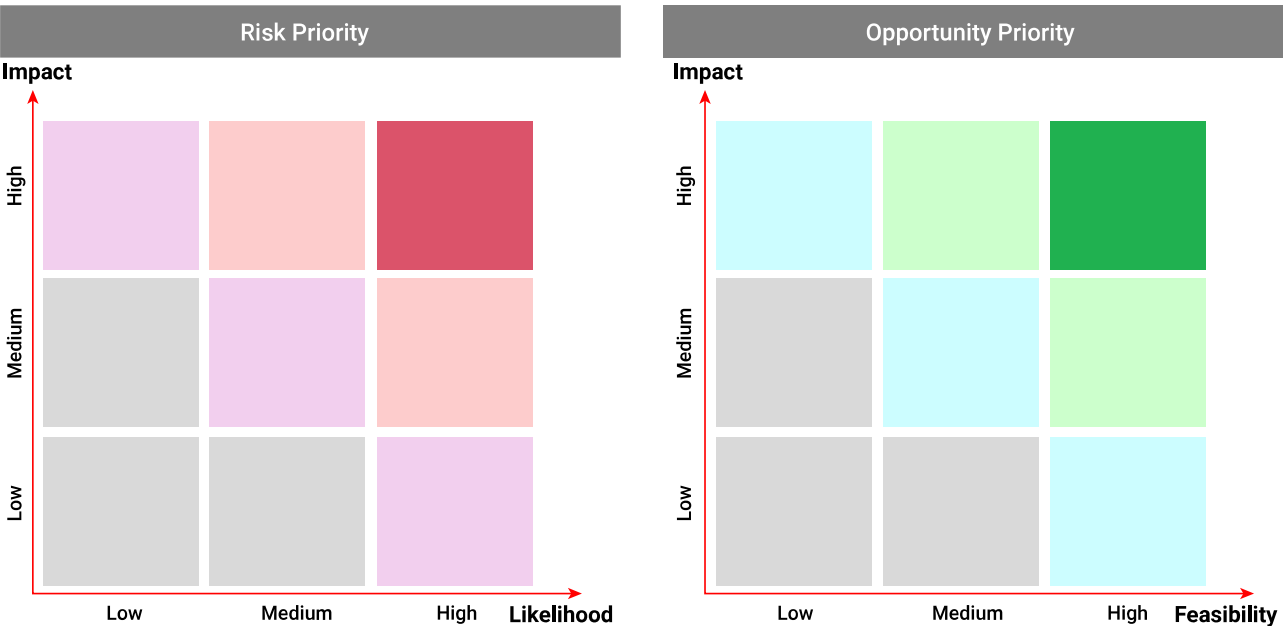


Figure 6: Method for Prioritizing Risks and Opportunities

B. Results of Prioritization

a.Risks

We examined risks in two stages: raw material extraction and the direct operations (primary processing of resources, parts manufacturing, and assembly) in the value chain.

“Natural disasters affecting raw material production regions” were identified as a high-priority physical risk at the raw material extraction stage, while “tightening environmental regulations” and “suspension of operations due to violations of the rights of indigenous peoples and local communities” were identified as transition risks. At the direct operations stage (primary processing of resources, parts manufacturing, and assembly), “suspension of operations due to water resource depletion, etc.” and “natural disasters such as floods and landslides” were identified as high-priority physical risks, while “loss of biodiversity due to environmental pollution” was identified as both a physical and transition risk.

b.Opportunities

As with risks, we examined two stages of the value-chain: raw material extraction and direct operations (primary processing of resources, parts manufacturing, and assembly).

High-priority opportunities at the raw material extraction stage included “ensuring sustainability through resource efficiency and the promotion of reuse,” “improving reputation by sourcing from suppliers with low environmental impact,” “enhancing corporate value through dialogue and collaboration with stakeholders,” and “collaborating and fundraising for biodiversity conservation.” At the direct operations stage (primary processing of resources, parts manufacturing, and assembly), the high-priority opportunities identified were “ensuring sustainability through resource efficiency and promoting reuse” and “enhancing corporate value through environmentally conscious product development and the promotion of product recycling.” Table 5 summarizes the potential opportunities that could be realized by addressing the identified priority risks.

*A general term that includes recycled materials, green materials (such as those produced using renewable energy), and biomass materials

Table 5: Priority Risks and Opportunities

Value Chain	Risks (Risk Categories*1)	Opportunities (Opportunity Categories*1)
Raw Material Extraction	• Damage from natural disasters affecting raw material production regions (Physical Risk: Acute)	• Ensuring the sustainability of raw materials through expanded use of sustainable materials*2 (Resource Efficiency) • Improving reputation through procurement of low-environmental-impact goods (Reputation) • Enhancing corporate value through dialogue and collaboration with stakeholders (Market, Reputation) • Collaborating and fundraising for biodiversity conservation (Market, Fundraising)
	• Tightening environmental regulations (Transition Risk: Legal)	• Ensuring the sustainability of raw materials through expanded use of sustainable materials*2 (Resource Efficiency) • Improving reputation through procurement of low-environmental-impact goods (Reputation)
	• Suspension of operations due to violations of the rights of indigenous peoples and local communities (Transition Risk: Legal, Reputational)	• Ensuring the sustainability of raw materials through expanded use of sustainable materials*2 (Resource Efficiency) • Improving reputation through procurement of low-environmental-impact goods (Reputation) • Enhancing corporate value through dialogue and collaboration with stakeholders (Market, Reputation) • Collaborating and fundraising for biodiversity conservation (Market, Fundraising)
Direct Operations	• Suspension of operations due to water resource depletion, etc. (Physical Risk: Chronic)	• Ensuring sustainability through resource efficiency and the promotion of reuse (Resource Efficiency)
	• Damage from natural disasters at manufacturing sites (Physical Risk: Acute)	—
	• Loss of biodiversity due to environmental pollution (Physical Risk: Acute, Chronic) (Transition Risk: Legal, Reputational)	• Enhancing corporate value through environmentally conscious product development and the promotion of product recycling (Products & Services, Reputation)

*1 Nature-related risks and opportunities as categorized by the TNFD initiative

*2 A general term that includes recycled materials, green materials (such as those produced using renewable energy), and biomass materials

(3) Consideration of Countermeasures for Risks and Opportunities

A. Response Countermeasures for Priority Risks and Opportunities

For the high-priority risks and opportunities identified in “(2) B. Results of Prioritization,” we examined the timeframes (timelines) required for response and developed specific countermeasures for each item (Table 6).

In developing these countermeasures, we referred to case studies outlined in guidance from the TNFD and IUCN*, while also taking into account the Group’s existing initiatives.

*The IUCN (International Union for Conservation of Nature and Natural Resources) is the world’s largest nature conservation organization, with members including nations, government agencies, and NGOs.

Table 6: Countermeasures for Priority Risks and Opportunities

Value Chain	Risks	Opportunities	Timeline	Countermeasures
Raw Material Extraction	Natural disasters affecting raw material production regions	- Ensuring the sustainability of raw materials through expanded use of sustainable materials*1 - Improving reputation through procurement of low-environmental-impact goods - Enhancing corporate value through dialogue and collaboration with stakeholders - Collaborating and fundraising for biodiversity conservation	Short term and longer	- Obtaining agreement on Sustainability Guideline for Suppliers and conducting self-evaluation - Providing information and training to suppliers to drive improvement - Streamlining procurement by switching to compatible parts - Promoting the adoption of sustainable materials*1 in metal and resin products - Obtaining supplier agreement on sustainability guidelines and conducting self-evaluation - Conducting procurement management utilizing ICT systems
	Tightening environmental regulations	- Ensuring the sustainability of raw materials through expanded use of sustainable materials*1 - Improving reputation through procurement of low-environmental-impact goods	Short term to medium term	- Obtaining agreement on Sustainability Guideline for Suppliers and conducting self-evaluation - Providing information and training to suppliers to drive improvement - Streamlining procurement by switching to compatible parts - Promoting the adoption of sustainable materials*1 in metal and resin products - Obtaining supplier agreement on sustainability guidelines and conducting self-evaluation - Engaging in R&D of FRP that is easy to recycle
	Suspension of operations due to violations of the rights of indigenous peoples and local communities	- Ensuring the sustainability of raw materials through expanded use of sustainable materials*1 - Improving reputation through procurement of low-environmental-impact goods - Enhancing corporate value through dialogue and collaboration with stakeholders - Collaborating and fundraising for biodiversity conservation	Short term to medium term	- Obtaining agreement on Sustainability Guideline for Suppliers and conducting self-evaluation - Providing information and training to suppliers to drive improvement - Streamlining procurement by switching to compatible parts - Promoting the adoption of sustainable materials*1 in metal and resin products - Conducting procurement management utilizing ICT systems - Evaluating suppliers based on the conflict minerals questionnaire developed by the Responsible Minerals Initiative (RMI)*2
Direct Operations (Primary processing of resources,	Suspension of operations due to water resource depletion, etc.	Ensuring sustainability through resource efficiency and the promotion of reuse	Short term and longer	- Reducing water consumption through water reuse at factories and testing facilities - Improving groundwater recharge capacity through reforestation activities

parts manufacturing, and assembly)	Damage from natural disasters at manufacturing sites	—	Short term and longer	- Strengthening risk management through the development of business continuity plans (BCPs) - Improving environmental disaster prevention functions through the development of retention ponds and biotopes on factory premises - Improving water retention capacity and disaster prevention functions in coastal areas through silvofishery*3 mangrove planting - Improving groundwater recharge capacity through reforestation activities
	Loss of biodiversity due to environmental pollution	Enhancing corporate value through environmentally conscious product development and the promotion of product recycling	Short term and longer	- Conducting management through an environmental management system - Promoting resource recycling by expanding the use of recycled materials in resin products - Expanding the use of paints with low volatile organic compound (VOC) content - Strengthening the tracking and management of energy consumption and waste volumes in manufacturing processes - Promoting resource recycling through the reuse of foundry sand, thinners, and other materials

Short term: Less than 3 years; Medium term: 3 to less than 6 years; Long term: 6 years or more

*1 A general term that includes recycled materials, green materials (such as those produced using renewable energy), and biomass materials

*2 RMI (Responsible Minerals Initiative) is an international organization that supports responsible procurement to ensure companies do not contribute to human rights violations or environmental destruction when sourcing minerals, including conflict minerals

*3 Silvofishery: A term coined by combining “Silviculture” and “Fishery”

4.1.5. Preparing for Implementation [Prepare]

To address the dependencies, impacts, risks, and opportunities identified through the “Locate,” “Evaluate,” and “Assess” phases of the LEAP approach, we have formulated plans to evaluate and manage these factors and established disclosure indicators. (See 6. Metrics and Targets)

5. Management of Risks and Impacts

The Group’s Environmental Committee monitors progress on the goals and targets for specific initiatives addressing the risks and opportunities identified by each business and functional division, and we will continue to review and consider adjustments.

We also deliberate on matters that have a significant impact on our business and report the results to the Sustainability Committee.

6. Metrics and Targets

In the Environmental Plan 2050, we have established Group-wide indicators and targets, including nature-related risks and opportunities for the MC Business and the Outboard Motor Business. We will continue to review these indicators and targets going forward. The status of our response to the core global metrics (Table 7) and the initiatives for which we have set targets (Table 8) are as follows.

Table 7: Status of Response to TNFD Core Global Metrics

TNFD	Drivers of nature change	Indicator	Metric	FY2024 Results
C1.0	Changes in the use of Land/Freshwater/Ocean	Total spatial footprint	Total rehabilitated/restored area	28 ha (as silvofishery mangrove planting area)
C2.1	Pollution/Pollution Removal	Wastewater discharged	Water discharge volume (total/freshwater/other)	1,172,000 m ³ (Yamaha Motor Co., Ltd. non-consolidated)
C2.2		Waste generation and disposal	Weight of hazardous and non-hazardous waste generated by type	Total waste volume 62,263 t
C2.4		Non-GHG air pollutants	Nitrogen Oxides (NO ₂ , NO, NO ₃) Sulphur Oxides (SO ₂ , SO, SO ₃ , SOX)	NOx 20.0 t SOx 13.1 t
			Volatile organic compounds (VOC or NMVOC)	VOC 98 g/m ² (intensity)
C3.0	Resource Use/Replenishment	Water consumption and withdrawal from areas of water scarcity	Water consumption and withdrawal from areas of water scarcity	Water withdrawal: Group total 3,897,000 m ³

- [Initiatives for “Resource Recycling” | Corporate Website](#)
- [Environmental Management | Corporate Website](#)

Table 8: Initiatives with Set Targets

TNFD Measurement Metric No.	Indicator	Metric	Target	Measures	Details
Core disclosure metrics C1.0	Total spatial footprint	Number of Mangrove Trees Planted (Area)	2027 Target: 370,000 trees (215 ha)	Silvofishery Mangrove Planting in Indonesia	We will contribute to the sustainable development of Indonesia, which is our primary market, by conserving coastal ecosystems and improving the quality of life for local residents.
Additional disclosure metrics A23.3	Extent of ecosystem restoration and/or species restoration projects	Creation of Biotope Sites at or near Manufacturing Sites	Biotope Development 2030 Target: 5 sites	Development of Retention Ponds and Biotopes on Factory Premises	By creating biotopes at or near our manufacturing sites, we will contribute to the conservation of local ecosystems while leveraging the multifaceted functions of

					nature to mitigate risks such as natural disasters.
Additional disclosure metrics A23.4	Circular material use rate	Adoption Rate of Sustainable Materials by Weight in In-House Products	Sustainable Materials*1 Adoption Rate 2027 Target: 18% 2030 Target: 22%	Improvement of Sustainable Materials Adoption Rate	By increasing the utilization rate of sustainable materials, we will avoid or reduce risks associated with stricter environmental regulations and value chain issues related to raw material procurement.

*1 A general term that includes recycled materials, green materials (such as those produced using renewable energy), and biomass materials

7. Other Initiatives

In addition to our MC and Outboard Motor Business businesses, we believe that leveraging the various technologies and expertise within the Group to conserve and restore natural capital will lead to new business opportunities.

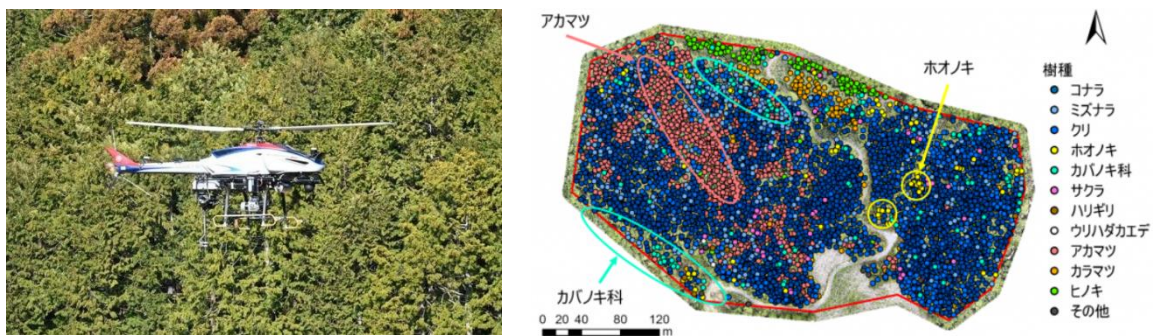
7.1. RINTO Forest Digitalization Service

The Group is developing businesses that contribute to the conservation and restoration of nature by utilizing our Industrial-use unmanned helicopter technology. As a specific example, we would like to introduce the RINTO Forest Digitization Service.

By equipping industrial-use unmanned helicopters with LiDAR*1, we convert the interior of forests into 3D digital data solely through aerial measurements. This data includes tree trunks and the ground surface, and enables efficient surveying of large forest areas.

Utilizing this technology, we have launched a demonstration experiment on forest information analysis using remote sensing in collaboration with Oji Holdings Corporation and Precision Forestry Measurement Co., Ltd., a venture company spun off from Shinshu University.

Industrial-use unmanned helicopters perform wide-area laser measurements to simultaneously visualize tree species, tree height, diameter, timber volume, and location information all at once. We are also conducting research and development aimed at utilizing this data for ecosystem and wildlife management. The data allows us to identify the distribution of tree species that serve as food sources for wildlife.



*1 LiDAR (Light Detection and Ranging) is a measurement method that uses laser light to determine the position and shape of objects.

- [RINTO Forest Digitization Service | Corporate Website](#)
- [2025 News Releases | Corporate Website](#)

7.2. MOUNTAIN RIDE HUB

With the goal of enriching local communities through mountain biking, the Group works to unlock the hidden charm of Japan's mountain forests and connect local people with nature.

We are contributing to regional revitalization and the restoration of healthy forest ecosystems by developing mountain bike trails in neglected, unmanaged forests in Mori Town, Shizuoka Prefecture, and operating them in collaboration with local stakeholders such as municipalities and forestry cooperatives.



- [MOUNTAIN RIDE HUB | Corporate Website](#)
- [RePLAY Article List | Corporate Website](#)
- [Moving you Vol. 19 No Dig. No Ride | Corporate Website](#)
- [Newsletter | CorporateWebsite](#)

7.3. Silvofishery Mangrove Planting

In partnership with YL Forest Co., Ltd., we are implementing a mangrove planting project in the Republic of Indonesia. This planting project implements silvofishery*1 mangrove planting, which generates benefits for both forest creation and the revitalization of aquaculture. We anticipate effects such as contributing to biodiversity, carbon neutrality, and the prevention of marine pollution.

Forest creation utilizing silvofishery mangrove planting involves planting mangroves on abandoned aquaculture pond sites or in ponds with declining productivity, while simultaneously raising shrimp and fish in the surrounding waterways. This supports sustainable forest management and the fisheries industry.

Plankton gather on the leaves that are shed into waterways by the planted mangroves. This plankton serves as food for shrimp and fish. Since no feed or agents are required, this helps reduce the environmental impact. As the mangrove forests grow, they provide habitats for organisms other than shrimp. This system is expected to contribute to the restoration of the surrounding ecosystem and provide disaster prevention functions against high waves and coastal erosion. It is a mechanism

that contributes to biodiversity, mitigates global warming, and provides disaster prevention functions, while also helping to improve the livelihoods of local residents through aquaculture.

*1 Silvofishery: A term coined by combining “Silviculture” and “Fishery”

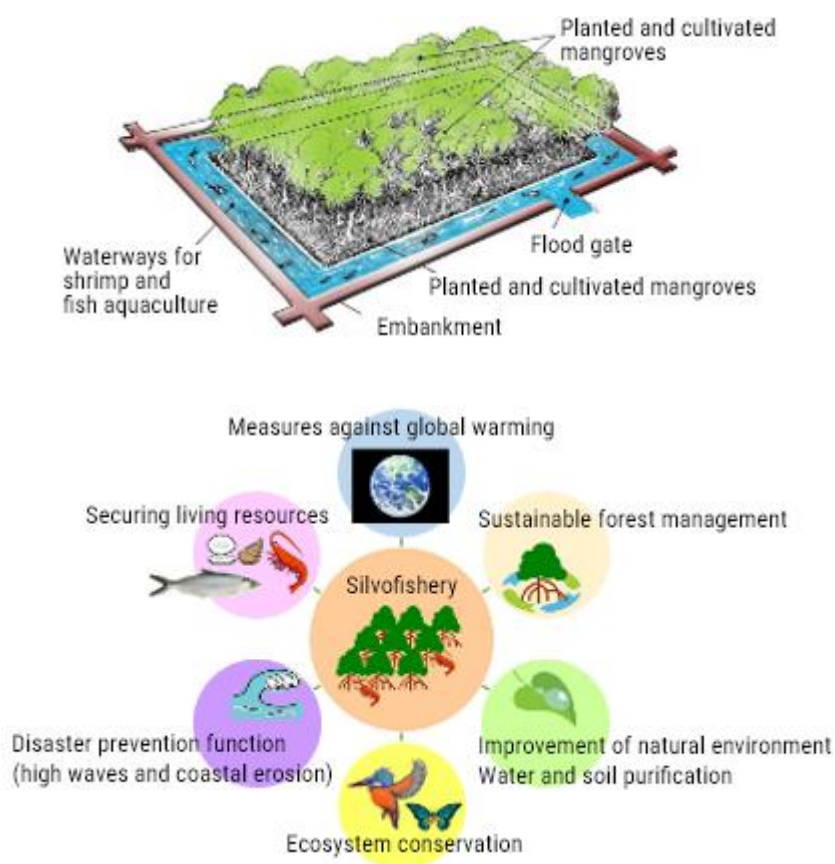


Image courtesy of YL Forest Co., Ltd.

7.4. YAMAHA Rightwaters

This is a comprehensive sustainability program that encompasses the marine environmental conservation activities of Yamaha Motor Corporation, U.S.A. The program includes ecosystem restoration, support for scientific research, control of invasive species, reduction of marine debris, and environmental education.

These activities are carried out primarily in the field of marine products to ensure that our customers can continue to enjoy the benefits of nature in the future.

7.4.1. Initiatives Examples

(1) Partnership with the Pflieger Institute of Environmental Research (PIER) and Donation of Outboard Motors

The Pflieger Institute of Environmental Research conducts research on the migration and movement of swordfish and supports the sustainable management of white sea bass fisheries. We have donated outboard motors (VMAX SHO®) to the Pflieger Institute of Environmental Research, which are being utilized for research activities.

(2) Plastic Recycling

In collaboration with Nexus Circular®, a leading recycling company, we have recycled over 136,427 pounds of plastic to date.

(3) River Cleanup Activities

In collaboration with NGOs, we have conducted cleanup activities along rivers in the United States. We have collected over 986 tons of waste to date.

7.5. Yamaha Motor Sustainability Fund

In 2022, we established the Yamaha Motor Sustainability Fund, an investment fund that provides capital to companies addressing environmental challenges.

Our Corporate Mission is to be a “*Kando* Creating Company” that offers new excitement and a more fulfilling life for people all over the world. Our environmental initiatives are one of the most critical themes for achieving this mission. Through this fund, we will strengthen our collaboration with the many companies tackling environmental challenges. As like-minded partners, we will strive together to improve and contribute to the creation of a better society.

- [Yamaha Motor Establishes Sustainability Investment Fund -- Accelerating efforts to address environmental issues | Corporate Website](#)