



Marine Products Business Presentation for Investors



Mar. 29, 2024

The Fukuroi South Factory tour for Outboard Manufacturing,
Yamaha Motor Co., Ltd.

Marine Products Business Presentation

- 1. Marine Products Business Overview**
- 2. Marine Long-Term Vision**
CASE Strategy
Carbon Neutral Strategy
- 3. Fukuroi South Factory Overview**

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Outboard Motors

Engines



Wide-ranging lineup spanning commercial to recreational use

Water-Jet



Rigging



Propellers



Together with our outboards, we can tailor setups to fit various purposes

Electric Propulsion

HARMO



TORQUE200

Boats

Sports



Fishing



Pleasure



WV
(PWCs)



Shared

Rentals



App

Remote monitoring and inspection reminders



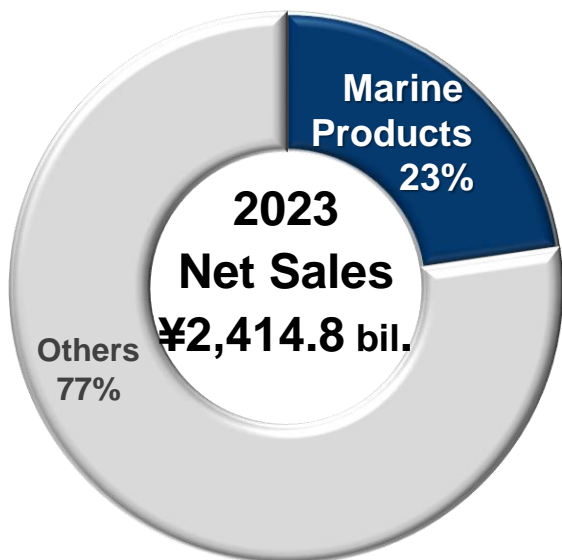
sirenmarine
The Connected Boat



My YAMAHA

Net Sales and Operating Income

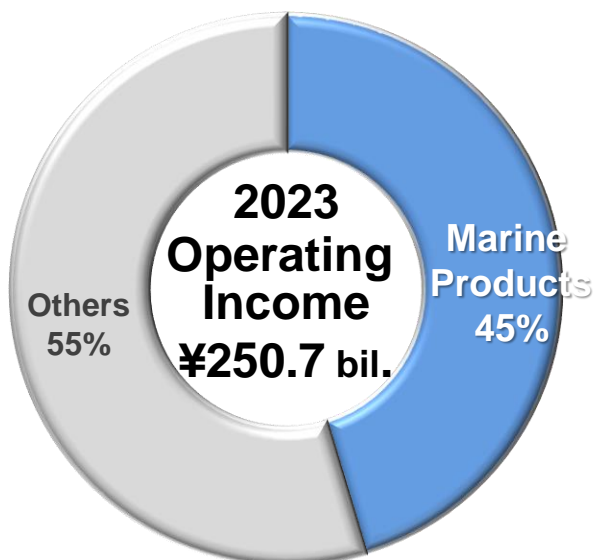
Consolidated Net Sales



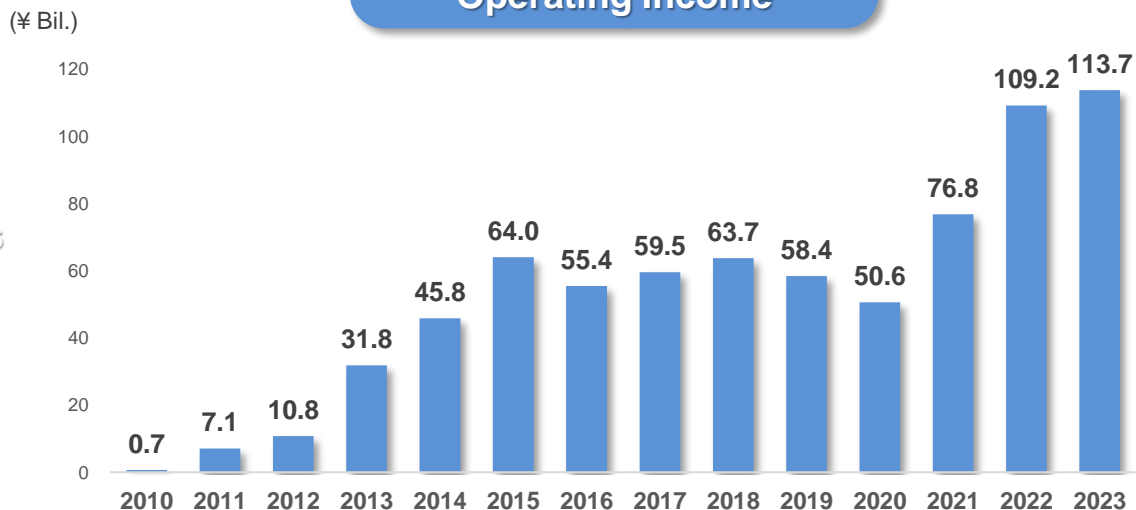
Net Sales



Consolidated Operating Income



Operating Income



Outboard Motor Production Bases

Yamaha Motor Group

- **Total: 4 bases (2 domestic, 2 overseas)**
- **Production for 2023: Approx. 330,000 units**

Established a flexible production scheme with the flexibility to adapt to demand fluctuations for large models by achieving mid-process shifts between main assembly lines and bases as well as parts machining.

Yamaha Kumamoto Products Co., Ltd.



Since August 2000

- Production of small to midrange outboard models and aluminum propellers
- Fully integrated plant (casting to assembly)

Yamaha Motor Co., Ltd. Fukuroi South Factory



Since May 2008

- Production of midrange to large outboard models
- Mather Factory of outboard models



823,000 pieces

Yamaha Marine Precision Propeller (YPPi)

- Propeller Production



Thai Yamaha Motor Co., Ltd.



Since August 2014

- Production of small outboard models

Yamaha Motor da Amazonia Ltda.



Since July 1991

- Production of small to midrange outboard models (CKD)

■ Sustained Rise in Demand for Large Outboard Motors

- Higher performance
- More large boats running multiple outboards
- Stronger lineup of large outboard models



F300

New

F350

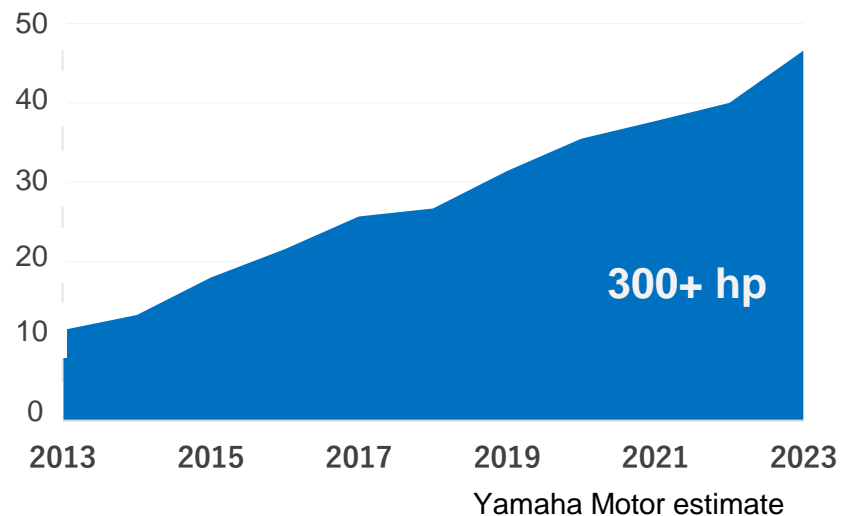
F450



Trends for 300+ HP outboard motors

(1,000 units)

(Europe and North America)



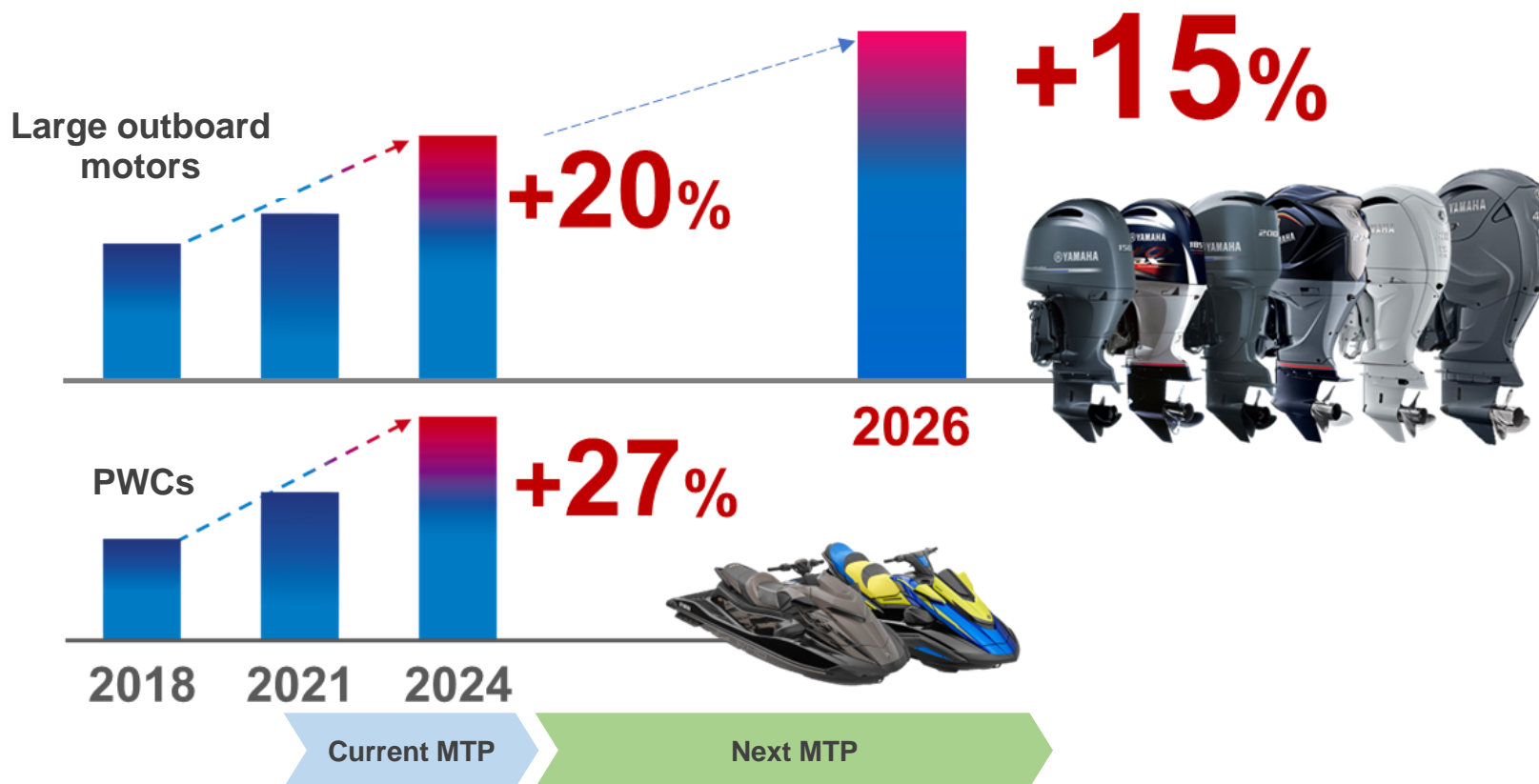
■ Production capacity expansion on schedule

Large outboard motors:

- Medium-Term Plan(2021–2024): Up by 20% (vs. 2018)
- Next Medium-Term Plan(2025–2026): Up by 15% (vs. 2024)

PWCs(Personal Water Crafts):

- Medium-Term Plan(2021-2024): Up by 27% (vs. 2018)



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2. **Marine Long-Term Vision**
CASE Strategy
Carbon Neutral Strategy
3. Fukuroi South Factory Overview

Reliable and rich marine life

Toward further increasing
the value of the ocean

■ Changing marine culture, changing everyday life

Create time, spaces and experiences full of Kando and presenting them as everyday joys

■ Connecting the sea, people, and society

Become an indispensable part of society with platforms that connect people around the world with the value the marine lifestyle offers

■ Toward a future with a greater ocean than the current one of today

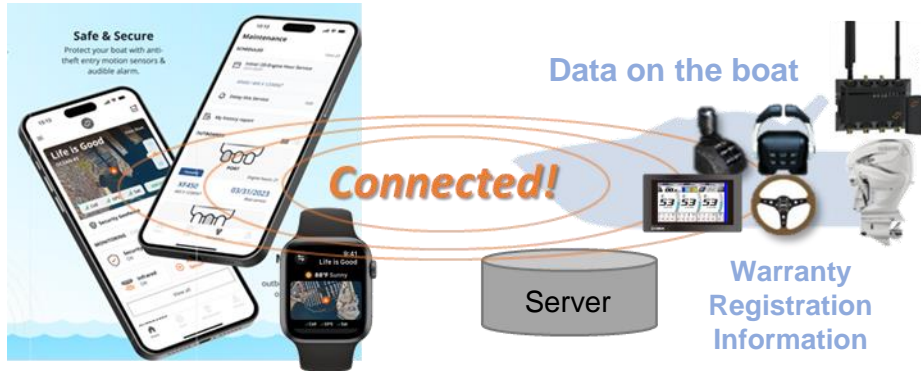
Preserve the blessings of rich seas that everyone connected to the water desires

■ Releasing the secret potential of the sea

Be experts on the world's waters and create value that contributes to the development of mankind

Driving development with Siren Marine

- Released new Connected Boat app



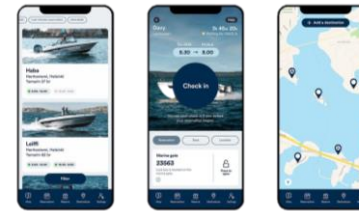
sirenmachine
CONNECTED BOAT™

Gradually expanding availability from the U.S.

- Real-time monitoring/alerts
- Inspection reminders based on operating hours
- Reflects boat information during warranty registration

Invested in Skipperi

- Started introducing their digital technology to Sea-Style
- Promoting collaboration in the Boat sharing sector growing in Europe and the U.S.



SKIPPERI

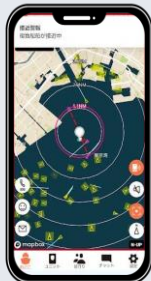
Introduced JM-Safety*, a navigation support service, to Sea-Style



- Set up a system tailored for Sea-Style in partnership with Nisshinbo Holdings Inc.
- Navigation support for Sea-Style members and enhanced navigation management for marinas

Boat users

Navigation Assistance App



- Indications/alerts for hazardous areas
- Tracking and sharing course traveled
- Communication with marinas

Marinas

Navigation Management Tools



- Centralized management of ship's position and course records
- Display of area-specific information on a map
- Automatic monitoring for SOSs and entry dangerous areas

*JM-Safety is a service developed and operated by Nisshinbo Holdings Inc. 11

Helm Master EX boat control system

- Controls one to multiple outboard motors
- Advanced autopilot features



The YFR330 equipped with Helm Master EX



New YFR330

New autodocking feature

- Reference exhibit at the Miami Boat Show
- GPS-guided Ver.1 to be introduced in 2024



New Y-FSH feature

- Dedicated inboard Board Maneuvering System jointly developed with Toyota Motor Corporation

DFR Series equipped with Y-FSH



DFR-36FB

Moves toward Electrification in the Marine Products Business

Agreed to acquire Torqeedo, an electric marine propulsion manufacturer



In preparation for future environmental regulations

Electrification of small to midrange outboard models

Synergy with our brand power

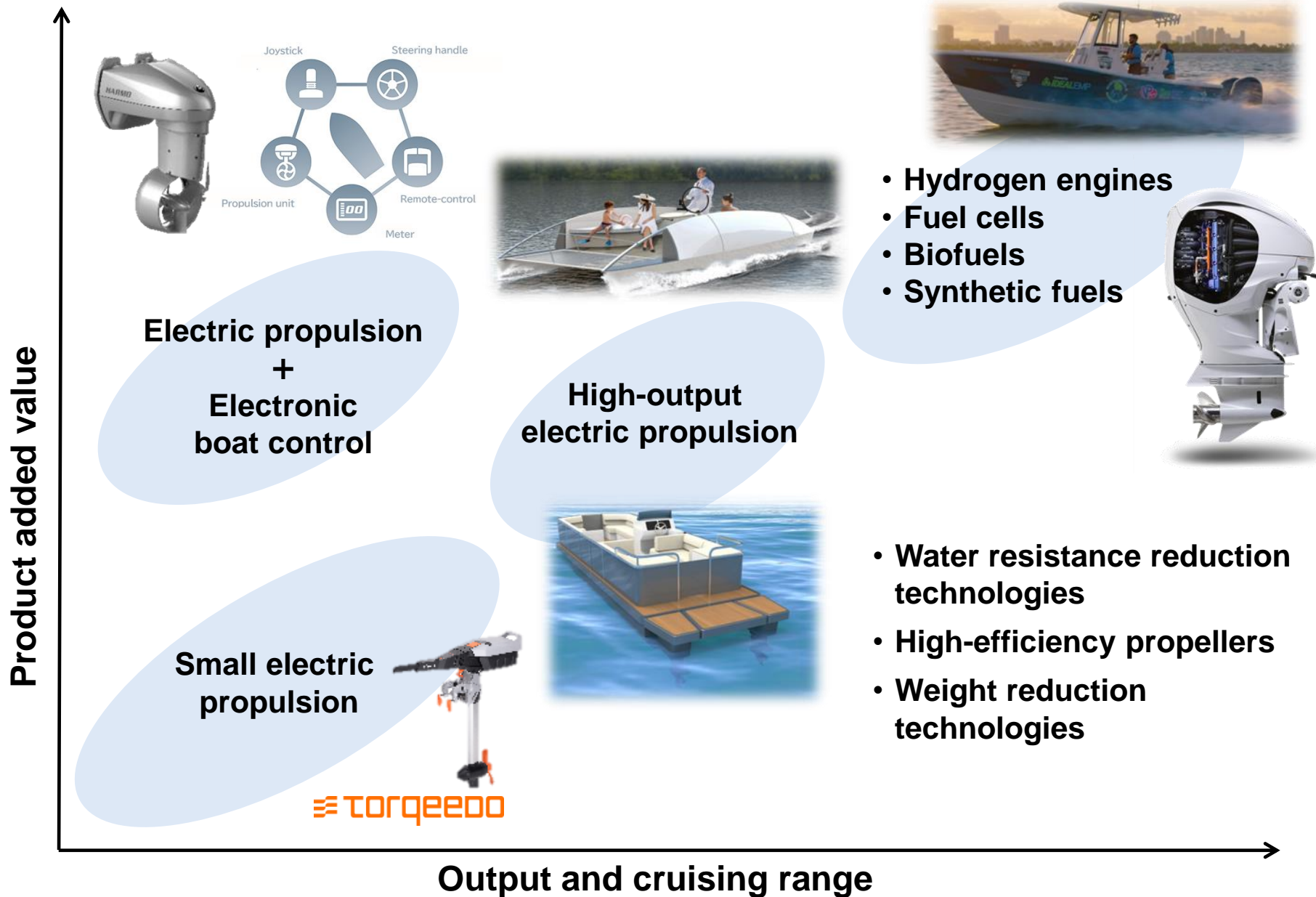
- Strengthening competitiveness in the Electric field of our Marine CASE Strategy
- Contribute to achieving carbon neutrality

Outline of Torqeedo

- Founded in 2005; a pioneer and leading company in the field of electric marine propulsion
- Extensive product line including electric outboards and inboards, batteries, and various accessories
- Continues to grow as a company and sales are rising in the small electric motor market, especially in Europe



Carbon Neutrality Strategy



Biofuels

- Derived from natural wastes such as plants
- Usable as a fossil fuel additive
- Demoed at the Miami Boat Show in 2023



Hydrogen engine

- Adapting proven internal combustion engine technology
- Engine from Japan + Boat from U.S.
- Exhibited at the Miami Boat Show in 2024



Biomass resin

- Start production of in 2022 of hatches made of 25% biomass-derived resin



Cellulose nanofiber-reinforced resins

- Plant-derived material developed jointly with Nippon Paper Industries
- Used in engine parts for persona watercraft and sport boats



Engine head cover made of cellulose nanofiber reinforced resin

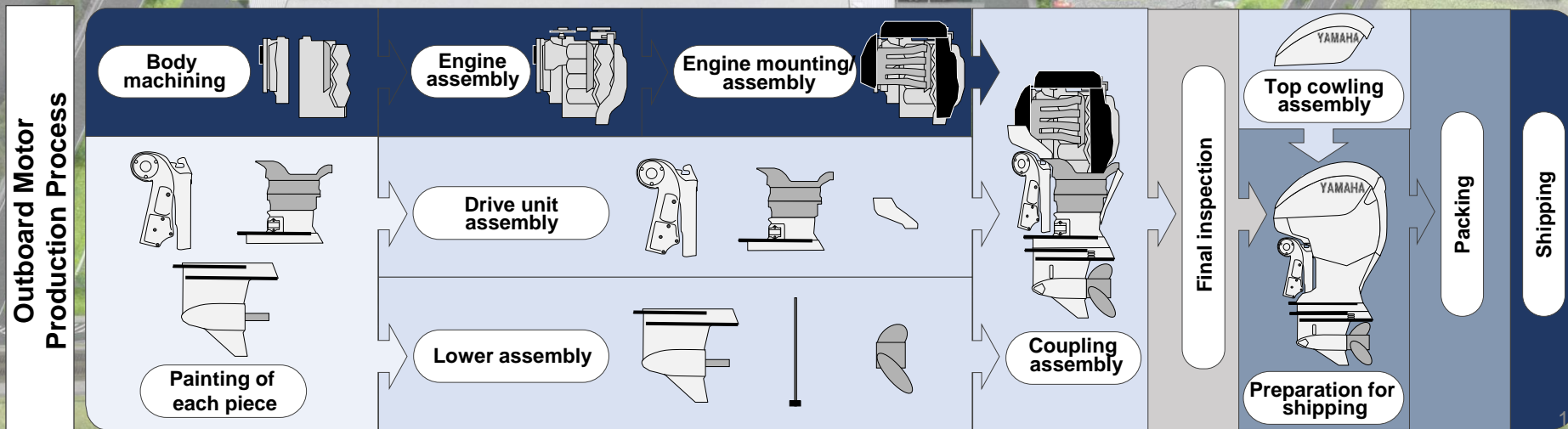
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Overview of Fukuroi South Factory



Name	Fukuroi South Factory, Yamaha Motor Co., Ltd.
Location	700 Niike, Fukuroi, Shizuoka, Japan
Size	Floor space: 118,000 m³, Extension bed: 37,600 m³ (Steel building frame, two floors in certain areas) * Reference: Tokyo Dome - 46,755 m ²
Representative	Yoshiaki Akahori, Senior General Manager of Manufacturing Section, Marine Business Operations
Start of operations	May 2008
Operations	Assembly, machining, painting, final inspections, and packaging of midrange to large outboard motor models
No. of employees	Approx. 850 (as of Jan. 2024) * Counting method differs from that of the Annual Securities Report





Specially Crafted for Each Customer

Each employee guarantees the quality of each process they are responsible for

Specially Crafted for Each Customer

Fukuroi South Factory produces various outboard motor models and specs every day, but all of them are built with the attitude that each and every one is destined to add to the joys and livelihoods of our customers.

Each employee guarantees the quality of each process they are responsible for

Each employee at Fukuroi South Factory works with the belief that ensuring the precision of the process they alone are responsible for connects to Yamaha Motor's reputation for reliability.

Workplace Management



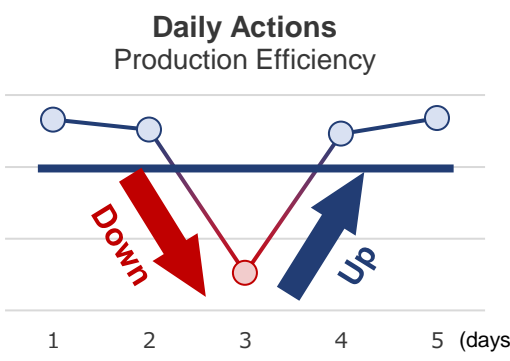
IoT Management

Workplace Management Board

- Daily Morning Meetings**
- Progress from the previous day
 - Recovery methods
 - Indicators from the previous day
 - Sharing issues with delays
 - Today's measures

Deciding duties

Immediate improvements

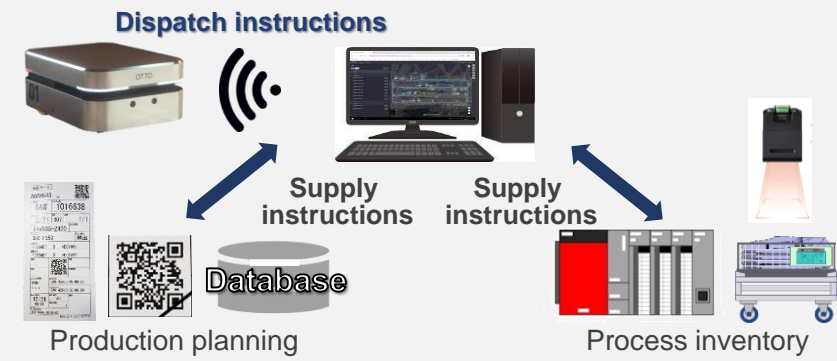


Transformation from monthly to daily actions
 ➔ Prolonged efficiency decline reduced to **1/30**

Pushing Automation

Transport Robots

Dispatch of vehicles and automatic transport according to production plans



Collaborative Robots

Collaborations between humans and robots

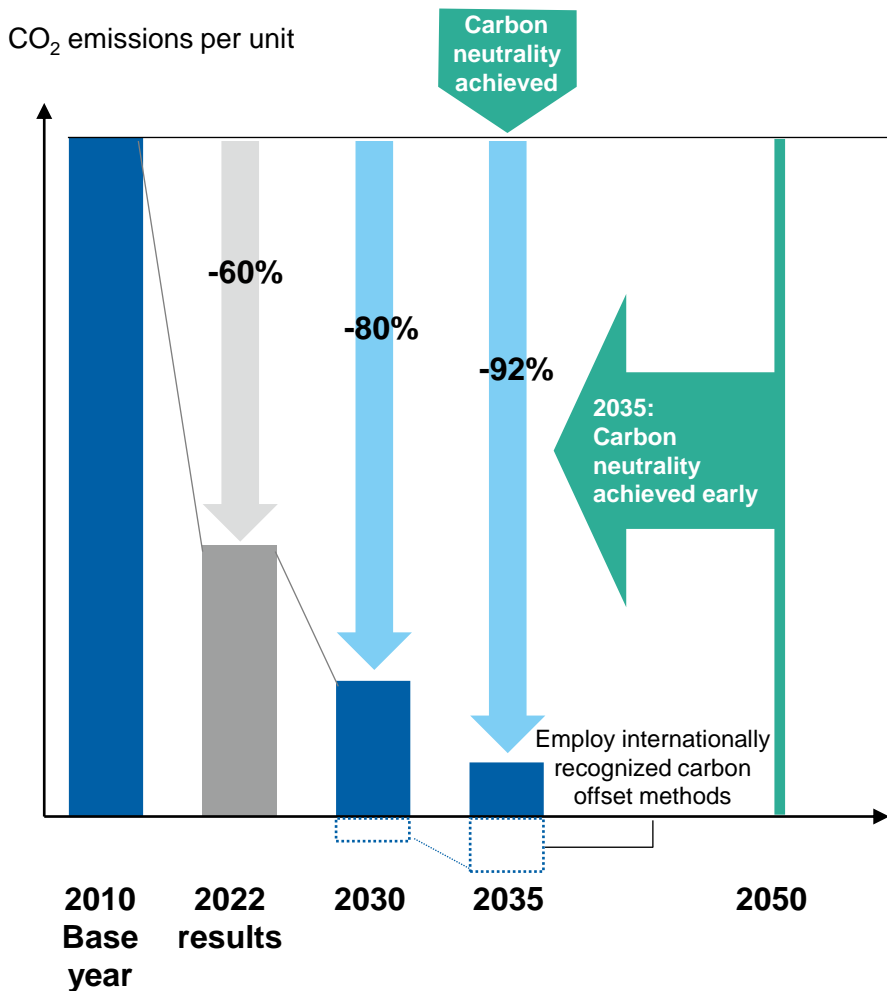
- Socket changers
- Safety laser scanners
- Slows or stops temporarily by area

Manufacturing DX

- Reducing production preparation lead time through early layout verification with 3D modeling
- Reducing development lead time and improving work environments by using virtual reality to ascertain manufacturing requirements and conduct safety checks

Contributing to achieving Scope 1 and 2 carbon neutrality by 2035 ahead of schedule

Companywide Targets for 2035 Scope 1 and 2



Initiatives at Fukuroi South Factory

Clean Energy

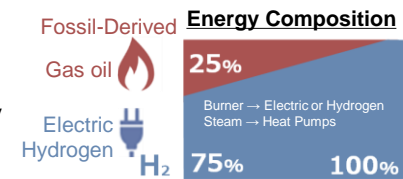
■ Introducing Renewable Energy and Solar Power

Target Renewable energy ratio of **30% or more**

- Phase1: Energy building - 0.1 Mw (from Dec. 2022)
- Phase2: Factory building - 2.2 Mw (from Dec. 2023)
- Phase3: Generate more than 3.0 Mw by 2030

■ Fossil-Free

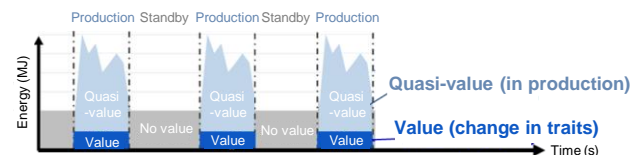
Shifting from fossil-derived energy sources to electricity and hydrogen



Minimization

■ Theoretical-Value-Based Energy*1

Targeting **30%** reduction by spreading this approach



■ Process Innovations

Targeting a **more than 40%** reduction at the time of equipment update by transforming our *Monozukuri**2

*1: An approach to raise efficiency by viewing energy with real value, quasi value, and no value, and then reducing no value and quasi-value as much as possible

*2: (On the paint line) Using heat shielding, room temperatures for part cleaning, and lowering paint baking temperatures



YAMAHA

Revs Your Heart