

**Yamaha Motor Group Diversity, Equity, and
Inclusion (DE&I) Policy**

(As of September 20th, 2023)

Yamaha Motor Co., Ltd.

Background

In order to realize the Yamaha Motor Group's corporate mission of being a "Kando creating company", it is important to maximize the value of human capital. To achieve sustainable growth while responding to rapidly evolving and changing market needs during global business development and to continue to create new value that exceeds customer expectations, we believe it is essential to engage human resources with diverse perspectives and values. We have established the "Yamaha Motor Group Diversity, Equity & Inclusion (DE&I) Policy" to foster a culture within the organization that brings together a diverse range of people who respect each other's differing perspectives and values while converting new insights and discoveries to the creation of value.

Definitions

Diversity

"Respecting each individuals' unique attributes and perspectives"

Diversity is to respect and appreciate differences in all aspects of human beings, including but not limited to age, gender, sexual orientation, gender identity, disability, nationality, race, religion or creed, values, and experience. It is to recognize that each of us is a unique and precious being with a complex mix of different attributes and different experiences.

Equity

"Recognizing and providing appropriate support to the unique needs of all"

Equity is often used interchangeably with equality, but there's a core difference; whereas equality provides the same opportunities to all regardless of circumstances, equity takes into account the unique circumstances of the individual and provides the appropriate support. In an environment where equity is maintained, each individual can demonstrate his or her abilities by utilizing his or her inherent strengths.

Inclusion

"Respecting and utilizing all individual diversity to create enhanced value"

Inclusion is the practice of diversity. It is not only about attracting diverse human resources to the organization but also about respecting and utilizing diverse values and personalities. In an organization where inclusion is achieved, each individuality (strengths, experiences, and ideas) is recognized and utilized as an

organizational strength, allowing both the individual and the organization to maximize performance.

Statement

Creating Kando through diversity with “RESPECT.”

The Yamaha Motor Group positions "Diversity, Equity & Inclusion" as an important pillar of its management strategy and respects and embraces all human differences. By providing opportunities for diverse human resources to maximize their abilities, and by reflecting the various perspectives and values gained from diversity in our products and services, we aim to strengthen our corporate competitiveness and continue to provide new value “Kando” to our diverse customers around the world.

Our behavioral principle is “RESPECT.” The “RESPECT.” principle means that everyone in the Yamaha Motor Group has a responsibility to treat colleagues, customers, suppliers, and other stakeholders in a manner that recognizes the opinions and rights of others as valuable.

*As laws, regulations, and customs differ from country to country, we will comply with the laws and regulations of each country and respond with appropriate consideration of cultural customs.
*The “period” in the “RESPECT.” means without exception.

Focus Areas & Yamaha Motor Group’s Position

While we aim to create a workplace where all executives and employees can maximize their individuality (strengths, experience, and ideas) regardless of their age, gender, sexual orientation, gender identity, disability, nationality, race, religion or creed, values, and experience, the Yamaha Motor Group will work on five areas that we have identified as important.

Focus Areas	Yamaha Motor Group’s Position
Gender	Create a workplace in which all employees are free to develop their abilities without the limitations set by stereotypes and prejudices regarding gender roles.

Race/ Ethnicity/ Nationality/ Region	Create an inclusive environment where everyone is welcomed, is free to develop their abilities, and can thrive every day regardless of their race, ethnicity, nationality, or regional origin.
Disability	Create an inclusive workforce where people with disabilities participate fully and meaningfully. This includes people with impairments, activity limitations, and participation restrictions.
Age	Eliminate discrimination based on age and create a work environment where all age groups can work in harmony to share knowledge, increase productivity, improve leadership, and grow as an organization. *The age of employees is subject to compliance with the laws and regulations of each country.
LGBTQ+	Provide a safe and welcoming environment for individuals who self-identify as being part of the LGBTQ+ (lesbian, gay, bisexual, transgender, queer/questioning+) community.

(History of Implementation and Revisions)
Established: September 20th, 2023
Yoshihiro Hidaka
President, CEO and Representative Director
Yamaha Motor Co., Ltd.