

August 4, 2026
Yamaha Motor Co., Ltd.

To all shareholders

Notice Regarding Structural Reforms of the OLV Business

To achieve sustainable growth and enhance corporate value, the Company has positioned the improvement of profitability and capital efficiency across its businesses as a key management priority and has been actively pursuing various initiatives. As part of these ongoing efforts, the Company has decided to implement structural reforms in its Outdoor Land Vehicle (OLV) business. The details of this decision are outlined below.

1. Background and Objectives of the Structural Reforms

The OLV business was established in January 2025 through the integration of our recreational vehicle (RV) and low-speed mobility (LSM) businesses, with the objective of strengthening foundations for long-term growth and producing synergies by consolidating businesses that primarily serve the U.S. market. The business comprises a diverse portfolio of products for both recreational and utility uses, ranging from off-road vehicles such as all-terrain vehicles (ATVs) and recreational off-highway vehicles (ROVs) to low-speed mobility products like golf cars.

The RV business has expanded leveraging the technological expertise accrued through our off-road motorcycle business, and the ATV business has maintained stable market share underpinned by strong product competitiveness and a well-established sales network. While the ROV market has continued to grow, strengthening our competitiveness has remained a challenge, particularly due to insufficient presence in the utility segment—a major part of the market. The LSM business still holds a strong market position centered on its golf cars, but improving profitability has become a challenge amid intensifying competition and weakening demand.

While final assembly of OLV products is conducted at the Company's U.S. manufacturing facilities, engines and certain raw materials are sourced from overseas, so the changes in global trade conditions and broader economic trends continue to impact the business. While inflation in the United States has contributed to increases in labor, logistics, and operating costs, the Company remains focused on maintaining a resilient and efficient earnings structure while adapting to the changing business environment. However, the Company has concluded that more fundamental measures are necessary to address these structural challenges. Accordingly, the Company has decided to implement structural reforms to its OLV business.

2. Overview of the Structural Reforms

As part of the structural reforms of its OLV business, the Company will discontinue in-house production of ROVs at Yamaha Motor Manufacturing Corporation of America (YMMC) in Georgia, U.S.A. and transition to a collaborative business model premised on OEM supply through partner companies.

This move is intended to improve the overall profitability of the OLV business by shifting the ROV business to a collaborative model and reallocating the management resources thereby created to the ATV and golf car businesses.

In the ROV business, through this shift to a collaborative business model, the Company will retain its presence in the space, while strengthening its product offerings in the market's bigger utility segment. Through this, Yamaha Motor will maintain its multi-product strategy for the North American market while aiming for higher sales across its entire product range.

In the ATV business, the Company will leverage its strengths in product development, internal combustion engine technologies, and well-established sales network to further enhance both product competitiveness and profitability, with a focus on sport and premium models.

In the golf car business, the Company will enhance product competitiveness in response to increasingly diverse applications in the U.S. market while further expanding its business foundations through stronger customer touchpoints and service capabilities.

The specific changes to the Company's business operating structure associated with these reforms are as follows:

1) Workforce Optimization

The Company will review its global workforce allocation to set up personnel and cost structures facilitating improved profitability and sustainable growth. Specifically, the Company plans to implement workforce adjustments totaling approximately 300 positions, including a reduction of approximately 200 full-time positions and optimizing temporary staffing. The Company will also optimize personnel allocation across its development, sales, and manufacturing departments.

2) Production Efficiency Enhancement

By utilizing the factory space and production capacity made available through the discontinuation of in-house ROV production, the Company will optimize production layouts, particularly for assembly and logistics for the golf car business. These measures

will improve production efficiency, increase equipment utilization, and reduce future capital investment requirements.

3) Procurement Optimization

The Company will reduce material costs and improve procurement efficiency by reviewing its supplier portfolio, increasing parts commonality, and exploring joint procurement initiatives that leverage the scale of its procurement operations.

3. Impact on FY2026 Business Results and Future Outlook

The Company expects to record approximately ¥12.0 billion in one-time expenses in its fiscal 2026 business results in connection with these structural reforms. The main components of these expenses include costs accompanying workforce optimizations, additional sales promotion expenses associated with the ceasing of the in-house production model, inventory disposal and supplier-related costs, and impairment losses.

By steadily implementing these measures, the Company aims to achieve a significant improvement in earnings in fiscal 2027 and return the OLV business to profitability in fiscal 2028 through an improved earnings structure and enhanced capital efficiency. Yamaha Motor will build a business foundation for generating stable and sustainable earnings over the medium to long term—including the relocation of U.S. headquarter functions to Kennesaw in Georgia as announced in February 2026—and will continue its efforts to raise its global as well as U.S. market presence while enhancing corporate value.

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