

Sustainability Management

Yamaha Group Sustainability Policy

Our aim is “Sharing Passion & Performance”

The Corporate Philosophy of the Yamaha Group is, “With our unique expertise and sensibilities, gained from our devotion to sound and music, we are committed to creating excitement and cultural inspiration together with people around the world.”

Based on this philosophy, Yamaha actively conducts its sustainability activities according to the following guidelines, seeking to contribute to the sustainable development of society, enhance medium- to long-term corporate value, and to further strengthen the bond of trust with its stakeholders through sound, transparent management methods and corporate activities that balance social and environmental concerns.

1. By creating new values through products and services focused on social and environmental issues, Yamaha contributes to the sustainable development of society.
2. Through business development and social contributions based in each region of the globe, Yamaha contributes to the promotion and popularization of music, and to the development of communities.
3. By understanding the significance of protecting the natural environment and maintaining biodiversity, and by promoting the reduction of environmental burden through measures such as sustainable procurement of timber, efficient and circular use of limited resources, and lowering greenhouse gas emissions, Yamaha works to maintain a healthy global environment.
4. Yamaha observes laws, ordinances, and social norms, and moreover, conducts business in a fair and impartial manner throughout the entire value chain, including activities such as socially responsible procurement carried out in cooperation with business partners.
5. Yamaha endeavors to prevent abuses of human rights, responding appropriately to the effect of its business activities as well as to any attendant risks to human rights, with the goal of achieving a society that safeguards the dignity of all.
6. Yamaha works to create an atmosphere that holds in high regard the employee diversity that is a source of the new values created within the company, and which allows each person to fully demonstrate their sensibilities and creativity through training and use, without regard to race, nationality, gender, or age.

Formulated in February 2010 and last revised in June 2021

Yamaha Group Sustainability Policy

[📄 Japanese](#) / [📄 English](#) / [📄 Chinese](#) / [📄 Indonesian](#)

Sustainability Management

Basic Policy

The mission of the Yamaha Group is to continue to create excitement and cultural inspiration together with people around the world by utilizing the assets, various resources, unique expertise, and sensibilities originating from sound and music. To put this philosophy into practice, the Yamaha Group is working to understand the impact of its business activities on the environment and society and pursue dialogue with stakeholders while overcoming challenges toward the creation of a sustainable society.

The Group is also actively contributing to the accomplishment of the United Nations Sustainable Development Goals (SDGs), which are a set of shared targets embraced by the global society, through its business activities.

The goals and targets of the SDGs are emphasized in the development of products and services and in efforts to improve business processes. Specific examples of these efforts include advancing music promotion activities to contribute to Goal 4 “Quality education” and practicing sustainable timber procurement to help achieve Goal 12 “Responsible consumption and production” and Goal 15 “Life on land.”

» [Yamaha Group Sustainability Policy](#)

» [Engagement with Stakeholders](#)

» [Sustainability Issues in the Value Chain](#)

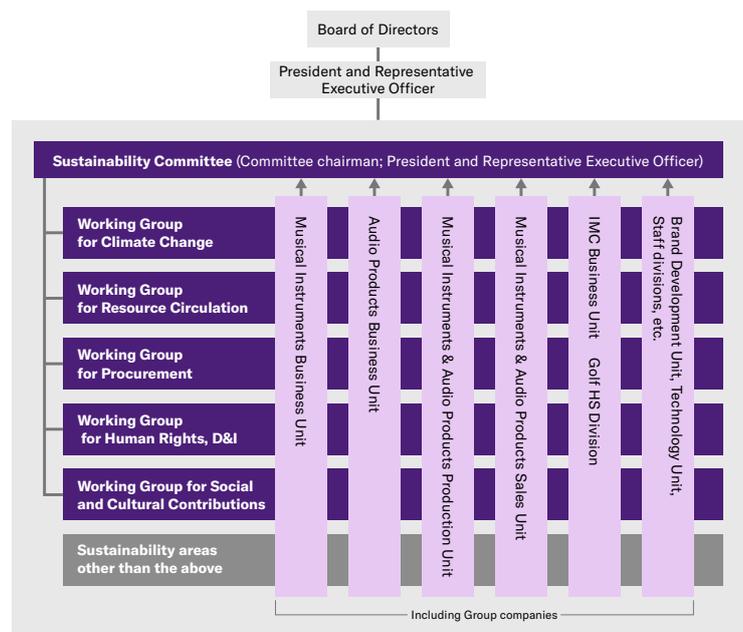


Sustainability Promotion System

Under the guidance of the Board of Directors, Yamaha Corporation established the Sustainability Committee as an advisory body to the president in January 2021. This committee is tasked with discussing directives for Groupwide sustainability initiatives, monitoring these initiatives, and reporting to the president on these matters.

Five working groups—the Working Group for Climate Change, Working Group for Resource Circulation, Working Group for Procurement, Working Group for Human Rights, D&I, and Working Group for Social and Cultural Contributions—have been formed under the Sustainability Committee to formulate activity policies for important Groupwide themes and monitor trends in their respective areas. The working groups act on a cross-business basis by coordinating with the relevant divisions to advance self-driven activities based on the theme of their assigned area. Companywide strategies pertaining to the priorities examined by these working groups are decided by the Sustainability Committee, the Managing Council, and the Board of Directors, and these strategies shape the policies and measures of divisions and Group companies.

Sustainability Promotion System



Sustainability Priorities

The Yamaha Group has established sustainability priorities for the medium to long term based on the impact of its business activities on the environment and society as well as on stakeholder expectations and social demands.

► Priority Identification Process

1. Identification of Sustainability Issues

Identification of sustainability issues within the Yamaha Group value chain based on ISO 26000 (an international guidance on social responsibility) and the SDGs

2. Evaluation of Importance of Issues from the Perspectives of Stakeholders

Evaluation of importance of identified issues out of consideration for feedback from customers, employees, and local communities; ESG evaluation items; opinions and requests from NGOs; and advice from outside experts

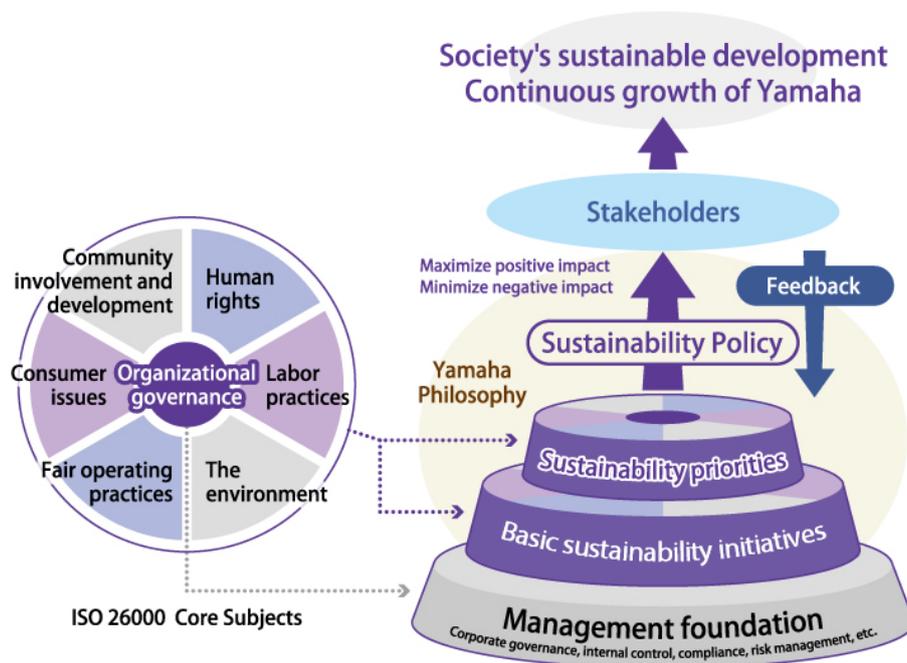
3. Evaluation of Importance within the Yamaha Group

Evaluation of importance of identified issues out of consideration for Yamaha's management vision and medium- to long-term management policies

4. Identification of Sustainability Priorities

Selection of issues warrants a strong approach based on results of important evaluations followed by identification of sustainability priorities through discussion among senior management

After the sustainability priorities were identified, targets and key performance indicators (KPIs) for evaluating progress toward the sustainability priorities were set by relevant divisions and for the Sustainability Division, and action plans were formulated with this regard. The targets, KPIs, and action plans have been approved by senior management. Through progress monitoring by the Sustainability Division and annual reviews by the Managing Council, which is chaired by the president, and by the Sustainability Committee, we are promoting efforts to address our sustainability priorities.



Sustainability Priorities and Progress in Related Initiatives

Sustainability priorities	Major initiatives	Classification under the Make Waves 1.0 medium-term management plan	Fiscal 2021 progress and results	Future issues and medium-term management plan targets	Related SDGs
Development of products and services with a focus on social and environmental issues	Response to societal issues	Culture/Society	<p>Music Culture and Education</p> <ul style="list-style-type: none"> Announced digital instruments with improved functions for accommodating musical expressions commonly used in the Middle East <p>Universal Design</p> <ul style="list-style-type: none"> Engaged in initiatives with 20 cultural arts organizations after SoundUD™ was recognized as a venture for enhancing the profitability of cultural arts by the Agency for Cultural Affairs Took part in R&D project for enhancing multilanguage translation technologies outsourced from the Ministry of Internal Affairs and Communications Achieved SoundUD™ Consortium membership of 340 companies and organizations Introduced voice readout functionality to 63% of touch screen-equipped digital musical instruments <p>Health and Safety Solutions</p> <ul style="list-style-type: none"> Launched eight new headphones and earphones (all new models) equipped with Listening Care function for reducing burden on ears <p>Workplace</p> <ul style="list-style-type: none"> Enhanced remote meeting systems and other technologies and product lineups for addressing online meeting demand amid the COVID-19 pandemic Established teleworking consultation helpdesk Proposed speakerphones as a remote class solution for supporting school education amid the COVID-19 pandemic <p>Remote Solutions</p> <ul style="list-style-type: none"> Officially released and promoted use of SYNCROOM online remote ensemble performance service Developed Distance Viewing next-generation live viewing system Received 2020 Good Design Award and Bronze Award in the category of Service Design in the IAUD International Design Awards 2020 program for deploying Remote Cheerer powered by SoundUD™ remote cheering system jointly together with J.LEAGUE and professional baseball teams and utilizing the system for basketball, professional wrestling, track and field, and para-sports events 	<p>Music Culture and Education</p> <ul style="list-style-type: none"> Promote SoundUD™ through government projects, distribute software development kits for applications for inbound tourists, and began offering translation services <p>Universal Design</p> <ul style="list-style-type: none"> Promote SoundUD™ through government projects, distribute development kits for applications for inbound tourists, and began offering translation services Expand range of electronic musical instruments equipped with voice readout functionality <p>Health and Safety Solutions</p> <ul style="list-style-type: none"> Equip over 70% of headphones and earphones with functions for reducing burden on ears <p>Workplace</p> <ul style="list-style-type: none"> Provide approximately 200,000 teleworking opportunities (people/ places) and implement workstyle reforms <p>Remote Solutions</p> <ul style="list-style-type: none"> Propose solutions matched to new lifestyle patterns 	       

Sustainability priorities	Major initiatives	Classification under the Make Waves 1.0 medium-term management plan	Fiscal 2021 progress and results	Future issues and medium-term management plan targets	Related SDGs
Development of products and services with a focus on social and environmental issues	Response to environmental issues	Environment	<ul style="list-style-type: none"> • Certified aggregate total of 75 models of Yamaha Eco-Products over the period of the medium-term management plan (aggregate total of 454 models, 16% of sales) • Commenced shipments of automotive thermoelectric power generation modules • Promoted development of organic solvent-free coating technology • Promoted development of alternatives for scarce timber resources 	<ul style="list-style-type: none"> • Certify aggregate total of 120 models as Yamaha Eco-Products over the medium-term management plan period (by March 31, 2022) • Introduce waste heat power generation module into the automotive market • Develop organic solvent-free coating technology • Develop sustainable materials surpassing scarce timber resources 	    
	Support for the spread of instrumental music education in schools	Culture/Society	<ul style="list-style-type: none"> • Delivered instrumental music education opportunities to aggregate total of 710,000 people in 4,100 schools in six countries (Vietnam, Malaysia, Indonesia, India, Brazil, and United Arab Emirates) through the School Project • Provided aggregate total of approximately 7,500 students from 77 schools in seven countries in Africa and the Middle East with opportunities to play musical instruments 	<ul style="list-style-type: none"> • Provide opportunities to play musical instruments to aggregate total of 1,000,000 people in 3,000 schools in seven countries through the School Project (by March 31, 2022) • Provide aggregate total of approximately 8,300 students from 75 schools in seven countries in Africa and the Middle East with opportunities to play musical instruments 	    
Support for youth development orchestra/band	<ul style="list-style-type: none"> • Held online musical instrument maintenance seminars for 15 organizations in seven countries in Latin America (total of 34 seminars) and online seminars for cultivating repair technicians for 31 individuals in eight countries • Commenced trial initiatives in two new candidate countries for support activities 		<ul style="list-style-type: none"> • Continue to provide musical instrument maintenance seminars and repair technician training in Latin America and expand efforts to new countries and organizations • Expand scope of supported countries by two countries over the medium-term management plan period (by March 31, 2022) • Support the spread of wind instrument bands and orchestras best suited to specific countries and regions around the world 		
Community support	<ul style="list-style-type: none"> • Conducted five new support initiatives (making for an aggregate total of 12 initiatives over the medium-term management plan period) as part of a project to build communities through music (Oto-Machi Project) 		<ul style="list-style-type: none"> • Launch 10 new support projects as part of the Oto-Machi Project over the medium-term management plan period (by March 31, 2022) 		

Sustainability priorities	Major initiatives	Classification under the Make Waves 1.0 medium-term management plan	Fiscal 2021 progress and results	Future issues and medium-term management plan targets	Related SDGs
Lowering of greenhouse gas emissions	Reduction of greenhouse gas emissions during business activities	Environment	<ul style="list-style-type: none"> Examined measures for accomplishing medium- to long-term emission reduction targets certified by Science Based Targets Expanded use of renewable energy (began sourcing 100% of power purchased at headquarters from renewable energy in April 2021) Implemented initiatives for reducing emission from logistics (logistics downsizing, transportation distance reduction, shift to modes of transportation with lower emissions, joint transportation trials, etc.) Received third-party greenhouse gas emission verification 	<ul style="list-style-type: none"> Examine possibility of raising medium- to long-term emissions reduction targets and advance initiatives for accomplishing reduction targets Reduce Scope 1 and 2 emissions through energy conservation activities and proactive shift to renewable energy Advance development of products with high energy efficiency Implement emissions reductions activities through coordination with suppliers and logistics partners Continue to receive third-party greenhouse gas emission verification 	 
	Response to climate change	Environment	<ul style="list-style-type: none"> Commenced detailed scenario analyses based on recommendations of Task Force on Climate-related Financial Disclosures 	<ul style="list-style-type: none"> Identify and quantify climate change-related risk and opportunities through analyses based on scenario of global warming of 1.5°C above pre-industrial levels Ramp up analyses and disclosure pertaining to material items (timber use, supplier and other base water risks, etc.) 	 
Sustainable procurement of timber	Prevention of use of illegally lumbered timber; expansion of use of certified timber	Environment	<ul style="list-style-type: none"> Improved timber due diligence (DD) system Conducted DD on all timber purchased and judged 99.4% of purchases as low risk Increased ratio of certified timber to 48% Switched to lower-risk timber 	<ul style="list-style-type: none"> Improve DD (improve inspection accuracy) and accomplish 100% rate of purchases at low risk Increase ratio of certified timber (fiscal 2022 target: 50%) Develop musical instruments (such as for the cabinet material of pianos) that use timber with a lower risk 	   
	Procurement of timber with an awareness of cycle-based forest preservation		<ul style="list-style-type: none"> Advanced planting of African blackwood trees in Tanzania (1,900 trees planted over 1.5-hectare area, making for aggregate total of 7,400 trees planted), expanded scope of activities, and provided education on rice field cultivation and tree planting Held Sakhalin spruce tree planting event in Hokkaido Conducted research and made three results announcements related to African blackwood and Sakhalin spruce trees (in collaboration with Kyoto University) 	<ul style="list-style-type: none"> Provide technical support to produce high-quality timber from African blackwood and promote tree-planting projects Promote joint research with academic institutions (such as Kyoto University) to develop forest resources and optimize usage efficiency 	

Sustainability priorities	Major initiatives	Classification under the Make Waves 1.0 medium-term management plan	Fiscal 2021 progress and results	Future issues and medium-term management plan targets	Related SDGs
Promotion of the “3Rs” in products	Packing and packaging material measures	Environment	<ul style="list-style-type: none"> Downsized packaging and cut back on use of plastic packaging materials Began transitioning to certified paper shopping bags in place of plastic shopping bags 	<ul style="list-style-type: none"> Promote streamlining of packaging (introduce packaging/cushioning material with a low environmental impact and advance downsizing efforts) Implement measures for shopping bags and other single-use packing materials (stop using plastic, etc.) 	  
	Product measures		<ul style="list-style-type: none"> Set long-term roadmap for product “3Rs” initiatives Launched and began shipping retrofit pianos (with silent functions installed, Disklavier models upgraded, etc.) in Japan, North America, and Europe 	<ul style="list-style-type: none"> Promote the “3Rs” in relation to products based on long-term vision Enhance services to allow customers to continue to use the musical instruments they cherish (piano retrofitting, etc.) 	
Systematic initiatives for the respect of human rights	System/ framework development	Society	<ul style="list-style-type: none"> Conducted monitoring of and provided feedback to domestic and overseas Group companies based on the Guidelines for Labor and Human Rights Performed human rights education and on-site meetings using the Yamaha Human Rights Guidebook 	<ul style="list-style-type: none"> Strengthen human rights monitoring frameworks Enhance internal training and initiatives for promoting awareness of human rights 	 
	Supply chain CSR management		<ul style="list-style-type: none"> Completed assessments, corrective measures, and transaction reviews of 3,748 companies subject to simultaneous assessment in 2019 Conducted assessments of 149 new suppliers Held sustainable timber procurement briefings for procurement representatives (Japan, China, and Indonesia) 	<ul style="list-style-type: none"> Conduct simultaneous supplier CSR assessments (every three years) Perform assessments when beginning transactions Hold seminars targeting procurement personnel and suppliers 	

Sustainability priorities	Major initiatives	Classification under the Make Waves 1.0 medium-term management plan	Fiscal 2021 progress and results	Future issues and medium-term management plan targets	Related SDGs
Promotion of diversity and human resources development	Global human resources management	Society	<ul style="list-style-type: none"> Established Group employee training guidelines and performed monitoring based on these guidelines Conducted global selective training for senior management candidates 	<ul style="list-style-type: none"> Promote human resources management based on the Group-standard grading and employee training guidelines 	  
	Accommodation of diverse workstyles		<ul style="list-style-type: none"> Expanded teleworking systems (eliminated usage reason and number restrictions, established allowance systems, etc.) Established new systems for supporting employees in balancing work and medical treatment 	<ul style="list-style-type: none"> Expand work-life balance support systems Broaden scope of applicability for teleworking systems to prevent employees from having to take posts that separate them from family and to accommodate nursing care needs 	
	Promotion of diversity and inclusion		<ul style="list-style-type: none"> Increased ratio of female managers within the Yamaha Group to 16.0% (worldwide total) Established the Working Group for Gender Equality as a Companywide advisory committee Held awareness-raising campaigns in conjunction with International Women's Day (declaration of support for UN Women Unstereotype Alliance, discussions with other companies, etc.) Arranged training for employees returning from childcare leave Held diversity and inclusion online seminar for all domestic and overseas employees Conducted unconscious bias training Awarded with the highest rating of gold in the PRIDE INDEX for second consecutive year in recognition of sexual minority consultation venue and internal and external awareness-raising activities 	<ul style="list-style-type: none"> Improve ratio of female managers to 17% on a Groupwide basis over the medium-term management plan period (by March 31, 2022) Implement internal systems Conduct awareness-raising activities to promote understanding inside and outside of the Group 	

The Make Waves 1.0 medium-term management plan, launched in April 2019, defines social contribution through our business as an important strategy and sets KPI targets as non-financial management goals related to our sustainability priorities of spreading instrumental music education within emerging countries and of procuring sustainable timber.

Sustainability Awareness Raising

The Yamaha Group aims to promote sustainability throughout the roles and duties of all members, from managers to new recruits. To this end, we conduct training and seminars and make use of resources such as the Company intranet to educate employees and raise awareness on sustainability. Since fiscal 2018, we have been promoting deeper understanding of the SDGs through posters, Company newsletters, and internal events in order to help all Group employees realize the connection between their work and the SDGs.



Sustainability information site on the Company intranet



Posters and Company newsletters introducing the SDGs



Sustainability education course as part of new recruit training



Lecture explaining the SDGs to lower- and upper-level managers



SDGs exhibition at Company event

Participation in Initiatives

With a commitment to cooperating and forming ties with global society as we work toward building a sustainable society, Yamaha Corporation signed the UN Global Compact in June 2011 and is working to adhere to the Ten Principles. In addition, we actively participate in subcommittees* of Global Compact Network Japan as a member.

* Fiscal 2021 subcommittee participation: Environmental Management, Kansai, Human Rights Due Diligence, Human Rights Education, Disaster Prevention/Mitigation, ESG, and Reporting

➤ [UN Global Compact](#)

► Organization in Which the Yamaha Group is a Signatory or Member

- UN Global Compact
- Task Force on Climate-related Financial Disclosures
- Science Based Targets
- SoundUD™ Consortium

Engagement with Stakeholders

Basic Policy

In conducting its corporate activities, the Yamaha Group engages with individuals of a variety of interests in the Group.

The major stakeholders of the Yamaha Group are customers, to whom we provide products and services; shareholders and investors; the employees with whom we work; our business partners, including suppliers, clients, and subcontractors; and the communities in which we do business. We also focus on the environment, on which our business activities can have both positive and negative impacts.

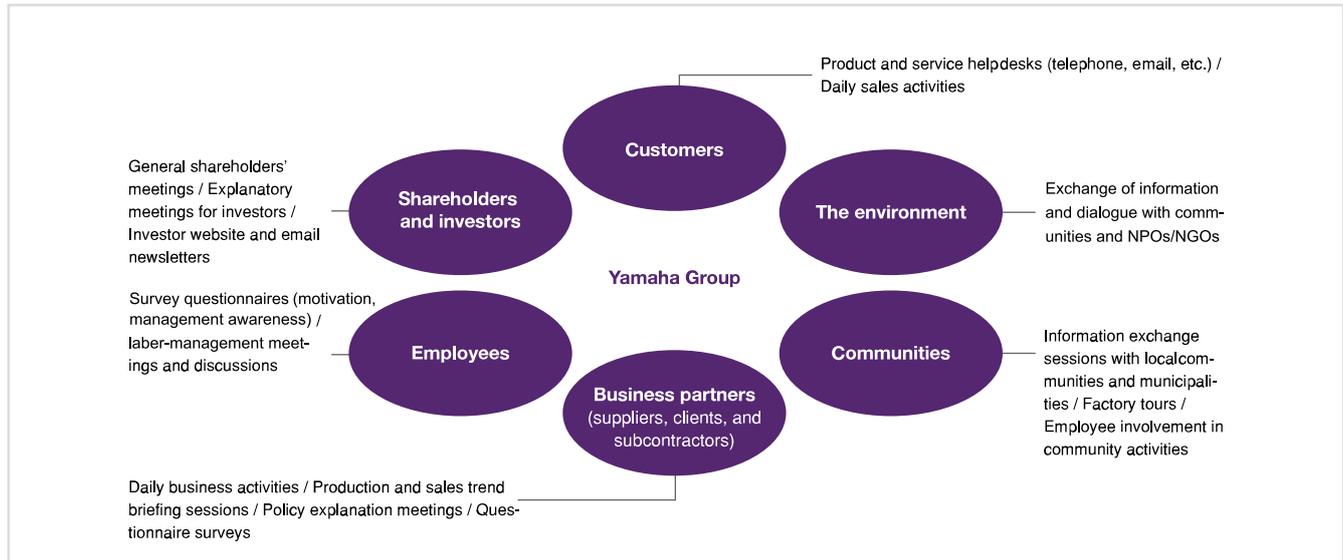
As promises to our stakeholders, we pursue customer-oriented and quality-conscious management, transparent and sound management, and the policies of “valuing people” and “harmony with society.” In order to realize our goal of “sharing passion and performance,” we take opportunities to engage in dialogue with our stakeholders to learn about their opinions and desires and then reflect this input into our corporate activities.

We also solicit timely opinions on our sustainability activities from NPOs, NGOs, and outside experts and make improvements based on their feedback. In fiscal 2020, we participated in the Stakeholder Engagement Program of Caux Round Table Japan, which saw us taking part in identifying important, industry-specific human rights issues through discussions with 13 organizations, including NPOs and NGOs. This program also served as an opportunity to identify important human rights issues pertaining to the Company.

» [Promotion of Human Rights Due Diligence](#)

» [Caux Round Table Japan: Stakeholder Engagement Program](#)

Opportunities/methods for dialog with major stakeholders



Customers

We aim to inspire our customers and satisfy their hearts and minds through providing products and services.

Major responsibilities

Provide valuable products and services that are safe and offer peace of mind, promote universal design, provide appropriate product information, provide customers with appropriate service and support, store customer information appropriately

Daily means of communication

Product and service helpdesks (telephone, email, etc.), daily sales activities

Examples of communication » [Improvement of Customer Satisfaction](#)

» [Customer Response and Support Improvement](#)

Shareholders and Investors

We actively disclose management information and engage in continuous communication with the shareholders and investors who provide financial support for our corporate activities.

Major responsibilities

Disclose accurate management information in a timely manner, distribute profit appropriately, improve corporate value

Daily means of communication

General shareholders' meetings, explanatory meetings for investors, investor website and email newsletters

Example of communication » [Information Disclosure \(Dialogue with Shareholders and Investors\)](#)

Employees

We respect the independence and sensitivity of each and every employee working for the Yamaha Group. We strive to create environments in which each individual can fully realize their creativity, and aim to create a corporate culture that allows us to provide even better products and services.

Major responsibilities

Evaluate and treat people fairly, respect human rights and diversity, utilize and train personnel, support a wide range of working styles, ensure health and safety

Daily means of communication

Survey questionnaires (motivation, management awareness), labor-management meetings and discussions

Example of communication [» Communication with Employees](#)

Business Partners (Suppliers, Clients, and Subcontractors)

We see our business partners as partners traveling with us together on the road toward realizing our Company philosophy. We strive to deepen mutual understanding and to maintain and build positive relationships of trust, based on fair and transparent transactions.

Major responsibilities

Select business partners based on fair and rational standards, engage in fair transactions, eliminate dubious business relationships, prohibit abuses of power

Daily means of communication

Daily business activities, production and sales trend briefing sessions, policy explanation meetings, questionnaire surveys

Example of communication [» Promotion of Social Responsibility in the Value Chain](#)

Communities

When engaging in business activities in each country or region, we comply with related laws, regulations, and international standards, while also giving sufficient attention to environmental preservation and respect for human rights. We also actively participate in various activities contributing to the development of local communities and cultures, and help to build positive communities as a good corporate citizen.

Major responsibilities

Coexist with communities and contribute to their development (including promoting culture, training the next generation, promoting welfare, creating employment, and developing skills and technology)

Daily means of communication

Information exchange sessions with local communities and municipalities, factory tours, employee involvement in community activities

Examples of communication [» Connections with Local Communities](#)

[» Contribution to Regional Community Development](#)

The Environment

The environment serves as the foundation for sustainable societies, and we understand the significance of preserving the environment and maintaining biodiversity. In addition to reducing our environmental burden when conducting business activities or providing products or services, we also participate in activities to contribute to the environment.

Major responsibilities

Prevent pollution, combat climate change, preserve natural resources, manage and reduce the use of chemical substances, protect biodiversity

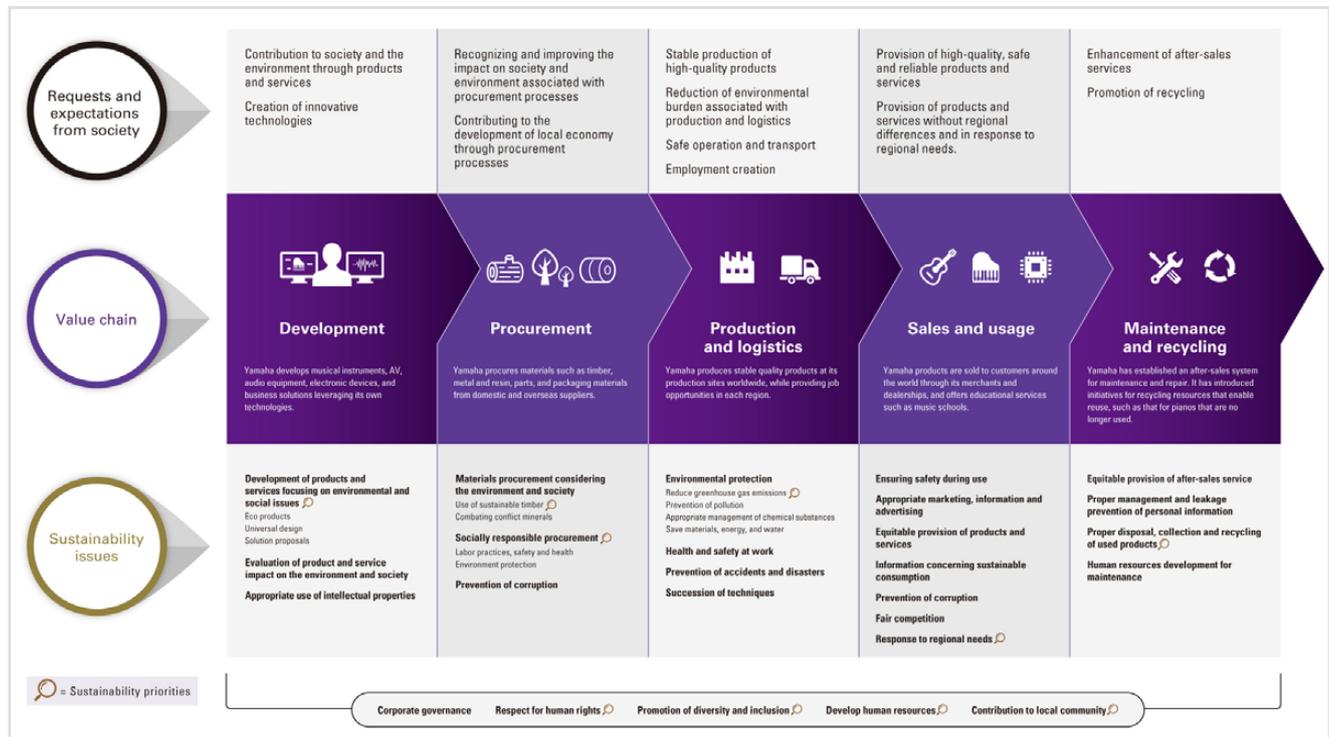
Daily means of communication

Exchange of information and dialogue with communities and NPOs/NGOs

Sustainability Issues in the Value Chain

The Yamaha Group provides various products and services, including musical instruments.

Yamaha is fulfilling its social responsibilities by addressing issues related to the value chain by focusing on the impact of its products, services, and production processes on society and the environment.



Download

UN Global Compact

The United Nations (UN) Global Compact was proposed by the Secretary General of the UN in 1999 and consists of 10 universally accepted principles in the areas of human rights, labor, the environment, and anti-corruption. The top management of companies that become signatories to the Global Compact pledge their commitment and, within the scope of their enterprises, promise to work consistently to achieve the objectives espoused under the 10 principles. Since signing the Global Compact in June 2011, Yamaha has actively worked to cooperate with the Global Compact Network Japan in conducting subcommittees.



The 10 Principles of the United Nations Global Compact

Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
	Principle 2: make sure that they are not complicit in human rights abuses.
Labor	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
	Principle 4: the elimination of all forms of forced and compulsory labor;
	Principle 5: the effective abolition of child labor; and
	Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges;
	Principle 8: undertake initiatives to promote greater environmental responsibility; and
	Principle 9: 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.