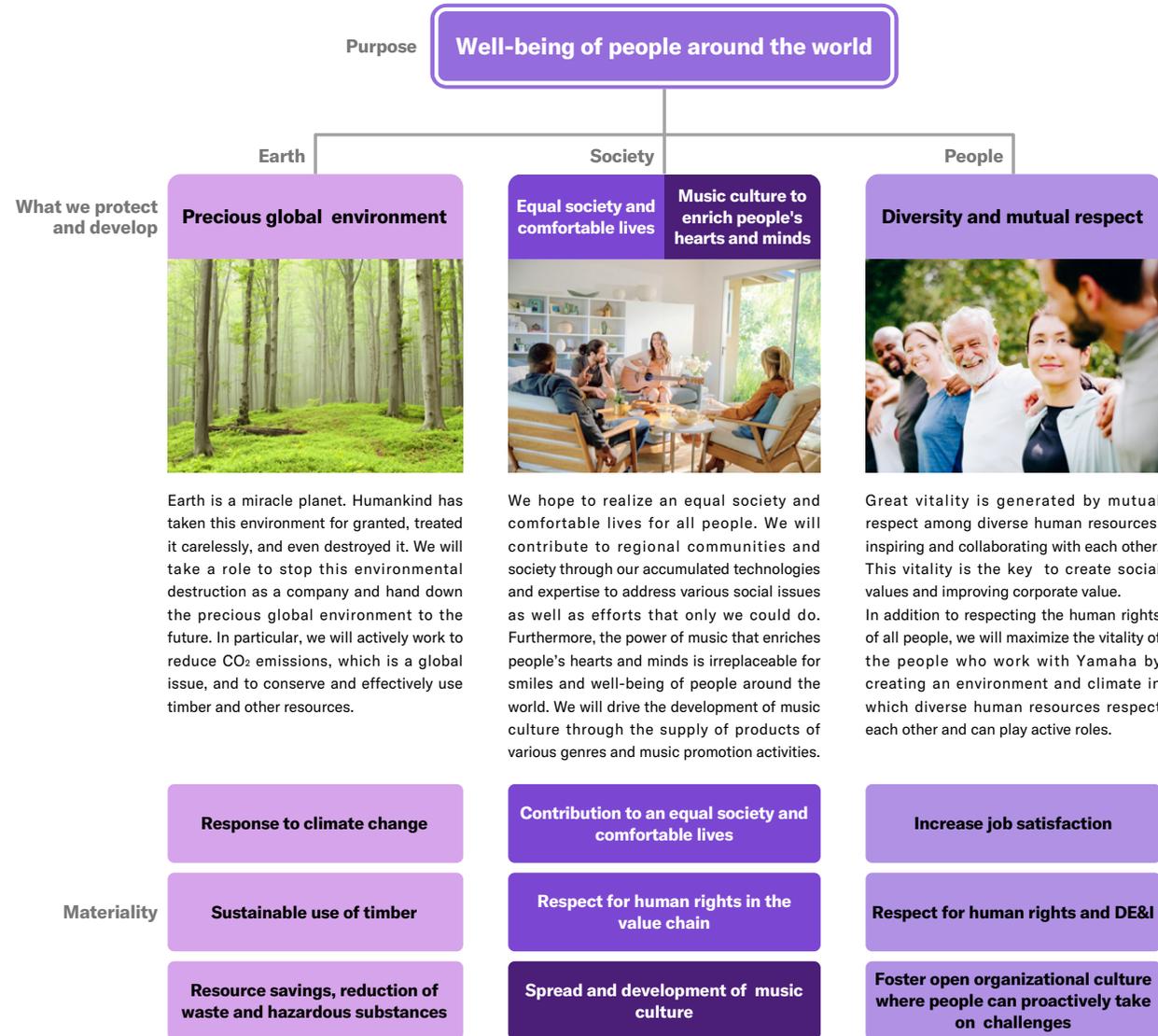


Throughout its long history, the Yamaha Group has made various efforts to promote people's "well-being," while remaining conscious of its connection with nature, society and culture. Our products, made of timber and other natural materials and carefully finished by skilled craftspeople, have been handed down from generation to generation and, with some products being given new life through renewal, loved by many people. In addition to simply selling products, we have also contributed to promoting the spread and development of music culture in various countries and regions around the world as our own business. These activities range from the spread of instrumental music education for children and the development of music schools to the support of top artists. These ideas and initiatives are in line with social sustainability and have been passed down through the company's more than 130-year history, shaping the "distinctive brand identity of Yamaha."

Yamaha Group Sustainability Policy

The Yamaha Group aims to create a society that realizes the well-being of all people around the world. To achieve this goal, we will work to protect our one precious earth and contribute to the development of an equal society, comfortable lives, and a music culture that enriches people's hearts and minds, with our corporate philosophy of "Yamaha Philosophy" as the foundation to draw from. At the same time, we will not only respect for human rights but also create an environment in which diverse human resources can respect each other and actively play a role. Through these initiatives, we will continue to create excitement and cultural inspiration together with people around the world. Based on this concept, we have identified materiality and will actively promote sustainability activities to enhance our medium-to-long-term corporate value through the creation of social value by working toward the realization of a sustainable society.



[» Download](#)

Formulated in February 2010 and last revised in April 2022

Sustainability Management

Sustainability Initiatives

The Yamaha Group is advancing initiatives for contributing to the realization of a sustainable society based on the Yamaha Group Sustainability Policy. We are also actively contributing to the accomplishment of the United Nations Sustainable Development Goals (SDGs), which are a set of shared targets embraced by global society, through our 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
- » Material Issues

Sustainability Promotion System

Under the guidance of the Board of Directors, Yamaha Corporation established the Sustainability Committee as an advisory body to the president. This committee is tasked with discussing directives for Groupwide sustainability initiatives, monitoring initiatives by the respective divisions, and reporting to the president on these matters. Reports on the details and results of discussions by the Sustainability Committee are issued to the Board of Directors.

Five working groups—the Working Group for Climate Change, Working Group for Resource Circulation, Working Group for Procurement, Working Group for Human Rights, DE&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 establish frameworks for advancing initiatives based on the following themes, plan and implement related activities, and monitor these activities.

Working Group for Climate Change: Decarbonization, disclosure based on Task Force on Climate-related Financial Disclosures (TCFD) recommendations, water risk response measures, etc.

Working Group for Resource Circulation: Circular value chains, eco-friendly product designs and packaging, etc.

Working Group for Procurement: Timber due diligence, sustainable timber procurement, Tone Forest activities, supply chain human rights due diligence, response to conflict minerals, etc.

Working Group for Human Rights, DE&I: Human rights due diligence; promotion of diversity, equity, and inclusion; etc.

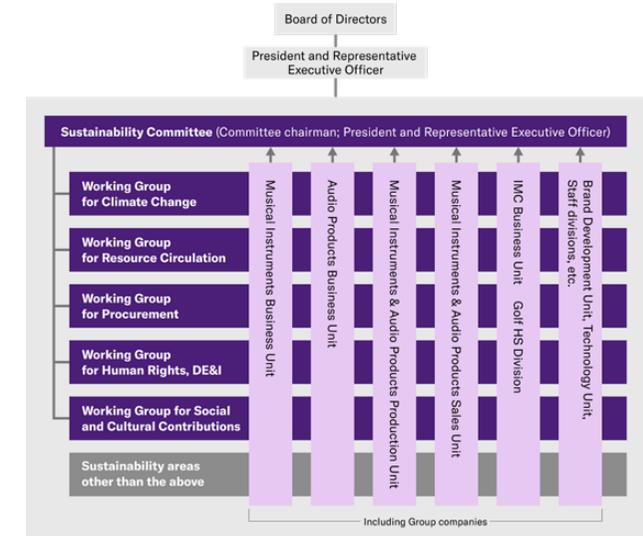
Working Group for Social and Cultural Contributions: Popularization of music, community outreach, etc.

► Fiscal 2022 Sustainability Committee Meetings Meetings: 10

Major Agenda items:

- Revision of material issues
- Medium- to long-term targets and measures related to carbon neutrality, resource conservation, waste reduction, sustainable timber procurement, human rights, and diversity
- Priority areas for contributing to social issue resolution and social and cultural outreach through products and services

Sustainability Promotion System



Material Sustainability Issues

The Yamaha Group has defined material sustainability issues for contributing to sustainable development and medium- to long-term improvements in corporate value based on the impact of its business activities on the environment and society as well as on stakeholder expectations and social demands. Initiatives for addressing these issues are currently underway.

► Identified Material Sustainability Issues

Environment

Response to climate change

- Reduction of CO₂ emissions at business sites and in logistics, and through collaboration with suppliers
- Energy savings in products

Sustainable use of timber

- Sustainable sourcing and utilization of timber
- Promotion of forest cultivation

Resource savings, reduction of waste and hazardous substances

- Resource savings and improved resource recycling of products and packaging
- Reduction of hazardous chemical substances (VOCs, etc.)

Society

Contribution to an equal society and comfortable lives

- Mental and physical safety and health
- Remote communication
- Consideration for universal design and accessibility, etc.

Respect for human rights in the value chain

- Human rights of workers at suppliers, etc.

Culture

Spread and development of music culture

- Products, services, and activities that contribute to the promotion and development of music culture
- Contribution to the development of the next generation

Human Resources

Increase job satisfaction

- Human resources development, safety and health, work-life balance, etc.

Respect for human rights and DE&I (diversity, equity and inclusion)

- Initiatives to respect the human rights of people who work with Yamaha (Human rights education and due diligence)
- DE&I promotion (gender, nationality, etc.)

Foster open organizational culture where people can proactively take on challenges

- Employee engagement surveys, creation of opportunities for dialogue, etc.

For more details, please refer to the following website.

» [Material Issues](#)

► Material Issue Identification Process

Sustainability issues pertaining to the Yamaha Group's value chain were identified with reference to the SDGs. The level of priority of these issues was then assessed based on input from customers, employees, and community members; environmental, social, and governance (ESG) evaluation criteria; opinions and requests from NGOs; advice from external experts; our corporate philosophy and vision; and medium- to long-term management policies. We thereby identified the material issues requiring an enhanced approach. In fiscal 2022, we revised our material sustainability issues.

Details regarding the identification process are as follows.

» [Material Issues](#)

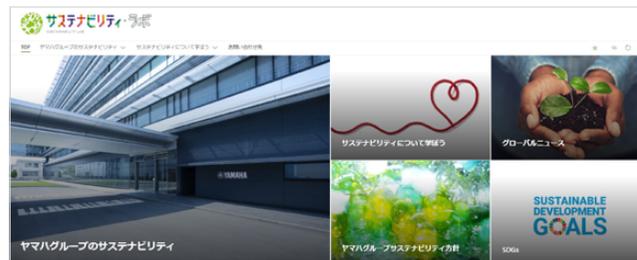
Key performance indicators (KPIs) for gauging the progress of measures related to the identified material sustainability issues by the Sustainability Committee working groups and relative divisions was established along with related targets and action plans. The Sustainability Committee is responsible for monitoring the progress of initiatives pertaining to material issues.

» [Sustainability KPIs and Targets of the Make Waves 2.0 Medium-Term Management Plan \(Fiscal 2023-2025\)](#)

» [Sustainability Priorities and Initiative Results Leading Up to Fiscal 2022](#)

Sustainability Awareness Raising

All members of the Yamaha Group, from new employees to senior management, are promoting sustainability in their respective roles and jobs in order to contribute to the accomplishment of the SDGs. In addition, sustainability education and awareness-raising elements are being incorporated into the rank- and field-based training and seminars, intranet postings, internal events, and company newsletters. In addition, we began arranging sustainability quizzes that offer an easy way to learn about sustainability and the SDGs in order to further promote understanding within the Group. We intend to issue 10 such quizzes a year.



Sustainability information site



Sustainability education course as part of new recruit training



Sustainability training for lower- and upper-level managers



Sustainability quiz

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. We are also participating in a variety of other initiatives.

» UN Global Compact

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

- » UN Global Compact, Global Compact Network Japan
- » Task Force on Climate-related Financial Disclosures
 - » Science Based Targets initiative (SBTi)
 - » Japan Climate Initiative
- » Women's Empowerment Principles (WEPs)
 - » 30% Club Japan
 - » Unstereotype Alliance
 - » SoundUD™ Consortium

Engagement with Stakeholders

Based on its Promises to Stakeholders, the Yamaha Group creates various opportunities to engage in dialogue with its stakeholders to learn about their opinions and desires and then reflects this input in its corporate activities.

» [Promise to Stakeholders](#)

Initiatives Targeting Specific Stakeholder Groups

Stakeholder	Major Responsibilities	Daily Means of Communication	Examples of Initiatives
Customers	Offer valuable products and services that are safe and offer peace of mind, promote universal design, supply accurate product information, provide customers with appropriate service and support, store customer information appropriately	Product and service helpdesks (telephone, email, etc.), daily sales activities	<ul style="list-style-type: none"> » Improvement of Customer Satisfaction » Customer Response and Support Improvement » Consumer Issues
Employees	Evaluate and treat people fairly, respect human rights and diversity, utilize and train personnel, support a wide range of workstyles, ensure health and safety	Survey questionnaires (motivation, workplace comfort, and management), labor-management meetings and discussions	<ul style="list-style-type: none"> » Human Rights and Labor Practices » Communication with Employees
Business Partners	Select business partners based on fair and rational standards, engage in fair transactions, eliminate dubious business relationships, prohibit abuses of power	Daily business activities, production and sales trend briefing sessions, policy explanation meetings	<ul style="list-style-type: none"> » Promotion of Social Responsibility in the Value Chain
Communities and Greater Society	Coexist with communities and contribute to their development (including promoting culture, training the next generation, promoting welfare, creating employment, and developing skills and technology)	Information exchange sessions with local communities and municipalities, factory tours, employee involvement in community activities, exchange of information and dialogue with communities and NPOs/NGOs	<ul style="list-style-type: none"> » Connections with Local Communities » Contribution to Regional Community Development
Environment	Prevent pollution, combat climate change, preserve natural resources, manage and reduce the use of chemical substances, protect biodiversity	Exchange of information and dialogue with communities and NPOs/NGOs	<ul style="list-style-type: none"> » The Environment
Shareholders	Disclose accurate management information in a timely manner, distribute profit appropriately, improve corporate value	General shareholders' meetings, explanatory meetings for investors, investor website and email newsletters	<ul style="list-style-type: none"> » Information Disclosure (Communication with Shareholders and Investors)

► Stakeholder Engagement Program

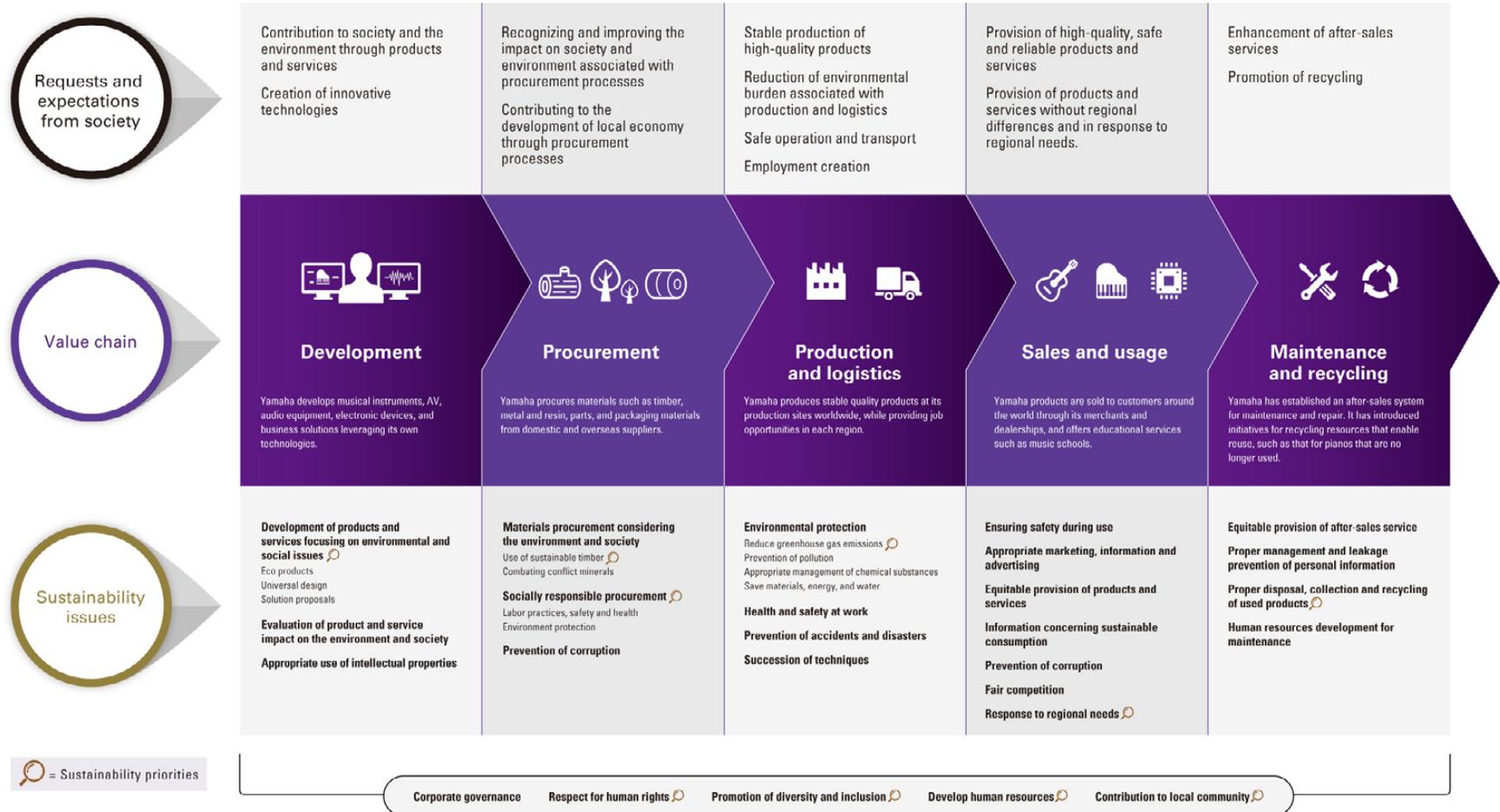
The Company has been participating in the Stakeholder Engagement Program of Caux Round Table Japan since fiscal 2020. Through the program, input on potential issues is received from NPOs, NGOs, and experts as part of the process of identifying important, industry-specific human rights issues.

» [Human Rights Due Diligence Workshop \(Caux Round Table Japan\)](#)
» [2021 Final Report](#)

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.



Material Issues

The Yamaha Group reflects priority sustainability initiatives for contributing to social sustainability and medium- to long-term improvements to corporate value into its sustainability initiatives, and advances and manages activities on these policies. In fiscal 2022, we reassessed our prior sustainability priorities to identify nine material issues. A revision to the Yamaha Group Sustainability Policy was instituted in April 2022 based on these material issues, and this policy is guiding sustainability initiatives.

Identified Material Sustainability Issues

► Environment

Response to climate change

- Reduction of CO₂ emissions at business sites and in logistics, and through collaboration with suppliers
- Energy savings in products

Sustainable use of timber

- Sustainable sourcing and utilization of timber
- Promotion of forest cultivation

Resource savings, reduction of waste and hazardous substances

- Resource savings and improved resource recycling of products and packaging
- Reduction of hazardous chemical substances (VOCs, etc.)

► Society

Contribution to an equal society and comfortable lives

- Mental and physical safety and health
- Remote communication
- Consideration for universal design and accessibility, etc.

Respect for human rights in the value chain

- Human rights of workers at suppliers, etc.

► Culture

Spread and development of music culture

- Products, services, and activities that contribute to the promotion and development of music culture
- Contribution to the development of the next generation

► Human Resources

Increase job satisfaction

- Human resources development, safety and health, work-life balance, etc.

Respect for human rights and DE&I (diversity, equity and inclusion)

- Initiatives to respect the human rights of people who work with Yamaha (human rights education and due diligence)
- DE&I promotion (gender, nationality, etc.)

Foster open organizational culture where people can proactively take on challenges

- Employee engagement surveys, creation of opportunities for dialogue, etc.

» [Yamaha Group Sustainability Policy](#)

Material Sustainability Issues, KPIs, and Targets

» Sustainability KPIs and Targets of the Make Waves 2.0 Medium-Term Management Plan (Fiscal 2023–2025)

What we protect and develop	Material items	Major initiatives	KPIs and targets for fiscal 2025 (Make Waves 2.0 medium-term management plan)	Relevant SDGs
Environment Precious global environment	Response to climate change	<ul style="list-style-type: none"> Reduction of CO₂ emissions at business sites and in logistics Energy savings in products 	<ul style="list-style-type: none"> Reduce CO₂ emissions by 5% through energy conservation (CO₂ emissions /production volume) Maintain inclusion on CDP Climate Change A List Improve logistics packing efficiency by 5% 	     
	Sustainable use of timber	<ul style="list-style-type: none"> Sustainable sourcing and utilization of timber Promotion of forest cultivation 	<ul style="list-style-type: none"> Increase rate of sustainable timber use to 75% Cultivate and preserve three scarce tree species necessary for musical instrument production (Tone Forest Activities) 	
	Resource savings, reduction of waste and hazardous substances	<ul style="list-style-type: none"> Resource savings and improved resource recycling of products and packaging Reduction of hazardous chemical substances (VOCs, etc.) 	<ul style="list-style-type: none"> Eliminate plastic packaging used for newly-launching small products 	
Society Equal society and comfortable lives	Contribution to an equal society and comfortable lives	<ul style="list-style-type: none"> Mental and physical safety and health Remote communication Consideration for universal design and accessibility, etc. 	<ul style="list-style-type: none"> Install Listening Care function for reducing burden on ears by delivering high-quality sound at low volumes into all new headphones and earphones Realize high-quality, natural remote communication (companies, schools, etc.) Develop Daredemo Pianos (Auto-Accompanied Pianos) that can be enjoyed by anyone, including senior citizens and people with disabilities 	     
	Respect for human rights in the value chain	<ul style="list-style-type: none"> Human rights of workers at suppliers, etc. 	<ul style="list-style-type: none"> Conduct on-site audits of suppliers (60 companies) 	
Culture Music culture to enrich people's hearts and minds	Spread and development of music culture	<ul style="list-style-type: none"> Products, services and activities that contribute to the promotion and development of music culture Contribution to the development of the next generation 	<ul style="list-style-type: none"> Increase number of students enrolled at overseas music school by 100,000 Promote instrumental music education at schools in emerging countries (School Project); provide instrumental music education opportunities to aggregate total of 2.3 million children in 10 countries 	    
Human resources Diversity and mutual respect	Increase job satisfaction	<ul style="list-style-type: none"> Human resource development, safety and health, work-life balance, etc. 	<ul style="list-style-type: none"> Continue improving ratio of employees offering positive responses regarding motivation on employee engagement surveys Double human resources investment 	  
	Respect for human rights and DE&I (diversity, equity, and inclusion)	<ul style="list-style-type: none"> Initiatives to respect the human rights of people who work with Yamaha (Human rights education and due diligence) DE&I promotion (gender, nationality, etc.) 	<ul style="list-style-type: none"> Achieve global ratio of female managers of 19% Conduct cross-border positioning of 30 individuals 	
	Foster open organizational culture where people can proactively take on challenges	<ul style="list-style-type: none"> Employee engagement survey, creation of opportunities for dialogue, etc. 	<ul style="list-style-type: none"> Continue improving ratio of employees offering positive responses regarding workplace comfort on employee engagement surveys 	

» Sustainability Priorities and Initiative Results Leading Up to Fiscal 2022

Material Issue Identification Process

► 1. Identification of Important Stakeholder Groups

Important stakeholder groups were identified to limit the scope of social issues to be assessed and guide priority assessments of social issues.

» Engagement with Stakeholders

► 2. Limiting of Scope of Social Issues to Be Assessed

A list of 114 issues was prepared based on the targets of the UN Sustainable Development Goals (SDGs) and on global risk reports, global risks, and other risks. Redundant issues and issues deemed to be of low materiality to Yamaha and to the stakeholder groups identified in Step 1 were excluded for the list. Then, certain social issues were divided into risks and opportunities and social issues unique to Yamaha Group were added to make for list of a total of 64 social issues to be assessed.

► 3. Assessment of Materiality of Social Issues

The 64 social issues identified in Step 2 were divided into risks and opportunities and mapped based on materiality assessments conducted based on the perspectives described under ① and ② below.

① Business Perspective (Materiality to Yamaha)

A cross-Company assessment team of 35 individuals was assembled to score the materiality of the identified social issues from the perspectives of profits, losses, costs, reputation, compliance, corporate ethics, and management and business continuity.

② Stakeholder Perspective (Materiality to Stakeholders)

Customer input, employee surveys, and other methods were used to identify the needs and opinions of the stakeholder groups identified in Step 1. The materiality of the identified social issues was then scored based on this information, the requirements of industry initiatives, and environmental, social, and governance (ESG) evaluation criteria (of FTSE Russell, MSCI, and other institutions).

► 4. Identification of Material Issues

Social issues deemed to be of high materiality based on the mapping in Step 3 were grouped to make nine material issues, which were then further categorized and organized into the areas of environment, society, culture, and human resources.

► 5. Approval

The identified material issues were discussed by the Sustainability Committee, which is chaired by the president, and then approved by the Board of Directors.

