











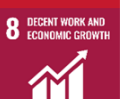




Medium-Term Management Plan "Make Waves 1.0" (Apr. 2019 – Mar. 2022) (2019/4~2022/3) Progress and results of Sustainability priorities

Sustainability priorities	Major initiatives	Progress and results	Targets under Make Waves 1.0 medium-term management plan	Related SDGs
Development of products and services with a focus on social and environmental issues	Response to societal issues	<p>Music Culture and Education</p> <ul style="list-style-type: none"> Developed functions and content for digital musical instruments for reproducing local musical expressions based on research of the music cultures of Indonesia, India, and the Middle East and installed them in certain products (PSR-I500, etc.) Developed new sound setting support systems (Active Field Control) and optimized acoustics through introduction in schools and other public facilities (29 instances over three years) <p>Universal Design</p> <ul style="list-style-type: none"> Released multilanguage simultaneous interpretation guidance function for SoundUD™; participated in R&D project for enhancing multilanguage translation technologies outsourced from the Ministry of Internal Affairs and Communications; utilized systems at event sites for Tokyo 2020 Olympic and Paralympic Games; achieved SoundUD™ Consortium (secretariat: Yamaha Corporation) membership of 360 companies and organizations; and received awards including Grand Award of IAUD International Design Awards 2019 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"> Installed Listening Care function for reducing burden on ears into all new headphones and earphones (11 models); launched Thinking about Hearing Health website for promoting understanding regarding protecting one's hearing Expanded supply of in-vehicle communication module for emergency alert systems (aggregate total of 1.88 million supplied) <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; proposed speakerphones as a remote class solution for supporting school education amid the COVID-19 pandemic (YVC series, 360,000 units shipped over past three years) Completed development of indicators optimizing acoustic environments to propose ideal acoustic environments for better workplaces <p>Remote Solutions</p> <ul style="list-style-type: none"> Achieved rapid growth in users of officially released SYNCROOM online remote ensemble performance service with registered users reaching 150,000 and monthly users climbing to 25,000 Received 2021 Good Design Award for Distance Viewing next-generation live viewing system Deployed Remote Cheerer powered by SoundUD™ remote cheering system jointly with J.LEAGUE and professional baseball teams and utilized the system for basketball, professional wrestling, track and field, and para-sports events; received Grand Prix in the Digital Transformation (DX) category of the CEATEC AWARD 2021 program for this system 	<p>Music Culture and Education</p> <ul style="list-style-type: none"> Expand range of digital music instruments equipped with functions necessary for reproducing local musical expressions of emerging countries Introduce 20 Active Field Control systems each year <p>Universal Design</p> <ul style="list-style-type: none"> Promote SoundUD™ through government projects <p>Expand range of electronic musical instruments equipped with voice readout functionality</p> <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 Supply aggregate total of 2.5 million in-vehicle communication modules <p>Workplace</p> <ul style="list-style-type: none"> Provide approximately 200,000 teleworking opportunities (people/places) and implement workstyle reforms Define ideal acoustics environment for work and develop related indicators <p>Remote Solutions</p> <ul style="list-style-type: none"> Propose solutions matched to new lifestyle patterns 	          
	Response to environmental issues	<ul style="list-style-type: none"> Certified aggregate total of 89 models of Yamaha Eco-Products over the period of the medium-term management plan (aggregate total of 468 models, 18% of sales) Commenced shipments of automotive thermoelectric power generation module samples Decided policy of eliminating use of volatile organic compounds for coating used on black piano keys; developed technology for eliminating use of volatile organic compounds in automobile interior parts Developed material property database and acoustic property prediction technologies as well as compositive materials with acoustic reflection properties surpassing those of natural materials to help find 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 Introduce waste heat power generation module into the automotive market Develop organic solvent-free coating basic specifications Develop sustainable materials surpassing scarce timber resources 	
	Music school	<ul style="list-style-type: none"> Opened Yamaha Music School Riyadh, the first publicly certified music school in Saudi Arabia 	<ul style="list-style-type: none"> Spread the joy of music through music schools 	
	Support for the spread of instrumental music education in schools	<ul style="list-style-type: none"> Delivered instrumental music education opportunities to aggregate total of 1.29 million people in 5,200 schools in seven countries (Vietnam, Malaysia, Indonesia, India, Brazil, United Arab Emirates, and Egypt) through the School Project; introduced new curriculum guidelines at 3,800 schools in Vietnam; commenced recorder classes at Egyptian-Japanese Schools in fiscal 2021 support project selected through the EDU-Port Japan Project] by the Ministry of Education, Culture, Sports, Science and Technology and investigated non-cognitive skill measurement methodologies as JICA-SDGs partner in Egypt 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 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 	   

Development of regional community-based business and social contribution activities		<ul style="list-style-type: none"> Donated instruments and provided education support to five schools for the children of migrant farmers in five Chinese cities (aggregate total of 60 schools) 	<ul style="list-style-type: none"> Donate instruments to 18 schools for the children of migrant farmers in China over the three-year period
	Support for youth development orchestra/band	<ul style="list-style-type: none"> Held online and offline musical instrument maintenance seminars and seminars for cultivating repair technicians for 54 organizations in eight countries (Mexico, Costa Rica, Panama, Colombia, Brazil, and newly Dominican Republic, Peru, and El Salvador) in Latin America (total of 125 seminars) Dispatched band instructors and held training for repair technicians with the goal of improving instruction capabilities in China and other parts of Asia Proposed effective practice methods that can be used amid the COVID-19 pandemic to band directors at schools in Japan Prepared and distributed to schools educational posters detailing new approaches toward band activities designed under the guidance of physicians and distributed multilanguage videos illustrating the flow of airborne droplets in order to help prevent the spread of COVID-19 	<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) Improved instruction and technical capabilities and developed instruction methods for China and other parts of Asia Resolve issues faced at schools in Japan
	Community support	<ul style="list-style-type: none"> Conducted an aggregate total of 17 support initiatives (including the Onagaku no Machi Fukui project in Fukui Prefecture) 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







Lowering of greenhouse gas emissions	Reduction of greenhouse gas emissions during business activities	<ul style="list-style-type: none"> Acquired certification by Science Based Targets for targets (certification of targets for limiting global warming to 2°C above pre-industrial levels received in June 2019, certification of targets for limiting global warming to 1.5°C above pre-industrial levels received in September 2021) Yamaha's Science Based Targets-Certified Targets Scope 1 + Scope 2: 55% reduction from the fiscal 2018 level by fiscal 2031 (carbon neutrality by 2050) Scope 3: 30% reduction from the fiscal 2018 level by fiscal 2031 Scope 1 and Scope 2 Achieved reduction in Scope 1 and Scope 2 emissions to 155,000 t-CO2 in fiscal 2022, from 161,000 t-CO2 in fiscal 2019 Expanded use of renewable energy (began sourcing 100% of power purchased at headquarters from renewable energy in April 2021, thereby achieving annual reductions in CO2 emissions of 4,300 t-CO2) Promoted energy conservation at Toyooka Factory, Tenryu Factory, and Kakegawa Factory together with external partners Introduced internal carbon pricing system Received CASBEE S rating (ZEB Ready) for new headquarters building Scope3 Pursued energy savings in audio equipment and other products Implemented initiatives for reducing emissions from logistics (logistics downsizing, transportation distance reduction, shift to modes of transportation with lower emissions, joint transportation trials, etc.) 	<ul style="list-style-type: none"> Set medium- to long-term targets based on criteria of Science Based Targets Scope1+2 Reduce emissions through energy conservation and phased introduction of renewable energy Scope3 Reduce emissions in high-emissions areas (product use, purchased products, distribution) 	 
	Response to climate change	<ul style="list-style-type: none"> Announced declaration for recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in June 2019 Disclosed the results of scenario analysis based on TCFD recommendations starting in 2020 Selected for Climate Change A List, the highest rating in CDP surveys, in December 2021 Selected as CDP Supplier Engagement Leader for two consecutive years (2020 and 2021) 	<ul style="list-style-type: none"> Preemptively address global expectations regarding climate change 	
Sustainable procurement of timber	Prevention of use of illegally lumbered timber; expansion of use of certified timber	<ul style="list-style-type: none"> Conducted timber due diligence Revised and systematized documentation processes and integrated these into quality management system to improve accuracy Maintained higher ratio of timber purchases judged as low risk of 98.8% in fiscal 2019 and 99.4% in fiscal 2022 Increased use of certified timber Promoted switch to certified timber through market surveys, negotiations, and design changes Increased ratio of certified timber used from 11% in fiscal 2019 to 52% in fiscal 2022 Switched to lower-risk timber (changing species used and switching to certified timber for piano exterior parts, etc.) 	<ul style="list-style-type: none"> Improve timber due diligence frameworks (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"> African Blackwood (Woodwind Instrument Materials) Conducted studies on connection between cultivation habitat and growth to support communities in Tanzania Commenced procurement of timber from supported communities (certified timber) Partnered with community members in tree planting activities (planted 12,000 trees over 6.5 hectares with three villages) Sakhalin Spruce (Piano Materials) Advanced activities for preserving Sakhalin spruce plantation timber based on comprehensive cooperation agreement with Hokkaido Prefecture Held pruning and tree planting events for employees and their families Prepared for joint research project with Hokkaido Research Organization Conducted basic research on African blackwood and Sakhalin spruce trees and basic studies on fast-growing tropical trees based on comprehensive research agreement with Kyoto University (Ministry of Agriculture, Forestry and Fisheries support project) 	<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 	 
Promotion of the "3Rs" in products	Packing and packaging material measures	<ul style="list-style-type: none"> Downsized packaging (produced effective calculation tools) Reduced use of plastic packaging (eliminated use of plastic cushioning in new models of earphones, powered speakers, etc.) Transitioned from plastic shopping bags to certified paper shopping bags Cut back on plastic guest amenities at resort facilities, and began using paper straws at restaurants 	<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.) 	 
		<ul style="list-style-type: none"> Set long-term roadmap for product "3Rs" initiatives leading up to 2050 	<ul style="list-style-type: none"> Promote the "3Rs" in relation to products based on long-term vision 	

Product measures

- Launched and began shipping retrofit pianos (with silent functions installed, Disklavier models upgraded, etc.) in Japan, North America, and Europe

- 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	<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 (revised to create the Yamaha Group Labor and Human Rights Regulations in January 2022) Performed human rights education and on-site meetings using the Yamaha Human Rights Guidebook (e-learning programs, etc.) and participated in human rights declaration program of the Ministry of Justice Established guidelines for preventing use of discriminatory language in patent applications Produced and introduced diversity, equity, and inclusion communication handbook for use by employees involved in marketing and advertisements 	<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"> Simultaneous Supplier Self-Assessments Conducted in Fiscal 2020 Received responses from 3,694 of 3,748 applicable suppliers (response rate of 98.6%) Issued improvement requests to 11 companies failing to meet required levels Confirmed improvements at nine companies subject to improvement requests and ceased transactions with two companies Judged 38 of 54 non-responding companies to be low risk due to certification under sustainability-related standards, such as those of the Responsible Business Alliance, ceased transactions with nine companies, and continued to request that the remaining seven comply with the Yamaha Supplier CSR Code of Conduct (possibility of ongoing transactions under consideration) Conducted assessments of 117 new suppliers in fiscal 2020 and 149 new suppliers in fiscal 2021 Held sustainable timber procurement briefings for procurement representatives (Japan, China, and Indonesia) Conducted SDGs lectures at trainings for domestic suppliers 	<ul style="list-style-type: none"> Conduct simultaneous supplier self-assessments (every three years, next assessment scheduled for fiscal 2023) Perform assessments when beginning transactions Hold seminars targeting procurement personnel and suppliers 	
Promotion of diversity and human resources development	Global human resources management	<ul style="list-style-type: none"> Established grading standards for core positions and globally shared positions Established Group employee training guidelines and performed monitoring based on these guidelines Conducted global selective training for senior management candidates Undertook cross-border positioning of nine individuals 	<ul style="list-style-type: none"> Promote human resources management based on the Group-standard grading and employee training guidelines Undertake cross-border positioning of 30 individuals over the three-year period 	  
	Accommodation of diverse workstyles	<ul style="list-style-type: none"> Established childcare facilities at business sites (in August 2019) Expanded teleworking systems (eliminated usage reason and number restrictions, established allowance systems, etc.) Implemented flextime system for use in working shortened hours due to childcare or caregiving purposes; established new systems for supporting employees in balancing work and medical treatment Conducted awareness survey on workplace comfort and motivation 	<ul style="list-style-type: none"> Support work-life balance by expanding teleworking systems, in-house childcare facilities, and various other measures 	
	Diversity, Equity and Inclusion	<ul style="list-style-type: none"> Gender Equality Increased ratio of female managers (consolidated) from 14.9% in fiscal 2019 to 16.5% in fiscal 2022 Established the Working Group for Gender Equality under the Human Resources Development Committee, an advisory committee to the president (in January 2021) Education and awareness : <ul style="list-style-type: none"> Held internal diversity, equity, and inclusion seminars, unconscious bias training, campaigns in conjunction with International Women's Day, and training for employees returning from childcare leave; developed tools for supporting career development of female employees Participation in Initiatives : <ul style="list-style-type: none"> Become signatory to Women's Empowerment Principles (UN Global Compact and UN Women) and joined the Unstereotype Alliance and 30% CLUB JAPAN Established helpline for sexual minorities, revised work and other regulations, produced Yamaha LGBTQ+ logo stickers, conducted internal and external awareness-raising activities (Companywide seminars, handbooks, etc.), and received the highest rating of gold in the PRIDE INDEX for three consecutive years 	<ul style="list-style-type: none"> Gender Equality Improve ratio of female managers to 17% (consolidated) by fiscal 2022 Implement internal frameworks and systems Conduct development support programs for employees on and returning from childcare leave Conduct awareness-raising activities to promote understanding of sexual minorities inside and outside of the Group 	