Value Creation Story

Enhance Corporate Value and Realize Vision by Creating Social Value

Yamaha is strengthening all of its capitals by creating Yamaha value and social value through its business activities. In this way, Yamaha aims to realize its management vision by pursuing a cycle that improves both brand and corporate value. Yamaha’s current value creation process is as described in the table below.

The global COVID-19 pandemic is having a massive impact on our lives and on the global economy. Yamaha, however, sees this adversity as an opportunity to further its evolution. Accordingly, we are endeavoring to respond to the constantly changing social needs and issues with the aim of continuing to help resolve social issues through our businesses, and thereby improving corporate value.

Please refer to the following website for more information on Yamaha’s value creation story.


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MANAGEMENT VISION AND VALUE CREATION STORY

Value creation process

Yamaha value creation

Corporate value improvement

Customers

Brand

Technology

People

Culture, Society, and Environment

Businesses and Activities

Businesses and Activities

Businesses and Activities

Yamaha Philosophy and Brand Promise

Research and Development

Production

Sales and Marketing

Products and Services

Yamaha Value Creation

Achieving the management targets adopted under the Make Waves 1.0 medium-term management plan (2019-2022)

Corporate value (market capitalization): ¥1 trillion +

Core operating profit ratio*: 13.8%

Return on equity (ROE)*: 11.5%

Earnings per share (EPS)*: ¥270

Non-financial targets:

Corporate brand value: +30%

Music popularization for learning musical instruments in emerging markets (cumulative total): 1 million people

Certified timber use: 50% of total use

Earnings per share (EPS)*: ¥270

Non-financial targets:

Corporate brand value: +30%

Music popularization for learning musical instruments in emerging markets (cumulative total): 1 million people

Certified timber use: 50% of total use

Total return ratio: 50%

Social Value Creation

Contributing to emotionally enriched lifestyles and a more comfortable society through sound and music.

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* Based on the impacts on the operating environment from the COVID-19 pandemic, the consolidated performance forecasts for fiscal 2022 announced at the financial results briefing for fiscal 2021 held on May 10, 2021, call for a core operating profit ratio of 11.6%, ROE of 10.0%, and EPS of ¥233. These forecasts assume foreign exchange rates of U.S.$1 = ¥105 and €1 = ¥125.

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Please refer to page 43 for more information on sustainability management initiatives and page 94 for information on risk management initiatives.

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Please refer to the following website for more information on sustainability management initiatives.

Remote Meeting System Responding to Rising Social Needs

Teleconferences, web conferences, and other forms of remote meetings have become an indispensable form of communication underpinning teleworking and other diverse workstyles. At the same time, needs pertaining to office meeting rooms are growing increasingly more diverse as companies seek to allow for layouts to be flexibly rearranged in order to ensure appropriate distance is maintained between participants, to utilize meeting rooms more efficiently based on the number of participants and the goals of meetings, and to install more comfortable sound environments. Against this backdrop, Yamaha’s remote meeting solutions, which combine its sound and network technologies, are garnering attention.

One such solution is our ADECIA comprehensive remote conferencing solution. Launched in January 2021, ADECIA is a system for medium-sized meeting rooms comprised of components including ceiling array microphones and processors, which enable it to cater to diverse needs by allowing for easy and flexible introduction and utilization of comfortable, high-quality communication environments. One characteristic of ADECIA is its use of multibeam tracking, a technology that effectively captures the voice of speakers while limiting the transmission of unnecessary noise from the surroundings, to realize high-quality communication. In addition, we released the RM-TT tabletop array microphone in June 2021. The ease of deployment this microphone makes it perfect for supporting diverse remote meeting styles. These offerings use our proprietary sound signal processing technology to accommodate simultaneous speech by multiple individuals and thereby transmit the on-site atmosphere of meetings to remote locations intact. Moreover, we provide all of the equipment and functions necessary for remote meetings, and are thereby able to resolve any issue faced with this regard, starting with determining the necessary equipment when considering the introduction of remote meeting systems and moving on to the installation of equipment and the adjustment of acoustics.

Furthermore, Yamaha boasts a robust lineup of products for all meeting sizes and applications, ranging from its YVC-200 and YVC-330 unified communication speakerphones for small meetings to its YVC-1000 unified communication microphone and speaker systems for medium-sized to large meetings. We are thereby able to propose a multitude of products that realize comfortable, high-quality remote communication, whether in noisy open spaces or in quiet meeting rooms.

New Form of Remote Communication Proposed through Sound and Network Technologies

The global COVID-19 pandemic transformed how we communicate with other people. This transformation also extended to the environments in which we work as teleworking systems were introduced around the world. It can therefore be expected that workstyles unbound by place will continue to become more commonplace and entrenched going forward. Yamaha has long been expanding its lineup of sound environment products that help make teleconferences and web conferences more comfortable as solutions for supporting workstyle reforms. We continue to combine the sound and network technologies and expertise we have accumulated over the years to propose new forms of remote communication that will be indispensable in this new era.
Merging of Sound and Network Technologies to Broaden Possibilities for Remote Communication

The COVID-19 pandemic impacted business communication along with all other forms of face-to-face communication that used to be a natural part of everyday life. The pandemic also placed massive restrictions on music and sports events. Yamaha is proposing new solutions for addressing these restrictions by capitalizing on its remote communication technologies.

One example is seen in SYNCROOM, an app that allows musicians to enjoy real-time ensemble sessions with Yamaha’s proprietary NETDUETTO™ remote ensemble technology. This technology limits audio latency, which is unavailing with conventional IP telephony and web conference systems, to a level that is acceptable for musical performances. Moreover, it monitors audio latency levels during performances to ensure natural and enjoyable ensembles. NETDUETTO™, the predecessor to SYNCROOM, was used by a growing base of performers to arrange remote ensemble sessions even before the pandemic. This solution evolved to become the SYNCROOM of today, which is being used by an increasingly large number of users seeking to remotely enjoy a wide range of musical performances through means such as online streaming of on-stage performances at school cultural festivals and live broadcasts of remote sessions. SYNCROOM is also driving sales of related products.

Remote Cheerer powered by SoundUD, another such solution, is a remote cheering system that allows for cheers to be transmitted to sports stadiums and other sites from remote locations with the touch of a smartphone or other device. By transmitting vocal support and claps through sports stadium speakers, this system provides a virtual space in which fans can interact. Remote Cheerer powered by SoundUD has been used at a range of events, including soccer, baseball, basketball, rugby, American football, professional wrestling, and track and field events, to communicate expressions of support from spectators, such as fans who could not attend events due to them being held without accessible options. This test was designed to allow for these needs to be met through the swift supply of optimal web conference environments to customers and thereby contribute to increased ease of work and productivity for customers. We continue to advance cross-industry verification tests of solutions merging new office layouts that combine Inaba International’s high-sound-absorbing movable partitions with Yamaha’s acoustic technologies and the technologies of NEC Networks & System Integration, which boasts a robust track record for proposing office environments and web conference systems using Zoom and other venues.

Yamaha is taking part in verification tests together with companies from other industries with the goal of developing various solutions for resolving social issues.

Seeking to address office web conference sound environment issues, Yamaha partnered with NEC Networks & System Integration Corporation and Inaba International Inc. to conduct a verification test in December 2020, with customers asked to participate. At the moment, the only way to fully address these sound environment issues is to redesign office layouts, an undertaking that is costly and time consuming. For this reason, many customers are looking for more
MESSAGE FROM THE PRESIDENT

Yamaha is accelerating initiatives in response to social change to accomplish its management vision of “Becoming an Indispensable, Brilliantly Individual Company.”

I would like to begin by expressing my condolences for anyone who has lost loved ones to the global COVID-19 pandemic and by extending heartfelt thoughts and prayers to everyone who has been otherwise impacted by this catastrophe.

Operating Environment amid the COVID-19 Pandemic in Fiscal 2021

Yamaha has been unable to escape the heavy impacts of the COVID-19 pandemic, which has continued since 2020. This catastrophe has had a myriad of impacts, both positive and negative, on our products and business activities. For example, the supply shortages seen in the second half of the fiscal year adversely impacted sales growth, creating a situation in which accomplishing the financial targets set forth by the Make Waves 1.0 medium-term management plan for fiscal 2022—its final year—is now unrealistic. Regardless, I am confident that the path we have taken during this crisis has been the right one. In fact, it could be said that we have been brought closer to the future we envisioned as a result of the pandemic. This realization reaffirms the need to further accelerate the initiatives we have put forth.

A positive thing to come out of the pandemic was the creation of opportunities for increased focus on the role of music as people were forced to remain at home and suffer from various constraints. This situation led to strong demand for such Yamaha offerings as digital musical instruments, such as digital pianos and portable keyboards, as well as for guitars and acoustic pianos. By capitalizing on this demand, we were able to help soothe and fulfill people in the midst of this trying reality. As for negative impacts, the area in which we were most affected was our supply chain. Yamaha had decentralized its production and procurement venues as a precaution based on our experience with the Great East Japan Earthquake. However, we had not anticipated a situation in which a pandemic would simultaneously affect countries across the globe, forcing us to stop all of our factories. As a result, we were unable to furnish a sufficient supply for meeting the growing demand, and this is a shortcoming that we must reflect on. Another factor we had not accounted for was how, unlike earthquakes and other natural disasters, which have large immediate damages but see gradual recoveries thereafter, the COVID-19 pandemic is a disaster that persists, with no clear end in sight. The takeaway from this is that we must focus on increasing our resilience going forward, as opposed to merely pursuing cost reductions and efficiency improvements. Increasing resilience will entail a multifaceted approach toward reforming supply chains, including applying more varied inventory policies and installing additional flexibility into production systems. Yamaha felt the impacts of the pandemic more acutely than other companies because the Company deals in such a wide range of instruments. There was thus a need for us to swiftly implement remote work systems and undertake digital transformation, which prompted us to adopt development, production, and sales methodologies that are innovative within the industry a step ahead of our peers.

Progress in Second Year of Make Waves 1.0 Medium-Term Management Plan

Yamaha is currently in the process of advancing its medium-term management plan that covers the three years spanning from fiscal 2020 to fiscal 2022. Looking back at past plans, the theme of YMP125 (April 2010–March 2013) was “rebuild business platforms,” the theme of YMP2016 (April 2013–March 2016) was “increase profitability,” and the theme of NEXT STAGE 12 (April 2016–March 2019) was “increase brand power,” which aimed at taking the Company to a new growth stage. These plans were followed by Make Waves 10, the current medium-term management plan. Launched in April 2019 with the goal of furthering us toward the accomplishment of our management vision of “Becoming an Indispensable, Brilliantly Individual Company,” this plan positions its period as the stage in which we should develop closer ties with customers and society and boost value creation capabilities.

As this plan has completed its second year, I would like to take this opportunity to discuss the progress of this plan in relation to Yamaha’s principal businesses and the plan’s four key strategies.

Takuya Nakata
Director, President and
Representative Executive Officer
Performance in Business Segments

Musi cal Instruments Business

Disparity between Performance by Instrument Type

In the musical instruments business, we saw robust demand for digital pianos, portable keyboards, and guitars, but we were limited in our ability to cater to this demand due to supply shortages. Conversely, demand for wind instruments was low due to bands to brass and wind instrument band activities and school closures. As wind instruments are played using one’s breath, there is concern that wind instrument performances could result in the spread of COVID-19 infections via airborne droplets. Accordingly, performance related to these instruments will likely continue slumping over the foreseeable future. Overall, the musical instruments business recorded reductions in revenue and profit due to the challenges presented by the COVID-19 pandemic. However, we did make progress in steps to overcome these challenges including price optimization and cost reductions. Meanwhile, we sought to create new value through the development of unique and distinctively Yamaha products that merge digital and acoustic technologies as well as the associated sensibilities. Examples of these products include the YDS-150 digital saxophone, which incorporates cutting-edge digital technologies, and the THR330A Wireless amplifier for guitars, which delivers authentic audio from its compact body through wireless connections.

Audio Equipment Business

Growth Creating High Expectations for ICT Equipment

Ever amid Adversity

The COVID-19 pandemic affected different areas of operations to varying degrees within the audio equipment business, but overall this business posted decreases in revenue and profit. Performance of sound bars and other household AV products was strong due to their ability to accommodate demand related to people increasingly staying at home. However, we were affected by supply shortages in this area. Meanwhile, sales were stagnant for professional audio (PA) equipment due to the trend toward refraining from holding music events and the associated cancellations. In the industrial machinery and components business, sales were stagnant for professional audio (PA) equipment due to the trend toward refraining from holding music events and the associated cancellations.

Industrial Machinery and Components Business

Start of Production of Automotive Audio Systems

The industrial machinery and components business achieved higher profit due to favorable performance for automobile interior wood components and factory automation (FA) equipment. In addition, we commenced mass production of automotive audio systems in November 2020 following the decision by multiple Chinese automobile manufacturers to use these systems in their products. We were able to receive these orders due to our focus on the growth market of automotive audio systems for the purpose of expanding our business-to-business (BtoB) operations in the area of audio, which it should go without saying is an area of expertise for Yamaha. The orders will entail more than the supply of speakers to be installed in vehicles; we will also provide equipment such as amps as well as a variety of solutions related to in-vehicle audio. Furthermore, the launch of vehicles, cutting-edge electric vehicles (EVs) nonetheless, that bear the Yamaha logo on their audio systems is anticipated to help heighten our brand image.

Initiatives Based on Four Key Strategies

Develop Closer Ties with Customers

Enhancement of Brand Value through Both Physical and Digital Approaches

Even during the COVID-19 pandemic, we continued efforts to expand and strengthen points of contact with customers through physical and digital approaches. In Japan, our directly operated musical instrument stores in Ginza and Nagoya were renovated and reopened as experience-oriented and shopping-oriented stores. These stores have posted comments describing the enjoyment the stores offered on social media, indicating that we have been successful in communicating our desired message. Efforts in China included the use of new marketing practices, such as live commerce, an approach toward face-to-face sales that takes advantage of the internet. These marketing frameworks are also being exported to Japan and other regions. In addition, let me say that we have made strides in penetrating the Chinese market, as indicated by sales growth at physical venues surpassing the targets of our medium-term management plan. Elsewhere, we set up a proprietary e-commerce website India, which has gotten off to a strong start and is currently enjoying rising access numbers. Our progress in developing customer data platforms (CDPs) varies by country, but we were still successful in accumulating a certain degree of data, and we have begun using this data for certain applications. Accordingly, we believe we are at a stage in which we can commence more full-fledged utilization of customer data. We also implemented internal measures aimed at creating the foundations for growing lifetime value from customers. Examples of these measures include setting up the Yamaha Marketing University program and arranging skill-enhancing lectures for business divisions. It is common for customers to be awakened to the quality of Yamaha’s musical instruments after actually taking them in hand and playing them. For this reason, physical sales venues will definitely continue to be important going forward. This is also the reason why we have been enhancing our stores and increasing store numbers even amid the pandemic. We also believe that a balanced hybrid marketing approach combining online and offline measures will be crucial in the new normal that will emerge after the pandemic has subsided. Meanwhile, there can be no doubt that we will see a rise in purchases made completely through e-commerce, with the buyer never actually taking an instrument in hand before the purchase. For many customers making such purchases, the reliability of the Yamaha brand will certainly be a source of reassurance. Fortunately, the Yamaha brand has grown into a significant source of strength for us today. I also recognize that we must continue to refine this brand going forward. Ongoing effort will be imperative for this purpose, and we therefore intend to advance our current strategies in a continuous and accelerated manner.

Create New Value

Combination of Yamaha’s Distinctive Technologies and Sensibilities

Yamaha’s successes in creating new value in fiscal 2021 included the aforementioned digital saxophone as well as the Charlie™ communication robot, which communicates via singing. In addition, the ADECIA comprehensive remote conferencing solution is an example of a product that responds to the new needs arising in response to the COVID-19 pandemic. This solution is making large contributions to flexible workstyles and comfortable communication in preparation for the new normal to be seen after the pandemic. Meanwhile, SYNCRROOM and Remote Cheerer powered by SoundID received incredibly positive responses from users in the verification test phase. These offerings help address contemporary social issues, namely the need to connect with people while avoiding physical contact. If we can just clear the quality hurdles, primarily by improving the precision of their technologies and fixing any defects, I am confident that these solutions will become commercially viable. Another area in which we anticipate future growth is Yamaha brand automotive audio systems. In this area, we will supply solutions related to automotive audio and to engineering brands designed to ensure faithful recreations of the tones of instruments by speakers, amp, and signal processing equipment. We thereby hope to deliver inspiring experiences that allow users to enjoy the pinnacle of music quality in their vehicles.
Yamaha has accumulated significant insight through its ongoing involvement in basic research from the material level. We are thus poised to combine our diverse technologies and sensibilities to create new value for the digital society in the post-COVID-19 era and to improve lifetime value for customers. Going forward, we will continue proactive R&D investments aimed at creating new value by combining the strengths of our technologies and sensibilities.

**Enhance Productivity**

**Pursuit of Increased Profitability Capitalizing on High Levels of Value**

We are targeting a net cost reduction of ¥5.5 billion over the three-year period of the medium-term management plan. We made smooth progress in fiscal 2020, the first year of the plan, with cost reductions totaling ¥2.0 billion. In fiscal 2021, however, we prioritized the maintenance of production functions in response to supply shortages, and cost reduction efforts did not proceed as planned as a result. Nonetheless, the fact that we did not experience a significant rise in costs, despite this situation, should be seen as a positive development. In this manner, rather than rigidly adhering to a policy of cost reduction going forward, we intend to emphasize the resilience of our supply chain. As one facet of these efforts, we are working to cut fixed costs by tightening our belts while remaining cognizant of the need to incur levels of cost that are appropriate for each application. Our initiatives amid the COVID-19 pandemic will no doubt prove to be beneficial after the end of the pandemic. We therefore expect that profitability improvements will accelerate over the medium to long term.

In regard to price optimization, we are past the phase of uniformly raising selling prices to more appropriate levels. Now, we are in a phase in which we need to supply products that offer new forms of value and to receive levels of compensation matched to said value. The THRS8A/Wireless amplifier for guitarists mentioned earlier is one example of such a product. This product costs roughly three to five times more than preceding products with similar applications. However, it has been incredibly popular among customers regardless of this price tag. Increases in costs, such as those for parts, are of course one factor behind the higher price tag. More significant, however, is that these products provide new value based on unprecedented concepts, and that customers have recognized this value. We will continue to build upon this approach going forward with the aim of making Yamaha an even more profitable company.

**Contribute to Society through Our Businesses**

**Establishment of the Sustainability Committee**

Based on the belief that the creation of social value will in turn generate corporate value, Yamaha seeks to contribute to the resolution of social issues and to the accomplishment of the SDGs through its business. With this focus, fiscal 2021 became a year in which we were once again reminded of the power of music. For example, we have been advancing the School Project for the past two years, and we had worried that the limits on face-to-face interaction imposed in response to the COVID-19 pandemic would impede the progress of this project. Quite the contrary, the services we offer through this project remained in strong demand, and the total number of participants thus climbed past 710,000 in fiscal 2021, the second year of our medium-term management plan, putting us well within sight of the plan’s three-year target of one million participants. This result exceeded our expectations, all the more impressive given the pandemic, highlighting the strong desire people feel for music.

In January 2021, we established the Sustainability Committee as a body through which management can directly monitor Companywide sustainability initiatives. In addition, we set up five theme-specific working groups under this committee—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 Cultural Contributions. These organizations are tasked with discussions based on our sustainability priorities (materiality) for the purpose of fostering Groupwide sustainability awareness. Our sustainability priorities are revised periodically. In these revisions, we seek to identify issues that better account for the unique characteristics of Yamaha so that these issues can be a central focus of future business activities. Moreover, our intent is not to attach the concept of social and environmental contributions to our existing management practices. Rather, we look to place such contributions at the heart of our management in order to transform internal thinking. One area of these contributions is the fight against climate change. Issues in this area have the potential to seriously impact the scarce timber used in our products. For this reason, our initiatives for combating climate change go beyond the expected efforts to pursue carbon neutrality by preserving forests and supporting forestry cycles; we are also developing materials that can be used in place of scarce timber. These efforts require us to call upon Yamaha’s exceptional technological prowess. Yamaha stands out among other musical instrument manufacturers from around the world in that it has particularly strong obligations to help address social issues through the use of technology. Looking ahead, it can be expected that a sustainability perspective will be more important than ever in realizing our management vision of “Becoming an Indispensable, Brilliantly Individual Company.”

**Sustainability is not a pursuit to be limited to certain groups of people. The Sustainability Committee and the working groups are, at the end of the day, merely forums for discussing and formulating measures. In actually advancing these measures, it is important for management and all other employees to pool their wisdom to ensure we can move forward in this area.**

Since the transition to the Company with Three Committees (Nominating, Audit, and Compensation) structure described in the Companies Act of Japan in 2017, Yamaha has continued to strengthen oversight with a Board of Directors members by a majority of outside directors. We welcomed a new outside director after receiving approval at the General Shareholders’ Meeting held in June 2021, meaning that membership of the Board of Directors currently stands at two inside directors and six outside directors, making for the same composition as we had in June 2020. In addition, we call upon the services of external experts when conducting the annual evaluation of the Board of Directors’ effectiveness. The Board commits to pursuing improvements with regard to any issues identified, and these improvements are positioned as a priority in the following year in order to drive steady, year-by-year progress.

In 2020, we established the new position of audit officer. Audit Committee members have had a positive opinion of these new officers, and their benefits are already appearing. Our Audit Committee is comprised exclusively of outside directors designated as independent directors in order to improve its objectivity and strengthen its oversight function. This arrangement and the resulting lack of full-time members of the Audit Committee, however, has created issues with members facing difficulty in collecting information. The position of audit officer was created to rectify these issues.

Audit officers differ from executive officers and operating officers and have the same authority of the corporate auditors of the past. Among other duties, these officers are tasked with supporting members of the Audit Committee. Furthermore, we have expanded the staff of the Internal Auditing Division by appointing more appropriately skilled human resources based on recommendations from members of the Audit Committee stating that this division needed to be made stronger.

We also recognize that the cultivation of successors for management positions is a crucial element of corporate governance. The Nominating Committee is developing frameworks for identifying and evaluating individuals with the potential to become such successors. In addition, framework works are being created for ensuring objectivity by contacting third-party institutions to perform 360° evaluations of these individuals, allowing for the amassed evaluation data to be shared within the Company. Our human resource base is structured in levels, starting with the president and spreading out to executive officers and so forth. We are now at a stage in which outside directors are evaluating junior employees. In addition, the Board of Directors has implemented a program for fostering future management candidates and arranges forums for discussion and engagement with these candidates. In selecting candidates for the position of president, we consider qualities that are commonly sought for such
Rising Importance of Employee Engagement

In fiscal 2022, there are two matters I want to emphasize in light of this being the final year of the current medium-term management plan and to ensure the smooth start of the next medium-term management plan. The first is the aforementioned Companywide entrenchment of sustainability awareness. The second is the creation of an open corporate culture in which everyone respects one another. The COVID-19 pandemic provided an opportunity for us to reexamine how people work. I do not feel that there is a need for us to choose between remote work and office commuting. Rather, I think that each individual should be able to choose their ideal workstyle based on their rank and circumstances. In Japan, we formerly introduced a remote work system in October 2020, and we intend to continue offering workstyles that use both remote work and office commuting even after the pandemic has subsided. Incorporating remote work requires us to transition from the prior membership-type systems to job-type systems. Moreover, we will need to implement flexible measures based on the labor laws of each country of operation, rather than uniformly applying the same rules. I also expect that we will see changes to our evaluation and compensation frameworks. Yamaha has continued to implement gradual, yearly changes to its human resource systems based on a contemporary view of work–life balance. We also advancing initiatives for raising diversity and inclusion awareness based on the belief that diversity will be the driving force behind the creation of new value for Yamaha. Online seminars are being arranged for this purpose, and we have established the Working Group for Gender Equality under the Human Resources Development Committee. This working group is meant to function as a forum for members of senior management and executive general manager-level individuals to discuss ways of empowering female employees for the purpose of shaping initiatives for removing the various social obstacles placed before women. We have been seeing a gradual change in internal awareness as a result of these efforts. However, we understand that people’s thinking is not something that can be changed overnight, and we are therefore committed to ongoing Companywide action. Diversity and inclusion will also likely have a more prominent position in the next medium-term management plan.

In Closing

We have six months left in the Make Waves 1.0 medium-term management plan. We are making steady progress in initiatives based on the plan’s four key strategies. However, as I stated earlier, the accomplishment of the plan’s financial targets is no longer realistic. Accordingly, fiscal 2022 will be positioned as a period for recovering to the state seen before the COVID-19 pandemic and for preparing for the next medium-term management plan. Regardless, I am convinced that the path we have walked these past few years has not been mistaken. I therefore do not feel that we need to change the course of our Companywide strategies. Quite the contrary, we should accelerate these strategies. The operating environment seen in the second half of fiscal 2021 made it apparent that the demand for Yamaha’s business, although currently slumping, will return, making it different than the types of demand that cannot be expected to recover to pre-COVID-19 levels, like business-related transportation. I also see hope for the future in the relisting of the shares of another major musical instrument manufacturer on the stock exchange as this development represents increased interest for our industry from capital markets and demonstrates that the industry as a whole is regaining its vigor. Yamaha is a company that provides musical instruments and audio equipment. These items may not be daily living necessities, but I believe that they are human necessities. Even amid the upheaval caused by the pandemic, people sought our products. This reaffirmed my belief that Yamaha’s products are indeed necessities. If Yamaha can continue to supply products and services that enrich people’s lives by fulfilling their most fundamental of needs, the need to feel as though one is living a life of human dignity, it will certainly be able to contribute to society while growing itself.

I look forward to increasing the range of opportunities I have to engage with shareholders, investors, and other stakeholders through online and other venues. I would also like to ask our stakeholders for their continued support going forward.

September 2021

Takuya Nakata
Director, President and Representative Executive Officer

MESSAGE FROM THE PRESIDENT

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September 2021

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Director, President and Representative Executive Officer

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September 2021

Takuya Nakata
Director, President and Representative Executive Officer
MAKE WAVES 1.0 MEDIUM-TERM MANAGEMENT PLAN

Review and Progress of the Medium-Term Management Plan

Financial Results

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<th>YMP125 Final year</th>
<th>YMP2016 Final year</th>
<th>NEXT STAGE 12 Final year</th>
<th>Make Waves 1.0 Final-Year Targets</th>
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*1 The Company employed IFRS standards until fiscal 2019 and GAAP beginning in fiscal 2020.
*2 Forecasts were announced in May 2021.

Environmental Changes That Majorly Impact Yamaha and Related Growth Factors and Strengths

The world is undergoing major changes at a rapid pace due to accelerated digitalization and diversification of value systems. Combining technologies and sensibilities presents growth opportunities for Yamaha.

Analysis of Impacts on Operating Environment

(Examination of Development Domains, Growth Opportunities, and Risks)

- Long-cultivated, cutting-edge digital technologies
- Utilization of advanced materials technologies
- Scientific insight on sensibilities
- Utilization of network technologies
- Progression of digital marketing
- Greater diversity in lifestyles and senses of value
- Initiatives to help resolve social issues through sound and music
- Initiatives toward sustainable timber procurement
- Initiatives to help resolve social issues through sound and music

Assumptions of Our Outlook for the Future Business Environment (Megatrends)

Approach to Formulating the Medium-Term Management Plan

Combining technologies and sensibilities presents growth opportunities for Yamaha.

Review of Prior Medium-Term Management Plans

Over the nine-year period encompassing the previous three medium-term management plans—YMP125 (April 2010–March 2013), YMP2016 (April 2013–March 2016), and NEXT STAGE 12 (April 2016–March 2019)—Yamaha undertook the selection and concentration of its diversified businesses to focus more on its core businesses centered on sound and music while also reinforcing the growth foundations of these core businesses. Net sales growth over this period was relatively flat as a result of the declines associated with the withdrawal from businesses as part of our concentration on core businesses combined with the impacts of substantial yen appreciation. Conversely, a massive increase was seen in operating income, which amounted to ¥13.8 billion, with an operating income ratio of 3.0%, in fiscal 2009, prior to the start of YMP125, but then climbed to ¥56.0 billion, with an operating income ratio of 12.8%, in fiscal 2019. This increase was achieved in conjunction with structural improvements to profitability. Particularly large contributions to the improvement of profitability came from our exiting unprofitable businesses through the process of concentrating on the music instrument and audio equipment businesses, consolidating and reorganizing factories in core businesses, and moving toward less manufacturing in semiconductor operations. Other major profitability improvement factors included our strengthening development, sales, and marketing foundations by transitioning from business-based organizations to function-based organizations as well as the resulting improvements in value levels achieved by integrating technologies, continuously reducing manufacturing costs, and optimizing processes. Furthermore, we established the Innovation Center and conducted strategic growth investments for constructing two new overseas factories under NEXT STAGE 12, the previous medium-term management plan.

The key strategies of NEXT STAGE 12 progressed more or less as intended, and we were able to achieve the targets of this plan. However, the plan also revealed business segment issues related to delays in addressing changes in demand for AV products in the audio equipment business and sluggish growth in sales of professional audio (PA) equipment. Market segment issues were also identified, namely struggling growth of sales in emerging markets, where we were facing unfavorable progress in developing operating foundations. Meanwhile, asset efficiency issues were faced in terms of difficulty in identifying opportunities for strategic investment. As we continue to address these issues under the current medium-term management plan.

Progress of Make Waves 1.0 Medium-Term Management Plan

In the first year of the Make Waves 1.0 medium-term management plan, sales and profit were down due to negative foreign exchange influences as well as the impacts of the COVID-19 pandemic felt in the fourth quarter. In fiscal 2021, the second year of the plan, sales and profit were once again down as the pandemic spread on a global scale, resulting in store closures, activity restrictions, and subsequently reduced demand during the first half of the fiscal year, and as we suffered from increasingly serious difficulties in procuring components in the second half of the fiscal year due to ongoing restrictions on production activities in Indonesia and other countries as well as a fire at a semiconductor supplier. Even amid this adversity, the development of highly unique products moved forward as planned. In addition, we made steady progress in the measures of the medium-term management plan, including the reinforcement of customer data platforms (CDPs), next-generation supply chain management (SCM) systems, and processes as well as other digital transformation initiatives; the improvement of rates of certified timber use; and the transition to renewable energy for 100% of the electricity purchased at our Company headquarters.

Amid the rapid changes occurring in the operating environment, the environment within the Company’s business domains, which center on sound and music, is undergoing particularly dramatic changes. In light of these changes, we formulated our Make Waves 1.0 medium-term management plan by making use of the backcasting method. Under this method, we established a long-term outlook for the future and analyzed how the changes in the operating environment would impact our business. We then examined which domains would allow us to realize further development as a company as well as the future growth opportunities and risks that may arise.

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Major Medium-Term Management Plan Measures for Accomplishing Our Management Vision

Yamaha is enacting its value creation story to improve its core operating profit ratio and accomplish its long-term management vision.

Management Vision

Make Waves 1.0

Becoming an Indispensable, Brilliantly Individual Company

Develop closer ties with customers and society, and boost value creation capabilities.

Core operating profit* ratio: 13.8% (IFRS)*

Yamaha is enacting its value creation story to improve its core operating profit ratio and accomplish its long-term management vision.

Management Vision

Make Waves 1.0

Becoming an Indispensable, Brilliantly Individual Company

Develop closer ties with customers and society, and boost value creation capabilities.

Core operating profit* ratio: 13.8% (IFRS)*

Path to Improving Core Operating Profit Ratio

We will leverage our unique strengths to increase our core operating profit ratio to the 14% level over the three years of the plan, with the overall goal of becoming the highly profitable enterprise described in our management vision.

Focusing on achieving the goal of becoming a highly profitable enterprise defined in our medium- to long-term vision, or management vision, we set a goal of increasing our core operating profit ratio to the 14% level over the three years of Make Waves 1.0. While providing unique products and services that cannot be imitated by our competitors, we will achieve a leading position in the market by leveraging our strengths, such as our tremendous market presence and high market share. We will also work to optimize pricing. In these ways, we will further enhance profitability.

In addition, our high marginal income ratio and sales growth centered on emerging countries are two strengths that will also help us boost profitability. Furthermore, increasing profitability through efforts to reduce costs will contribute significantly to improving our core operating profit ratio.

* Based on the impacts on the operating environment from the COVID-19 pandemic, the consolidated performance forecasts for fiscal 2022 announced at the financial results briefing for fiscal 2021 held on May 10, 2021, call for a core operating profit ratio of 11.8%, ROE of 10.0%, and EPS of ¥270. These forecasts assume foreign exchange rates of U.S.$1 = ¥105 and €1 = ¥125.

Basic Strategy

In a world undergoing major changes at a rapid pace, we will develop closer ties with customers and society, and boost value creation capabilities.

Management Objectives

Financial targets (IFRS)

- Boost profitability while building stronger business platforms for growth
- Core operating profit* ratio: 13.8% (IFRS)*
- ROE*: 11.5%
- EPS*: ¥270

Non-financial targets

- Corporate brand value**: +30%
- Market share of learning musical instruments in emerging markets (cumulative total): 1 million people
- Certified timber use: 50% of total use

Investment and shareholder returns

- Well-balanced allocation to investment in growth and return to shareholders
- Total return ratio: 50%

Corporate value: ¥1 trillion +

Management Vision and Value Creation Story

We established a new value creation story that serves as our approach to realizing the management vision (medium- to long-term vision) that we adopted under the previous medium-term management plan, NEXT STAGE 12.

Management Vision (Our future image in the medium to long term)

- Becoming an Indispensable, Brilliantly Individual Company
- Boost brand power to become a highly profitable enterprise (Core operating profit ratio 20%)

Value Creation Story

- Enhance corporate value and realize vision by creating social value

Four Key Strategies

1. Develop closer ties with customers
2. Create new value
3. Enhance productivity
4. Contribute to society through our businesses

Yamaha value creation

- Profitability
- Customer value
- Productivity

Social value creation

- Reflect society’s values in our own values over the medium to long term

To promote our basic strategy of “develop closer ties with customers and society, and boost value creation capabilities,” we established four key strategies. By steadily executing these key strategies, we will realize Yamaha value creation and social value creation.

We will create customer value by developing closer ties with customers and offering them new value. We will also increase our profitability by enhancing productivity. Furthermore, we strive to contribute to society through our business activities, which we believe will lead to improvement in corporate value over the medium to long term.
Achieve growth in emerging markets

Develop Closer Ties with Customers

To develop broader, deeper, and longer ties with our customers, we will promote our brand through our new brand promise and develop digital and physical customer interfaces with a focus on digital marketing. We will also take steps to contribute to lifetime value enhancement. Additionally, in emerging countries centered on China and ASEAN, we will engage with middle-income earners and accelerate growth. For the audio equipment business and the industrial machinery and components business, we will achieve growth by expanding our business domains in growth markets.

Communicating Brand Appeal through Brand Promise

To Make Waves with our customers, we will offer original products and services that exceed their expectations. We will also leverage our brand promise to engage in communication with customers around the world as we work to become a brand that customers admire and cherish. In these ways, we will aim to develop deeper and stronger ties with our customers.

Growth in China

Aiming for 25% Growth over the Next Three Years

Through Sales Network Expansion and Brand Promotion

Achieve Market Growth and Share Expansion

In the Chinese market, Yamaha is known as a brand admired by many, which has helped us attain a high market share and realize a high level of profitability. In addition, the growth rate of the market itself in China has been strong for many years. Going forward, we will achieve a sales growth rate that surpasses the rate of this strong market growth and further expand our market share through such initiatives as promoting the strength of our products and brand, expanding our sales networks, and pursuing digital marketing.

Commercial Audio Equipment: Realize 30% growth over three years

We will pursue a full-scale expansion into commercial audio equipment domains including not only live performances and music events but also in churches, concert halls, retail spaces, and corporate conference rooms.

In-Vehicle Components: Realize 30% growth over three years

Going beyond interior wood panels, we will leverage our strengths to expand into the comprehensive in-vehicle solutions domain, including integrated sound, voice, and noise control systems for vehicle interiors.
Create New Value by Combining Technologies and Sensibilities

We will create new value by leveraging our unique strength of combining technologies and sensibilities. Based on the changes occurring around the world and the feedback we have received from customers, we will provide unique products and services to our customers by making full use of our technologies for the scientific evaluation of assessing human sensibilities as well as our analysis and simulation technologies. We will also offer such products and services by melding the technologies we possess, including our acoustic and digital technologies.

Evaluating sensibilities regarding what determines a good sound or a good sound environment is not something that can be done simply by analyzing quantitative data. The source of our competitiveness lies in our deep understanding and insight toward sensibility value cultivated through our long history, which started with the creation of musical instruments. Leveraging our core competency pertaining to these sensibility evaluation technologies, and analysis and simulation technologies. This in turn enables us to provide unique products and services to our customers, we will draw on our diverse lineup of technologies to the greatest extent possible in order to provide new value, products, and services.

Pursuing Authenticity

We will work to optimize pricing by enhancing added value and strengthening efforts to showcase our product value. At the same time, we will strive to continuously reduce production costs. In addition, we will perform a zero-based analysis of expenditures and promote a shift toward strategic spending aimed at improving customer value. In these ways, we will reinforce profitability going forward.

Yamaha Strength of Combining Technologies and Sensibilities

Scientific study of human sensibility: We will study human sensibility and tactile knowledge of accomplished players and forge ahead with development processes that pursue the essence of high-quality sound. By doing so, we will promote the development of products that cannot be imitated by competitors.

Pursuit of Innovation

Efforts to spur innovation: In 2018, we established the Innovation Center R&D building with equipment that handles leading-edge research and experiments at our headquarters, thereby bringing together all of our engineers. Leveraging the Innovation Center, we will meld various technologies in a manner that goes beyond business domains in order to create new value. In addition, we will use IoT to not only provide customer support but also accelerate the development of customer-driven products and services.

Harness AI for technological innovation: By promoting our long-cultivated strength of combining technologies and sensibilities together with AI technologies, we will personalise accompaniment and music lessons as well as automate and assist professional audio equipment operations. In these ways, we will pursue the development of products and services unique to Yamaha.

Business Platform to Drive Value Creation

Establish business platform to drive profitability

Profitability = customer value × productivity

Promoting a Digital Transformation

To deepen our ties with customers, we will focus our efforts on reinvigorating business platforms such as our COP and new SOM systems. In addition, through the promotion of a digital transformation, we will transform our business processes themselves in an effort to promote productivity.

Establishment of a Foundation for Global Human Resources Management

Yamaha seeks to enable its employees to feel empowered in their work as they exercise their individuality and autonomy while also implementing business strategies in an increasingly complicated operating environment. To accomplish these aims, we are engaging human resource management practices that emphasise independence and diversity. We will transition from the prior region-specific human resource systems to a Groupwide, globally shared system. We will also promote the cross-border allocating of human resources and the discovery and development of managerial talent.

Optimize Pricing, Reduce Production Costs, and Strategic Expenditures

Optimization Pricing

We strive to create new added value for our products and services and make concerted efforts to promote product value. By doing so, we pursue the optimization of our selling prices to reflect the increased amount of value, thereby improving profitability.

Reducing Production Costs

We will reduce production costs by reorganising production processes on a global scale, including transferring production processes conventionally performed in Japan to our overseas plants. For procurement, we will transition from our conventional component procurement methods, which were previously conducted by each plant, to region-specific procurement as well as comprehensive purchasing by our headquarters. In this way, we will work to lower procurement costs. Additionally, we will significantly reduce costs by expanding automated production lines used in Japan to overseas locations and promoting labour-saving activities through the use of IT. Through such efforts, we aim to achieve cost reductions totalling ¥5.5 billion over the three-year period of Make Waves 1.0.

Strategic Expenditures

We perform a zero-based analysis of expenditures and promote a shift towards strategic spending aimed at improving future customer value, rather than simply pursuing cost reductions. This shift will be realised in such ways as transforming our business processes through digital transformation.

Development of Products with Distinctive Individuality in Fiscal 2021

Numerous products with distinctive individuality were developed to match diverse needs by merging wide-ranging technologies through the combination of Yamaha’s strengths in technologies and sensibilities.

Examples include:

- YDS-150 digital saxophone
- TW-E3B truly wireless Bluetooth® earphones
- Yamaha brand in-vehicle audio system
- Scientific study of human sensibility
- Pursuit of Innovation
- Establishing Yokosuka Center for Advanced Research and Development

Review of Fiscal 2021

For more information, please refer to Research and Development on page 60.
Contribute to Society through Our Businesses
Contributing to the Sustainable Development of Music Culture and Society

We will contribute to the global music scene through the provision of diverse musical instruments. We will work to spread musical instrument education in emerging countries. In this manner, we will not only contribute to the sustainability of music culture but also work to resolve social issues through our products and services. Also, we will realize a peaceful coexistence with the natural environment through such efforts as promoting the sustainable procurement of timber and developing environmentally friendly products.

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**Culture**
Contribute to sustainability of music culture

- Contribute to global music scene by supplying a diverse range of musical instruments
- Launch approximately 800 models (over 3 years)
- Spread the joy of music through music school business 30% growth over 3 years
- Students at overseas music schools (over 3 years)
- Promote musical instrument education in school music lessons in emerging markets
- 3,000 schools in 7 countries, cumulative total of 1 million students
- Support education in schools for children of migrant workers in China by donating musical instruments
- Support 18 schools (over 3 years)

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**Review of Fiscal 2021**

**Contributions to Sustainability of Music Culture**

The COVID-19 pandemic placed significant restrictions on people’s lives and business activities around the world. These restrictions caused society to search for new ways of engaging, including the use of remote classes for music education projects and school education. Even faced with this adversity, Yamaha moved ahead with activities for promoting the spread of instrumental music education in school education curricula in emerging countries. As a result of these efforts, we had provided instrumental music education opportunities to an aggregate total of 710,000 children in 4,100 schools in six countries as of March 31, 2021. In this manner, we have made steady progress toward achieving the medium-term management plan’s target of offering such instrumental music education opportunities to one million children. In addition, the music education promotion project launched in Egypt in April 2021 was selected as a 2020 pilot project to receive support from the Introduction of Japanese-style Education Using Public–Private Collaborative Platform (EDU-Port Japan Project) established by the Ministry of Education, Culture, Sports, Science and Technology. In addition, in June 2021 we concluded a subcontracting agreement with the Japan International Cooperation Agency (JICA) with regard to this project as part of JICA’s small to medium-sized business and SDGs business support project. Our efforts for promoting instrumental music education in Egypt will be advanced based on this agreement.

**Resolution of Social Issues through Products and Services**

Efforts to resolve social issues through products and services included expanding our lineup of technologies and products for responding to the demand for teleworking and web conferences, including items such as remote meeting systems, that arose amid the COVID-19 pandemic. In addition, we promoted use of the SYDCROOM online remote ensemble performance service and developed the Distance Viewing next-generation live viewing service among other efforts to provide music lovers with methods for enjoying music remotely.

**Enhancement of Diversity and Fulfillment among All Employees**

The Working Group for Gender Equality was established under the Human Resources Development Committee, an advisory body to the president, in January 2021 as part of our efforts to enhance our workplace environment. Also on this front, we enhanced teleworking systems, implemented new systems for supporting employees in balancing work and medical treatment, made steps to support and foster understanding regarding the LGBTQ community, and implemented other measures to cultivate a workplace environment in which diverse employees can fully exercise their individuality and creativity.

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**Environment**

Coexist with the natural environment

- Support for healthy development of youth through music popularization activities in Latin America
- Ongoing revitalization of communities through the Oto-Machi Project aimed at creating communities filled with music in Japan
- 10 new support projects over past three years
- Cultivation of environment that enables diverse employees to fully exercise their individuality and creativity
- Cross-border allocation of 30 employees over three years, ratio of female managers of 17%
- Human rights due diligence promoted across the value chain
- Teleworking, in-house childcare facilities, and other forms of support for work-life balance in Japan

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**Use of Sustainable Timber**

Yamaha has implemented due diligence frameworks to avoid the purchase of illegally harvested timber. In addition, paper surveys and on-site investigations of suppliers are utilized as part of our rigorous checks on the legality of procured timber. We are also actively promoting the use of certified timber, thereby achieving a 48% rate of sustainable timber use in fiscal 2021 and making strong progress toward the accomplishment of our target of a 50% rate in fiscal 2022.

**Development of Eco-Friendly Products**

Through the Yamaha Eco-Products Program,1* a total of 29 new product models were certified in fiscal 2021. As of March 31, 2021, the number of certified products, including prior products, was 454, of which 70 were newly developed products bearing the Eco-Label. Sales of certified products represented 16% of total net sales in fiscal 2021.

**Reduction of Greenhouse Gas Emissions**

In fiscal 2021, following the receipt of certification for our greenhouse gas emissions reductions target from Science Based Targets, we began the full-fledged introduction of renewable energy, which included the transition to renewable energy for 100% of the electricity purchased at our Company headquarters in April 2021. We have also set concrete reduction targets for individual overseas bases, and initiatives are being advanced to accomplish these targets.

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1* Certification indicates that targets based on scientific rationality and thus viable for limiting global warming to 2ºC above pre-industrial level) in September 2021.
We will seek to link our efforts in the final year of the medium-term management plan to robust growth over the following three years.

Financial Health, Investments, and Shareholder Returns

Yamaha has proceeded to strengthen its financial base since the 2008 financial crisis. The fact that we had secured a sufficient level of liquidity through this process is what enabled us to focus on our business activities, even in the current challenging operating environment. And thereby generate steady cash flows through efficient operations. Our inventories are not yet at the ideal level, an issue we will need to rectify, but I feel that we have still managed to maintain a noteworthy degree of balance sheet health. A point of focus going forward will be efficiently and effectively allocating the cash flows we generated to drive future growth.

Financial targets were set in the medium-term management plan, were down year on year. In this manner, sales and profit were down in fiscal 2021. Despite these unfortunate results, I believe that this year was a testament to the underlying strength of Yamaha as we stood firm in the face of an unprecedented crisis. We took many flexible steps to continue our business activities amid the restrictions on economic activities imposed as a result of the COVID-19 pandemic. We were able to achieve this level of flexibility because we had previously addressed supply and procurement issues after various disasters and accidents, thereby heightening our crisis response capabilities on a Groupwide basis. Furthermore, our IT divisions had been preparing for the possible implementation of remote work systems, even before the COVID-19 pandemic, based on the assumption that such systems could become necessary in the event of a pandemic or other catastrophes. We were thus able to undertake a smooth transition to remote work when it became necessary.

Cash Allocation Policy

As we refrained from nonessential and nonurgent investments in fiscal 2021, total capital expenditures were down ¥9.3 billion, or 45.2%, year on year, to ¥11.3 billion. This was not a sufficient level of strategic investment. The medium-term management plan sets a three-year target for strategic investment of ¥50.0 billion. Going forward, we will continue to seek out ways these funds can be used to drive growth through M&A activities or other investments. In addition, the medium-term management plan describes our policy of allocating cash flows to shareholder returns in a balanced manner. We plan to issue steady and continuous
Due in part to this focus, all Yamaha employees have exceptionally high levels of sustainability awareness. Moreover, the currently under development new medium-term management plan will need to accelerate sustainability initiatives throughout all of our business activities.

In January 2021, we took a step toward further evolving our sustainability-minded management approach with the establishment of the Sustainability Committee as an advisory body to the president. Under this committee, we set up 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 Cultural Contributions. Activities by these organizations have been quite brisk. Personally, I chair the Working Group for Climate Change and the Working Group for Human Rights, D&I. Climate change is an incredibly important area of concern when it comes to impacts on humanity and on society, and we therefore intend to ramp up initiatives in this area. Up until now, we have set our greenhouse gas emissions reduction targets for 2050 based on the goal of limiting global warming to 2°C above pre-industrial levels. However, in September 2021 we revised our targets based on the goal of limiting global warming to 1.5°C above pre-industrial levels and ultimately achieving a state of carbon neutrality. We are also conducting detailed scenario analyses based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). A recent accomplishment on this front was the April 2021 switch to renewable energy for all of the electricity purchased at the Yamaha Corporation headquarters. Looking ahead, we intend to expand the scope of bases at which we purchase renewable energy and to eventually advance these activities on a global scale.

**Initiatives in Final Year of the Medium-Term Management Plan**

Unfortunately, the accomplishment of the financial targets defined for the final year of the medium-term management plan is no longer realistic. Conversely, there have been almost no delays in the advancement of the four key strategies of the plan. The medium-term management defines three changes to the operating environment with the potential to have a major impact on Yamaha. These are (1) transformations caused by accelerated digital technologies, (2) greater diversity in lifestyles and senses of value, and (3) heightened awareness of sustainability. The COVID-19 pandemic has accelerated the pace of these changes to a degree that is exceeding our prior expectations. This situation creates opportunities for Yamaha, which boasts strengths in digital technologies as well as in the sensibilities it has fostered in the fields of sound and music. With an eye to the changes seen in society, we are moving ahead with the development of products and services that are matched to customer needs while fostering new businesses and otherwise reimagining our business portfolio.

In fiscal 2022, the final year of the medium-term management plan, the COVID-19 pandemic will continue to create a high degree of uncertainty, and risks will be faced with regard to supply shortages for semiconductors and other articles. Nevertheless, the recovery of the market has led us to forecast increases in revenue and profit in the year. As we continue efforts to bring us closer to the initial targets of the medium-term management plan in fiscal 2022, we will also move ahead with the formulation of the next medium-term management plan while assessing the social changes brought about by the pandemic.

**Human Resource Management Initiatives**

Human resource management is something that relates to human rights as well as to diversity and inclusion. There are currently two major topics being discussed with this regard within Yamaha. The first is human resource management emphasizing autonomy. We adopted remote work systems in response to the COVID-19 pandemic. Maintaining these systems while continuing to achieve sufficient results with require us to install a greater emphasis on autonomy into our human resource management practices. It is important for all employees to go about their work with a focus on autonomously generating results. At the same time, we must adopt frameworks for employee career development, something that was previously spearheaded primarily by the Company, that entail each employee pursuing career development of their own volition, with the Company supporting these efforts. This is particularly true for younger generations. Rather than focusing purely on contributing to their company, younger generations are coming to view their company more as a vessel for contributing to society.

**In Closing**

We continue to face an opaque environment, but we still recognize that fiscal 2022 will be an important year for preparing for our next stage, while addressing various operating environment changes and issues, in order to ensure that Yamaha can achieve even more robust levels of growth after the market recovers from the impacts of the COVID-19 pandemic. Moreover, as SIG&A expenses are currently down significantly, now is the perfect time to review our cost structures from the ground up. Looking at each individual cost to determine whether it truly contributes to customer value or to corporate value will be a sure way to build a strong corporate constitution.

Going forward, we will continue to engage in discussion with shareholders, investors, and other stakeholders so that we can use the input gained to enhance management and improve corporate value. I hope we can look forward to your ongoing support and guidance.
We have established the Yamaha Group Sustainability Policy, and seek to exercise the Yamaha Philosophy by engaging with stakeholders based on an understanding of the environmental and social impacts of our business activities. Through this process, we aim to help resolve the issues necessary for realizing a sustainable society.

Today, numerous environmental and social risks are materializing on a global scale, placing humanity at a crossroad staring down two paths: one to a sustainable society and one to an unsustainable society. As a responsible company, Yamaha places sustainability at the heart of its management and business activities. We are thus accelerating various initiatives to help shape a sustainable society.

Sustainability Promotion System
Establishment of the Sustainability Committee
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 Group-wide 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 Cultural Contributions—have been formed under the Sustainability Committee to formulate activity policies for important Group-wide sustainability 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 activities based on the theme of their assigned area. The activity policies and measures examined by the working groups are incorporated into Company-wide strategies by the Sustainability Committee, and these strategies shape the policies and measures of divisions and Group companies.

Participation in Initiatives
With a commitment to cooperating and forming ties with global society as we work toward building a sustainable society, Yamaha signed the UN Global Compact in June 2011 and is advancing its business activities based on the Ten Principles. In addition, we actively participate in subcommittees of Global Compact Network Japan as a member. The Group is also actively contributing to the accomplishment of the SDGs, which are a set of shared targets embraced by global society, through its business activities. The goals and targets of the SDGs are emphasized in the activities. The goals and targets of the SDGs are emphasized in the

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. The Make Waves 1.0 medium-term management plan defines social contribution through our business as an important strategy, and the sustainability priorities have been incorporated in the plans of business divisions. Key performance indicator (KPI) targets have been established to gauge the progress of these plans, and efforts are being made to accomplish these targets. We are also working to accomplish KPI targets for non-financial management goals related to our sustainability priorities of spreading instrumental music education within emerging countries and of procuring sustainable timber.

Sustainability Priorities

- Development of products and services with a focus on social and environmental issues
- Lowering of greenhouse gas emissions
- Sustainable procurement of timber
- Systematic initiatives for the respect of human rights
- Promotions of diversity and human resources development

Make Waves 1.0 Medium-Term Management Plan

1. Develop closer ties with customers
2. Create new value
3. Enhance productivity
4. Contribute to society through our businesses
5. Make Waves 1.0 KPI management targets established for two sustainability priorities

For more information on the Yamaha Group Sustainability Policy, please refer to the following website.

For more information on sustainability priorities and related progress, please refer to the following website.

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, local communities; ESG rating 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

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.

Cultural contributions—have been formed under the Sustainability Committee to formulate activity policies for important Group-wide sustainability 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 activities based on the theme of their assigned area. The activity policies and measures examined by the working groups are incorporated into Company-wide strategies by the Sustainability Committee, and these strategies shape the policies and measures of divisions and Group companies.

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Sustainability Promotion System
Establishment of the Sustainability Committee
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 Group-wide 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 Cultural Contributions—have been formed under the Sustainability Committee to formulate activity policies for important Group-wide sustainability 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 activities based on the theme of their assigned area. The activity policies and measures examined by the working groups are incorporated into Company-wide strategies by the Sustainability Committee, and these strategies shape the policies and measures of divisions and Group companies.

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The Yamaha Group is engaged in the procurement of sustainable timber, the development of eco-friendly products, the reduction of greenhouse gas emissions, and other environmental preservation initiatives for the purpose of achieving harmony with the natural environment in its business activities and contributing to the accomplishment of the SDGs. Moreover, the Group has established a medium- to long-term greenhouse gas emissions reduction target, which was certified by Science Based Targets* in June 2019 based on scientific criteria for limiting global warming to 2ºC above pre-industrial levels. We later altered this target and then received certification from Science Based Targets, indicating it as a target based on scientific criteria for limiting global warming to 1.5ºC above pre-industrial levels in September 2021. Initiatives for accomplishing this target include proactively adapting renewable energy, introducing equipment with high levels of energy efficiency, developing energy-saving products, and rationalizing distribution.

In April 2021, Yamaha began using renewable energy for 100% of the electricity purchased at its Company headquarters. We began adopting renewable energy in fiscal 2020, and the shift to renewable energy for all of the headquarters 11,000 MWh worth of annual electricity consumption is anticipated to contribute to a reduction of 4,700 tons of CO₂-equivalent beginning in fiscal 2022.

Going forward, we will transition to renewable energy on a Group-wide basis, including overseas bases, and take other proactive steps to combat climate change in order to contribute to a carbon-neutral world.

Sustainable Timber Procurement

The Yamaha Group has established a due diligence system to prevent the procurement of timber from illegal sources, and promotes a strict certification process for the legality of timber harvesting through site visits and surveys of documents for procurement sources. In addition to environmental considerations, the Group is expanding the use of certified timber, which is produced in socially and economically sustainable forests and contributes to the advancement of the community.

The Group conducts surveys targeting all business partners from which timber was purchased to assess the place of origin, the legality of harvesting, and the sustainability of relevant resources. Based on the results, we perform stricter verification of legality for timber deemed to represent a high risk by undertaking further investigations including local site visits and assessments by a committee comprised of members of the Timber Procurement Division and the Sustainability Division. We confirmed that 98.9% volume ratio of procured timber was low risk in fiscal 2021. The Group conducts such surveys each year with the cooperation of suppliers and is aiming to achieve a 100% rate of low-risk timber procurement. We are actively utilizing certified timber, and the Group set the goal of achieving a 50% ratio of certified timber use by fiscal 2022. Smooth progress is being made toward accomplishing this target (48% ratio of certified timber use in fiscal 2021).

Development of Eco-Friendly Products

The Group has established the Yamaha Eco-Products Program through which products that meet our environmental standards are adorned with the Yamaha Eco-Label to certify an Eco-Product. In this way, we aim to provide customers with easy-to-understand environment-related information to aid them in their choices of products.

A total of 29 new product models were certified under the Yamaha Eco-Products Program in fiscal 2021. As of March 31, 2021, the number of certified products, including prior products, was 494, of which 70 newly developed products bearing the Eco-Label. Sales of certified products represented 16% of total net sales in fiscal 2021.

Endorsement of TCFD Recommendations

Yamaha Group Environmental Policy. Yamaha is engaged in initiatives through its business activities, products, and services to respond to shared global issues, such as climate change, biodiversity, and the promotion of recycling. At the same time, the Company is involved in environmental preservation activities, such as the reduction of emissions of chemical substances, prevention of leaking of hazardous materials, appropriate use of timber, forest preservation, and other activities that contribute to preserving the environment.
Physical Risks

Global warming threatens to change the environments in which the timber we procure is produced. The Group undertakes a risk assessment that looked at the major tree species from which we procure timber and was based on an academic thesis. This investigation indicated a possibility that the environments in which several of these tree species are cultivated might shrink as a result of global warming. Should it become difficult to procure timber from these tree species, resulting in increases in raw material prices, it would constitute a business risk. For this reason, we will carefully monitor circumstances related to these tree species in the future and make preparations so that, should it be deemed that our operations might be impacted by these circumstances, we will be able to quickly shift to alternative tree species.

With regard to floods and other risks, we completed establishment of business continuity plans for all Yamaha business sites around the world. We have also taken precautionary measures such as installing drainage equipment to safeguard against damages from typhoons, floods, and other natural disasters projected on an individual business site basis. In addition, we have implemented measures such as revising the locations and structure of Company business sites and even external warehouses. Based on the results of scenario analyses levelling of RCP 6.5 (global warming of 4°C above pre-industrial levels) and projected once-in-a-century flooding in 2050, the risk of major Yamaha Group bases becoming submerged has been determined to be low (there are no bases in river or coastal flood zones with the potential to experience flooding of more than one meter above floor level).

Opportunities

Climate change-related opportunities for Yamaha include the potential for increased demand for its products as consumers limit movement to help combat climate change or face restrictions on outdoor activities due to rising temperatures. Specifically, it is possible that demand will grow for all varieties of musical instruments as well as for communications equipment. In addition, the trend toward decarbonization could drive the popularization of EVs, leading to increased sales of high-end in-vehicle speaker systems to customers seeking to enjoy high-quality music in their quiet vehicles.

Potential Changes in Timber Procurement Region Environments from Base Year

<table>
<thead>
<tr>
<th>Tree Species</th>
<th>Region</th>
<th>RCP 8.5 (4°C scenario)</th>
<th>RCP 2.6 (2°C scenario)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conifer species A</td>
<td>North America</td>
<td>90</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>Conifer species B</td>
<td>Europe</td>
<td>100</td>
<td>93</td>
<td>97</td>
</tr>
<tr>
<td>Broadleaf tree species A</td>
<td>Asia</td>
<td>100</td>
<td>103</td>
<td>104</td>
</tr>
<tr>
<td>Broadleaf tree species B</td>
<td>Europe</td>
<td>100</td>
<td>102</td>
<td>104</td>
</tr>
<tr>
<td>Broadleaf tree species C</td>
<td>Europe</td>
<td>100</td>
<td>102</td>
<td>104</td>
</tr>
</tbody>
</table>

Notice: Certain risks and opportunities have been omitted in reflection of their likelihood of occurrence or potential impact on business.

Risk Management

The Risk Management Committee has been established as an advisory body to the president, and regular evaluations and analyses are performed on the potential damages, frequency, and control levels of risks. This process is used to facilitate ongoing improvements in risk control levels by identifying risks and designing the division responsible for managing these risks. In addition, the Working Group for BCP and Disaster Prevention Management has been set up under the Risk Management Committee to establish business continuity plans and implement other business continuity management initiatives to address the physical risks associated with natural disasters.

For more information on risk management, please refer to page 94.

Metrics and Targets

The company has set the medium-term targets of reducing total Scope 1 and Scope 2 greenhouse gas emissions by 55% and total Scope 3 greenhouse gas emissions by 30% from fiscal 2018 levels by fiscal 2031. In addition, we have set a long-term target of achieving carbon neutrality by fiscal 2051. These targets have been translated into greenhouse gas emission data using emission coefficients. For more information on risk management, please refer to page 94.

We manage greenhouse gas emission volumes in accordance with the Greenhouse Gas Protocol, and third-party verification has been received for Scope 1 and Scope 2 and certain Scope 3 emissions since fiscal 2017. Energy consumption amounts pertaining to Scope 1 and Scope 2 emissions are calculated on a by-source basis, which is translated into greenhouse gas emission data using emission coefficients. Third-party verification is received for this data.

One example of CO2 emission reduction activities was the fiscal 2020 switch to renewable energy for a portion of the electricity purchased at the Yamaha Corporation headquarters. In April 2021, we transitioned completely to renewable energy at our headquarters, and we are planning a phased increase in the portion of electricity purchased from renewable sources at other bases going forward. In addition, we are actively promoting the use of certified timber, and the ratio of certified timber use (volume ratio) was 28% in fiscal 2020 and 48% in fiscal 2021. In addition, the medium-term management plan announced in April 2019 set the goal of achieving a 50% ratio of certified timber use by fiscal 2022, and smooth progress is being made toward achieving this target.

Note: Certain risks and opportunities have been omitted in reflection of their likelihood of occurrence or potential impact on business.
HUMAN RIGHTS

The Yamaha Group believes that human rights form the basis for responsible business activities. To help realize a society in which everyone is respected, we remain keenly aware of our responsibility with this regard and promote respect for the human rights of all stakeholders touched by our value chain.

Basic Policy

Based on the United Nations Guiding Principles on Business and Human Rights, the Yamaha Group strives to comply with international norms pertaining to human rights, including those described in the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights), the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the UN Global Compact.

In 2018, the Company created the Yamaha Group Human Rights Policy, which displays our thoughts and responsibilities regarding respect for human rights and describes our commitment to practicing human rights due diligence, based on internationally respected human rights standards, to prevent human rights violations throughout the Group's business activities. This policy shapes our business activities as well as our efforts to educate and promote awareness of human rights.

Among the five working groups established under the Sustainability Committee, which is an advisory body to the president, in January 2021, were the Working Group for Human Rights, DM and the Working Group for Procurement. These working groups discuss the direction for human rights initiatives and monitor the status of due diligence across the supply chain and in other areas. In addition, Yamaha has defined "systematic initiatives for the respect of human rights" among its sustainability priorities, and we are establishing systems and frameworks and implementing initiatives for preventing human rights violations across the supply chain accordingly.

Promotion of Human Rights Due Diligence

The Yamaha Group is committed to responsibly addressing the potential impacts of its business activities on human rights. To this end, we assess our activities across the value chain based on international norms on human rights and on the self-assessment items of the UN Global Compact and actively engage in dialogue with stakeholders and experts. Through this process, we identify and specify the human rights risks apparent in our business. We also work to identify the material human rights issues faced in different industries through participation in the Stakeholder Engagement Program of Caux Round Table Japan. Our involvement in this project has helped us identify issues related to human rights issues pertaining to raw material procurement and feedback from workers in the Group and across the supply chain, customers (product and service safety, protection of personal information), and the residents of communities in which the Group has business sites.

Through inspections of our operations focused on these issues, we were able to supplement the Group's rules and regulations by including items deemed necessary from a human rights perspective. In the future, the Group will continue to monitor the status of compliance with its rules and regulations as part of its efforts to implement comprehensive risk assessments.

Human Rights Education

The Yamaha Group encourages all employees to view human rights as an issue that directly relates to them, and human rights education programs are implemented to help us exercise our corporate responsibility to respect human rights. Specific training activities include workplace readings of the Yamaha Human Rights Guidebook, internal seminars, training, and study sessions; and information provision and quizzes through the Company intranet. Through these activities, we aim to improve employee awareness regarding human rights.

In addition, the Guidelines for Labor and Human Rights contain provisions for human rights training and stipulate that the human rights of everyone working at the Group are to be respected while also providing guidance on enabling employees to exercise autonomy and creativity in their work. Awareness regarding these guidelines is being promoted and the degree to which the guidelines have been disseminated is monitored.

Supply Chain Human Rights Initiatives

The Yamaha Group promotes sustainability throughout the entire supply chain in areas such as product and service development, raw material procurement, manufacturing, selling, and recycling, and steps to prevent human rights violations are implemented across the supply chain.

Yamaha products are primarily manufactured by Yamaha Group companies with bases in Japan, China, Indonesia, Malaysia, and India. The status of labor conditions, occupational health and safety, and environmental management at Group companies that function as production sites is monitored by dedicated staff members from the Company. These staff members offer support for developing frameworks and advice for implementing improvements with regard to these matters to facilitate countermeasures against risks of violations to the human rights of employees or local residents. When procuring raw materials and components, these Group companies select suppliers according to the standards set in the Yamaha Group Purchasing Philosophy. Moreover, Group companies are expected to use contracts and other methods of ensuring adherence to the Yamaha Supplier CSR Code of Conduct, which contains items pertaining to labor, human rights, the environment, and corporate ethics.

Inspections for ascertaining compliance with this code of conduct are conducted when transactions are commenced with new suppliers and on a regular basis thereafter. Corrective measures are implemented and transactions are reconsidered as necessary.

The following initiatives are carried out to ensure respect for human rights across the supply chain:

- Define the need for human rights and CSR measures in the selection requirements for suppliers
- Require that suppliers comply with the Yamaha Supplier CSR Code of Conduct, which defines practices related to human rights and labor (specifically in contracts)
- Request that suppliers carry out self-assessment based on the code of conduct (correction requested as needed) as part of human rights due diligence

For more information on the Yamaha Group Human Rights Policy, please refer to the following websites:


For more information on compliance, please refer to page 96.

Efforts to Combat Conflict Mineral Issues

To prevent the use of conflict minerals, the Yamaha Group works to procure minerals that play no part in the violation of human rights or environmental destruction. We respond to customer requests to conduct investigations regarding conflict minerals, and also ask suppliers to avoid the use of conflict minerals based on the Yamaha Supplier CSR Code of Conduct.

Prevention of Harassment

The Yamaha Group has defined in its Compliance Code of Conduct its strict prohibition of harassment, an act that undermines people’s human rights. Also, our work regulations make it clear that harassment is a form of misconduct warranting discipline and disclosure of the names of offenders, taking a stern stance toward all violations of human rights.

In addition, with the goal of fostering a workplace environment free from harassment, messages from the president on the prohibition of harassment have been issued to employees on an ongoing basis. We have also been increasing the number of opportunities for various forms of engagement, including with senior management. In this manner, we are bolstering efforts to ensure that the Company offers psychological safety.

Proactive antiharassment training is conducted, and we have also begun supplementing conventional group training sessions with e-learning programs and online training to help as many employees as possible take part in this training.

Furthermore, internal and external compliance helplines have been set up to facilitate quick detection of and appropriate response to acts of harassment and other human rights violation risks. These helplines can be used by all domestic Group employees (including full-time employees, part-time employees, dispatched employees, and contracted staff). For overseas Group companies, multilanguage global helplines were set up in 2017 to accommodate reports from various countries and regions. In implementing these helplines, we spread awareness regarding contact venues and usage methods, and internal regulations include report-related provisions ensuring the confidentiality of reports and protecting those submitting reports from retaliation.

For more information on compliance, please refer to page 96.
Basic Policy

Yamaha believes that human resources are the source of corporate value creation and the driving force behind sustainable growth. We therefore recognize that the development of a corporate culture that motivates employees and enables them to fully exercise their talent is paramount to the growth of individual employees and to the improvement of corporate value.

Accordingly, we are promoting human resources development programs that enable all our diverse employees to fully leverage their talents and express themselves freely, regardless of race, nationality, gender, and other characteristics. These programs also help our human resources achieve growth as professionals. In addition, we are providing support to help our employees achieve a work-life balance by developing their career alongside life events such as giving birth, raising children, or providing nursing care. In these ways, we are creating workplace environments where employees can work with a high level of enthusiasm.

Vision Targeted under the Medium-Term Management Plan

- Optimize allocate personnel on a global basis, regardless of race, nationality, gender, or age, work to fully leverage the capabilities of our human resources by finding the best organization for each employee to belong to and improving individual motivation and fulfillment.
- Give global consideration to employee human rights through promotion of diversity and inclusion, communication between employees and management, and occupational health and safety, ensuring that all employees dedicate themselves to creating value while working with peace of mind.

Support for Women's Careers

As one facet of its diversity management efforts, the Yamaha Group strives to develop a workplace environment and systems that are conducive to the careers of women. A dedicated representative has been assigned in the Company's personnel department to lead efforts to support women's careers, and this individual guides the formulation of Group-wide policies and action plans and their deployment at Group companies. Similar representatives are positioned at domestic Group companies to monitor progress in establishing and implementing action plans.

In 2021, the Working Group for Gender Equality was established under the Human Resources Development Committee, which is an advisory body to the president. In addition, Yamaha joined the 30% Club Japan, an international campaign aimed at promoting healthy, gender-balanced corporations in corporate decision-making bodies, and became a signatory to the 30% Club Management Principles. We are also moving ahead with the cultivation of female leaders to bolster diversity in management while developing workplace environments that allow for female employees to realize their full potential. These activities are shaped by the commitments of senior management.

Work-Life Balance Support Systems and Workstyle Reforms

Yamaha is enhancing its work-life balance support systems to accommodate the diverse individual circumstances of employees while implementing workstyle reforms to facilitate autonomous and highly productive workstyles. The Company has maintained Platinum “Kurumin” certification, a system based on the Act to Advance Measures to Support Next-Generation Child-Rearing, since 2016. In addition, we introduced a telework system that can be used for childrearing and nursing care purposes in fiscal 2020 and then expanded the scope of application of this system to include all employees in fiscal 2021 in order to support employees in further exercising their talents.

Also in fiscal 2021, the Company introduced systems that allow employees to work fewer days a week or shorter hours for the purpose of receiving medical-treatment to support employees in balancing their work with their treatment. In these manners, Yamaha is establishing and improving work-life balance support systems to respond to the varied circumstances of individual employees. The use of these systems is being promoted by spreading awareness among employees.

Respect for Diversity

Yamaha seeks to foster a corporate culture of respect for diversity and inclusion. An online seminar based on the theme of entrenching such a culture was held in fiscal 2021. More than 400 employees from around the world participated in this seminar, through which they gained a deeper understanding of the importance of diversity and the fundamental nature of workplace inclusion. We also hold unconscious bias trainings designed to help participants become aware of the differences brought about by diversity and to encourage them to change their behavior accordingly. With the goal of applying these lessons in a wider range of areas, these trainings were conducted targeting supervisors of employees using childcare leave systems in fiscal 2021.

We are also taking steps to make our workplace environment more comfortable for minorities. To this end, we have prepared handbooks for raising understanding and awareness regarding the LGBTQ community within the organization. A dedicated hotline has also been established to field consultation by members of the LGBTQ community. These proactive efforts have resulted in Yamaha being awarded for two consecutive years, with the highest rating of gold in the PRIDE INDEX, an index compiled with work by Pride to recognize the initiatives of companies and other organizations for supporting members of the LGBTQ community and other sexual minorioes.

Human Resources Development

The Yamaha Group is actively developing the management personnel who form the backbone of business activities. In Japan, training is organized by hierarchical levels to provide personnel with the ability to develop their skills as appropriate given their career stage. Management personnel are also given the opportunity to develop their skills through their work. In addition, Group human resources development guidelines have been established to facilitate systematic human resources development activities at Group companies. Furthermore, locally hired overseas staff may be selected to participate in global selective training as part of a systematic approach toward fostering individuals capable of supporting global management.

The Yamaha Group appoints locally hired employees from business sites around the world to important posts. In addition, core management positions are managed in an integrated, global manner to facilitate the cultivation of human resources for core positions, including future managers. We are also developing frameworks for promoting succession planning for this purpose. In fiscal 2019, uniform Group standards (global grading systems) were implemented to allow for integrated management of core positions, and the requirements for candidates meeting these standards were defined. In accordance with these provisions, human resources development programs are being advanced for various fields.

Occupational Health and Safety and Health and Productivity Management

The Yamaha Group places the health and safety of its employees as a top priority and has defined the basic policy of “promote health and safety over everything.” Accordingly, we are advancing various initiatives for promoting the health of employees.

The president of Yamaha Corporation issued the Yamaha Group Health Declaration in 2018. The declaration guides us in promoting health and productivity management through health checkups, health guidance, mental healthcare, measures for helping employees stop smoking, and other initiatives for building safer and more comfortable workplaces.

As a result, domestic Group companies had a 100% examination completion rate for the 2021 Health and Productivity Management Organization Recognition Program, organized by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.  
* Work category decisions by industrial physicians are based on Article 68, 6.5 of the Industrial Safety and Health Act. In these cases, the Company determines the work category for health checkups for eligible employees based on an industrial physician’s appraisal.

Employee Motivation and Workplace Comfort Surveys

In October 2020, surveys on employee motivation and workplace comfort were administered to the approximately 6,700 employees of domestic Yamaha Group companies. These surveys were designed to track metrics pertaining to organizations and employees and to identify issues so that this information could be used to energize organizations, improve employee motivation and workplace comfort, and ultimately spur the mutual growth of employees and the Company.

Questions pertaining to employee motivation assessed whether employees felt pride in working for Yamaha and felt that they were able to grow through their work. Questions pertaining to workplace comfort examined circumstances surrounding team relationships, cooperation with colleagues and supervisors, and organization openness. In fiscal 2022, the scope of these surveys will be expanded to overseas Group companies so that the findings of these surveys can be utilized on a global basis in order to shape ongoing initiatives for improving the Company and its organizations.
Basic Policy

In response to the rapid operating environment changes driven by the recent acceleration in the digitization trend, Yamaha is building business foundations for improving profitability, as represented by the combination of customer value and productivity, through customer-oriented reforms to businesses and business processes. To guide these efforts, the Digital Transformation Strategy Committee was established in April 2019 as a corporate committee that serves as an advisory body to the president. This committee is tasked with discussing Companywide digital transformation policies and IT strategies. In addition, technologies and resources for promoting digital transformation have been consolidated within the Information Systems Division, which is responsible for overseeing digital transformation activities. These provisions make for a framework for advancing digital transformation strategies on a Companywide basis.

Policies and rules have been decided based on these divisions to facilitate the transformation of processes on a Groupwide scale. Yamahas basic policy is to develop closer ties with customers and create new value. The systems installed with this regard are currently being used to link systems and data within the five process areas, and linkage that expands beyond the boundaries of these areas will be pursued in the future. We thereby aim to promote systems development and data usage so as to make data-driven decisions in relation to all business processes.

Goals of Digital Transformation (CDPs, Next-Generation SCM, and Process Reforms)

Initiatives for Accelerating Digital Transformation

Over the two years of the medium-term management plan, Yamaha has clarified its digital transformation policies and strategies, enabling it to make substantial progress in accumulating data through the construction of business platforms. Initiatives going forward will include accumulating, analyzing, and utilizing data to advance the plans key strategies to develop closer ties with customers and create new value. The systems installed with this regard are currently being used to link systems and data within the five process areas, and linkage that expands beyond the boundaries of these areas will be pursued in the future. We thereby aim to promote systems development and data usage so as to make data-driven decisions in relation to all business processes.

Focuses of Digital Transformation Business Process Reforms

Data (Customer Data / Platform Development)
Yamaha is developing CDPs on a global scale. Designed to be in compliance with the personal information protection laws of the respective countries, these platforms will be used to connect with customers so that we can supply every customer with the ideal sales services. Moreover, we will practice data management to allow for data-driven decisions to be made by management as well as at production and sales bases. We thereby aim to generate a value creation cycle through which data is incorporated into products and services in order to drive improvements in profitability.

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Systems (Next-Generation SCM System Implementation)

The Yamaha Group is developing a shared template for ERP systems that can be introduced at bases throughout the Group, and we plan to redesign the ERP systems of two production bases during fiscal 2021. In addition, digital transformation driven by data linkage will be used to form connections between factories and customers in order to realize highly precise supply based on sales trends. We thereby aim to develop an efficient, high-value supply chain.

Business Processes (Process Reforms)

Yamaha is reforming processes in five process areas (customer contact points, planning and development, production, supply, and accounting and back office). In the supply area, for example, we are installing e-commerce frameworks to digitize sales channels while also conducting digital marketing in order to heighten corporate competitiveness. Meanwhile, accounting and back-office area initiatives will entail developing more efficient workplace environments by reforming work processes through paperless and RPA methodologies.

Creation of New Customer Experiences with Digital Technologies

A new remote society is emerging amid changes in the operating environment. To create value for this new society, Yamaha will propose venues for appealing experiences to a wide range of music lovers through digital services that capitalize on its strengths.

Distance Viewing Next-Generation Live Viewing Service

Distance Viewing is a next-generation live viewing service that records the full impact of live performances by artists and faithfully reproduces these performances in a virtual environment to allow for a new form of immersive live viewing for the new normal emerging amid the COVID-19 pandemic.

Digital Transformation Strategies of Make Waves 1.0 Medium-Term Management Plan

Establish business platform to drive improvements in profitability as represented by the combination of customer value and productivity

Data: Build CRM platform to develop closer customer ties

Systems: Innovate SCM systems to optimize efficient operation with customer information

Business processes: Reform all work processes through digital transformation initiatives

Overview and Progress of Fiscal 2021 Digital Transformation Initiatives

Yamaha is steadily advancing digital transformation in an integrated manner from the three perspectives of data, systems, and business processes. We have also defined digital transformation levels to track progress in each process area in order to facilitate more effective management.

Initiative Aim Implementation Process

Establishment of CDP

Build CDP platform to develop closer customer ties

Operations of next-generation SCM systems

Innovate SCM systems to optimize efficient operation with customer information

Promotion of business process transformation

Reform all work processes through digital transformation initiatives

Expansion of digital business transformation efforts

Initiatives for accelerating digital transformation initiatives

Establishment of systems and frameworks

Development of digital transformation activities

* Figures are as of the end of fiscal 2021.
Developed training programs for improving market establishment and implementation of data-driven strategies.

Improvement of understanding of customer needs and business strategy.

Yamaha’s brand promise defines the value Yamaha provides to customers (brand of the Yamaha brand).

Co., Ltd., with which we share the Yamaha brand, so that we can discuss and develop initiatives to further strengthen our points of contact with customers in order to form wide-reaching, more substantive, and lasting relationships with a greater variety of customers.

Yamaha unveiled its brand promise in January 2019. This promise expresses that “we at Yamaha want to inspire peoples’ passion and help them take a step forward to express their individuality, emotion and creativity.” Moreover, we promise to “Become an Indispensable, Brilliantly Individual Company” that moves customers to their core; a sensation we express with the words: “Make Waves.” In our quest to fulfill these promises, we will create distinctive new value and practice consistent communication in order to inspire customers to feel passionate about owning Yamaha products or to hold a feeling of admiration toward these products. At the same time, we will work to form strong connections with the customers who we have inspired in this way.

In addition, we have established the Brand Strategy Committee, which is chaired by the president and comprises of unit heads and other members. This committee is a forum for regular discussion among management with regard to the current state of the Yamaha brand and the branding strategies needed to be implemented. These discussions shape the course of our branding activities. The Company also arranges joint brand strategy committee meetings with Yamaha Motor Co., Ltd., with which we share the Yamaha brand, so that we can discuss and deploy joint initiatives for heightening the overall value of the Yamaha brand.

Past Initiatives

At Yamaha Corporation, the anniversary of its founding, October 12, has been designated as “Yamaha Day” to raise awareness regarding its brand among employees. Furthermore, the entire month of October has been defined as a special brand month during which a variety of events are held to provide all employees with opportunities to think more deeply about the Yamaha brand. In addition, guidelines for the handling of the Yamaha brand have been established, based on which we have formulated sales promotion tools along with examples of how these tools should be utilized. These tools are shared throughout the Group to ensure that we can communicate consistent brand messages on a global, Groupwide basis. Future initiatives will include trainings at sales subsidiaries and all other Group companies to entrench these provisions throughout all corners of the organization and to make sure that every employee reflects our brand promise in their work, no matter what that might be. In this manner, we are developing frameworks and advancing initiatives for delivering consistent value to customers.

To “Make Waves” with our customers, we practice effective communication based on our brand promise with external stakeholders while preparing and distributing global content for this purpose. Moreover, we are utilizing various communication tools, including our corporate websites, social media, events, and campaigns, to foster passion-based ties with customers in order to form wide-reaching, more substantive, and lasting relationships with customers.

Framework for Fostering Consistent Brand Awareness among Employees and Delivering Value Defined in Brand Promise

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<tr>
<th>Business Strategies</th>
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A brand is an important driver shaping performance, corporate culture, and employee action toward the implementation of business strategies. Brands also have a role in supporting consistent growth and operations and in enhancing corporate value.

* Yamaha’s brand promise defines the value Yamaha provides to customers (Yamaha brand). The experiences are unique and delivered with the value brand; the experience that can be delivered with the value brand; and how individuals can express themselves through this value and these experiences.
Yamaha's Design

Designs based on new, convention-defying themes that contribute to the strong reputation of Yamaha's design.

Designs Delivering Brand Experiences – Rebirth of the Yamaha Ginza Building

The Design Laboratory, which was established within the Brand Development Unit in 2018, is taking steps to give form to the customer experiences that the Yamaha brand aspires to deliver and to communicate the appeal of our brand.

One such initiative was the renovation of the Yamaha Ginza Building, which was reopened in April 2021 and now features a unique café and lounge along with a virtual concert space in which visitors are invited to play instruments freely, a library of music-related books, and product concept model exhibits. These are just some of the new additions designed to communicate the multifaceted appeal of sound and music culture. In the large, open lobby facing Ginza Dori road, visitors will find a concept model for a table-type digital piano. This model was designed with the goal of promoting communication between performers and their audience. There are also a wide range of carefully crafted items available for purchase, including exclusive souvenir novelties, original music-themed cocktails, and traditional Japanese confections adorned with the Yamaha brand tuning fork logo. All of these features have been designed to make the Yamaha Ginza Building a place that allows visitors to discover new ways of enjoying music and to have experiences that they want to share with others.

The Five Elements of Our Design Philosophy (Formulated in 1987)

- **INTEGRITY**
  Design that respects the essence of the object

- **INNOVATIVE**
  Creative design

- **AESTHETIC**
  Beautiful design

- **UNOBTRUSIVE**
  Restrained design

- **SOCIAL RESPONSIBILITY**
  Design that meets the needs of today’s society

YDS-150 Digital Saxophone

This is the first new model in eight years for the THR series of guitar amplifiers that created the new desktop guitar amplifier category. Great care was paid to the feel of switches and knobs and to the aesthetics to grant these amplifiers a sense of warmth as industrial products so that they can earn a position as a long-trusted partner to guitarists.

Red Dot Award: Product Design 2021
Product category design award, 2021 IF Product Design Award
Best of the Best, Red Dot Award: Product Design 2021

Charlie™ Communication Robot

Charlie™ is the world’s first communication robot to communicate by singing along with a melody. Cutting-edge technologies were used to balance a simple design meant to evoke the image of a Scandinavian wood doll with features that allow for easy recognition of any facial expression to make Charlie™ a lovable and relatable character.

TW-E3B Truly Wireless Bluetooth® Earphones

Yamaha’s TW-E3B truly wireless Bluetooth earphones are equipped with a Listening Care function for reducing the burden placed on users’ ears and are characterized by their gentle shapes and colors. The pictured model is a limited edition model that uses a color based on a motorcycle appearing in the popular Laid-Back Camp anime series. Care function for reducing the burden placed on users’ ears and are characterized by their gentle shapes and colors. The pictured model is a limited edition model that uses a color based on a motorcycle appearing in the popular Laid-Back Camp anime series.