

ESG Data—Environment

The Company has changed the indicators and corrected past year data following a review of the data collection method and scope.

Please note that due to rounding, the sum of individual figures may not exactly match the stated total.

Climate Change Mitigation and Adaptation		Scope of coverage: Headquarters area, manufacturing and resort facilities (distribution data includes key sales locations) Data collection timing: Fiscal year-end (March 31)					
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Scope 1 greenhouse gas emissions		10,000 tons-CO ₂	2.2	2.4	2.2	2.0	1.8
Scope 2 greenhouse gas emissions (market-based standard)		10,000 tons-CO ₂	11.9	13.1	12.8	10.6	8.6
Scope 2 greenhouse gas emissions (location-based standard)		10,000 tons-CO ₂	12.6	14.1	14.0	11.9	10.2
Scope 1 + Scope 2 greenhouse gas emissions (market-based)	Total	10,000 tons-CO ₂	14.1	15.5	15.1	12.6	10.3
	Percentage of reduction compared to the base year ^{*1}	%	10.8	1.9	4.4	20.2	34.8
Scope 1 + Scope 2 greenhouse gas emissions (location-based)	Total	10,000 tons-CO ₂	14.8	16.5	16.2	13.9	11.9
	Percentage of reduction compared to the base year ^{*2}	%	10.8	0.6	2.2	16.1	28.1
Greenhouse gas emissions intensity (total Scope1 and Scope2 emissions per ¥10 billion of sales)	market-based standard	10,000 tons-CO ₂	0.38	0.38	0.33	0.27	0.22
	location-based standard	10,000 tons-CO ₂	0.40	0.40	0.36	0.30	0.26
Bionic greenhouse gas emissions		10,000 tons-CO ₂	0.6	0.6	0.6	0.6	0.6
Scope 3 greenhouse gas emissions	Purchased goods and services ^{*3}	10,000 tons-CO ₂	39.6	41.4	38.6	31.0	13.8
	Capital goods ^{*4}	10,000 tons-CO ₂	3.6	4.9	6.6	8.7	6.4
	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	10,000 tons-CO ₂	1.9	2.0	2.1	1.9	1.7
	Upstream transportation and distribution	10,000 tons-CO ₂	11.2	12.2	10.0	5.8	4.9
	Waste generated in operations	10,000 tons-CO ₂	0.3	0.4	0.6	0.5	0.6
	Business travel	10,000 tons-CO ₂	0.0	0.1	0.2	0.3	0.3
	Employee commuting	10,000 tons-CO ₂	0.7	1.0	1.1	1.1	1.0
	Upstream leased assets	10,000 tons-CO ₂	N/A	N/A	N/A	N/A	N/A
	Downstream transportation and distribution	10,000 tons-CO ₂	2.2	2.3	2.3	2.7	1.7
	Processing of sold products	10,000 tons-CO ₂	N/A	N/A	N/A	N/A	N/A
	Use of sold products	10,000 tons-CO ₂	28.2	24.5	37.8	26.3	26.0
	End-of-life treatment of sold products	10,000 tons-CO ₂	0.6	0.6	0.7	0.7	0.4
	Downstream leased assets	10,000 tons-CO ₂	N/A	N/A	N/A	N/A	N/A
	Franchises	10,000 tons-CO ₂	N/A	N/A	N/A	N/A	N/A
	Investments	10,000 tons-CO ₂	N/A	N/A	N/A	N/A	N/A
	Total Scope 3 greenhouse gas emissions	10,000 tons-CO ₂	89.6	91.2	103.1	78.9	56.7
	Percentage of reduction compared to the base year ^{*5}	%	20.2	18.8	8.2	29.7	49.5
Logistics-related CO ₂ emissions volume ^{*6}		tons-CO ₂	111,829	121,525	100,138	58,421	48,830

*1 Reduction rate from 158,000 tons-CO₂ achieved in FY2018, the base year (If the figure is negative, it is an increase.)

*2 Reduction rate from the base year of Fiscal 2018 (165,000 t-CO₂) (If the figure is negative, it is an increase.)

*3 Previously, for suppliers from whom emission intensity data could not be obtained, we applied emission factors based on Japan's input-output tables.

However, for the fiscal 2025, we have revised our estimation methodology by adopting internationally standardized industry-specific emission factors.

This revision enables a more accurate reflection of actual conditions and has resulted in a decrease in estimated emissions compared to the previous calculation.

*4 Includes capital investments made during the fiscal 2024

*5 Reduction rate from 1,123,000 tons-CO₂ achieved in FY2018, the base year (If the figure is negative, it is an increase.)

*6 Category 4 of Scope 3

Energy		Scope of coverage: Headquarters area, manufacturing and resort facilities Data collection timing: Fiscal year-end (March 31)					
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Energy consumption		MWh	324,754	358,686	350,516	322,742	290,403
Energy procured from renewable sources		MWh	26,823	33,209	39,399	49,073	54,833
By region	Japan	MWh	156,345	165,020	160,135	157,035	152,267
	China	MWh	78,209	87,459	84,152	76,130	56,666
	Southeast Asia	MWh	77,060	89,570	96,666	85,993	77,104
	Others	MWh	13,140	16,637	9,563	3,584	4,366

Prevention of Pollution		Scope of coverage: Headquarters area, manufacturing and resort facilities (★ indicates items applying to facilities in Japan) Data collection timing: Fiscal year-end (March 31)					
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Water discharge		10,000 m ³	139.4	148.1	124.7	123.9	111.5
Volume by destination	Fresh surface water	10,000 m ³	77.9	84.3	51.8	51.3	58.9
	Brackish surface water/Seawater	10,000 m ³	0.0	0.0	0.0	0.0	0.0
	Groundwater	10,000 m ³	0.0	0.0	0.0	0.0	0.0
	Municipal/Industrial wastewater treatment plants	10,000 m ³	61.4	63.8	72.9	72.6	52.6
	Wastewater for other organizations	10,000 m ³	0.0	0.0	0.0	0.0	0.0
Nitrogen oxide (NOx) emissions★		Tons	35.8	39.0	37.2	35.9	33.3
Sulfur oxide (SOx) emissions★		Tons	3.5	5.4	3.8	2.7	1.7
Pollutant release and transfer register (PRTR)-designated substances released★		Tons	44.9	44.8	43.9	54.8	46.4
Atmospheric emissions of volatile organic compounds (VOCs)★		Tons	182	188	226	1,106.9	1,009.3
Volume of PRTR-designated substances handled (above 0.1 ton)★		Tons	183	174	164	192.0	157.5
Volume of VOCs used★		Tons	387	378	414	2,211.8	1,750.3
Number of sites subject to environmental risk audits ^{*1}	Japan	Sites	6	3	0	6.0	2
	Overseas	Sites	0	3	2	4	3

*1 Scope expanded from domestic manufacturing sites to both domestic and overseas manufacturing sites starting from the fiscal 2024

*2 Audits by staff with skills and expertise in environmental preservation

Sustainable Resource Use		Scope of coverage: Headquarters area, manufacturing and resort facilities (★ indicates items applying to facilities in Japan) Data collection timing: Fiscal year-end (March 31)					
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Water withdrawals		10,000 m ³	176	186	205	214	194
Volume by sources	Fresh surface water	10,000 m ³	4.9	4.9	4.9	4.9	4.9
	Brackish surface water/Seawater	10,000 m ³	0.0	0.0	0.0	0.0	0.0
	Rainwater	10,000 m ³	0.0	0.0	0.0	0.0	0.0
	Groundwater (renewable)	10,000 m ³	88	89	101	105	101
	Groundwater (non-renewable)	10,000 m ³	0.0	0.0	0.0	0.0	0.0
	Produced/process water	10,000 m ³	0.0	0.0	0.0	0.0	0.0
	Municipal supply	10,000 m ³	83	92	99	104	88
	Wastewater from other organizations	10,000 m ³	0.0	0.0	0.0	0.0	0.0
Water consumption		10,000 m ³	40	40	75	85	82
Water recycling	Volume of recycled water	10,000 m ³	8	9	10	11	10
	Recycling rate	%	4.7	5.2	4.8	5.2	5.1
Timber procurement volume ^{*1}		1,000 m ³	75.0	96.8	84.5	61.1	42.8
By type	Solid wood	1,000 m ³	40.9	54.1	54.5	40.7	26.0
	Wood composite	1,000 m ³	33.9	42.7	30.0	20.4	16.8
By region	Japan	1,000 m ³	1.2	1.1	2.1	1.0	2.6
	China	1,000 m ³	5.7	7.5	5.6	4.1	1.3
	Southeast Asia	1,000 m ³	31.1	37.7	29.2	21.3	16.0
	Oceania	1,000 m ³	11.8	21.7	15.2	9.7	8.6
	North America	1,000 m ³	11.6	15.3	14.7	12.2	8.8
	Europe	1,000 m ³	8.0	8.4	13.0	10.0	4.9
	Africa	1,000 m ³	0.7	0.9	1.2	0.8	0.4
	Others	1,000 m ³	4.8	4.2	3.6	1.9	0.3
Waste generated		1,000 tons	10.5	12.2	14.6	12.5	13.6
Hazardous waste generated ^{*2}		1,000 tons	1.6	1.7	5.9	2.9	3.0
Electronic component waste generated		1,000 tons	0.2	0.2	0.1	0.2	0.1
Recycling activities★	Waste generate	1,000 tons	3.5	3.9	4.5	3.8	3.5
	Recycling rate ^{*3}	%	99	99	99	99	99

*1 Figures exclude products that are not Yamaha brand or original equipment manufacturer (OEM) or original design manufacturer (ODM) products.

*2 Total of industrial waste designated for special management in Japan and waste oil, waste solvents, waste acid, and waste alkaline at overseas bases

*3 Calculated using values for the landfill rate

Eco-Friendly Products and Services		Data collection timing: Fiscal year-end (March 31)					
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Yamaha Eco-Products Program ^{*1}	Number of qualified products	Products	29	14	16	11	14
	Number of Yamaha Eco-Label products	Products	70	5	16	11	14

^{*1} Initiative started in December 2015 aimed at certifying eco-friendly products that meet standards established by Yamaha

ISO 14001 Internal Environmental Audits		Scope of coverage: Headquarters area, manufacturing and resort facilities in Japan Data collection timing: Fiscal year-end (March 31)					
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Internal environmental auditor qualifications	Number of qualified persons	Persons	327	293	322	326	325
	Ratio of total employees	%	6.4	5.7	6.3	4.8	4.8
Number of internal environmental audits			8 (All sites)	8 (All sites)	8 (All sites)	8 (All sites)	8 (All sites)

ESG Data—Social

Hiring and Employment			Scope of coverage: Consolidated (★ indicates items applying to Yamaha Corporation [non-consolidated])				
			Data collection timing: Fiscal year-end (March 31)				
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Total number of employees (including temporary employees)		Persons	28,665	28,758	28,252	26,515	24,653
Full-time employees by region	Japan	Persons	5,672	5,615	5,573	5,532	5,574
	North America	Persons	742	737	820	789	772
	Europe	Persons	1,111	1,102	1,096	1,107	1,119
	Asia/Oceania/Others	Persons	12,496	12,441	12,538	12,216	11,484
Temporary employees by region (Yearly average)	Japan	Persons	1,859	1,806	1,799	1,735	1,641
	North America	Persons	22	20	14	17	21
	Europe	Persons	97	100	102	109	108
	Asia/Oceania/Others	Persons	6,666	6,937	6,310	5,010	3,934
Total employees★		Persons	2,389 ^{*1}	2,389	2,385	2,341	3,423
Average age by gender★	Male	Age	44.8	45.1	45.3	45.3	44.5
	Female	Age	43.2	43.4	43.5	43.4	41.2
Distribution by age group★	Under 30	%	9.8	10.4	10.2	10.3	14.6
	30–39	%	20.4	19.9	19.6	19.0	20.2
	40–49	%	28.5	28.2	28.4	27.8	26.4
	50–59	%	33.3	34.5	34.4	34.8	30.3
	60 or over	%	8.1	7.0	7.4	8.0	8.4
New hires★	New male graduate hires	Persons	50	42	38	50	63
	New female graduate hires	Persons	15	7	13	20	38
	Male mid-career hires	Persons	15	15	29	37	29
	Female mid-career hires	Persons	6	3	10	17	10
Employee turnover★	Retirement	Persons	102	68	140	125	159
	Other resignations	Persons	54	51	55	47	62
Turnover rate for period up to three years after hiring★		%	1.7	3.0	2.8	1.6	3.6
Years of continuous employment★	Yamaha Corporation / National average (Japan) ^{*2}	Years	19.4 / 11.9	19.7 / 12.3	19.4 / 12.3	19.2 / 12.4	18.5 / 12.4
By gender★	Male: Yamaha Corporation / National average	Years	19.4 / 13.4	19.7 / 13.7	19.7 / 13.7	19.5 / 13.8	19.1 / 13.9
	Female: Yamaha Corporation / National average	Years	19.4 / 9.3	19.5 / 9.7	18.8 / 9.8	18.2 / 9.9	16.5 / 10.0
Total training hours	Yamaha Corporation	Hours	50,169	90,782	100,674	104,685	201,368
Average training hours per person	Yamaha Corporation	Hours	21	38	43	45	22

*1 Including employees seconded from fiscal 2021 (due to change in accounting method)

*2 National averages based on data from a statistical survey by Japan's Ministry of Health, Labour and Welfare

Diversity, Equity & Inclusion		Scope of coverage: Consolidated (★ indicates items applying to Yamaha Corporation [non-consolidated])					
		Data collection timing: Fiscal year-end (March 31)					
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Ratio of women among employees	Yamaha Corporation	%	17.0	17.2	17.6	18.1	24.8
	Consolidated (domestic and overseas Group companies) ^{*1}	%	—	40.1	39.2	39.2	42.3
Ratio of women among new graduate hires★		%	23.1	14.3	25.5	28.6	37.6
Non-Japanese employees (including temporary employees)★		Persons	47	44	45	44	53
Mid-career hires★	Ratio of mid-career hires among employees	%	18.4	19.4	20.2	21.2	27.0
	Ratio of mid-career hires among managers ^{*2}	%	18.5	17.9	17.3	18.2	20.8
Ratio of female employees in management positions	Yamaha Corporation	%	6.6	7.1	7.6	8.2	9.4
	Domestic Group companies	%	10.8	11.7	12.2	12.9	13.4
	Overseas Group companies ^{*1}	%	21.2	21.3	22.0	25.3	24.7
	Consolidated (domestic and overseas Group companies) ^{*1}	%	16.0	16.5	17.3	19.4	19.0
Employees using extended employment and rehiring systems (over 60 years old)★		Persons	214	188	198	208	345
Employees with disabilities ^{*3}	Employees with disabilities (as of March 1) ^{*4}	Persons	113	108	109	115	147
	Ratio of employees with disabilities (as of March 1)	%	2.39	2.33	2.4	2.57	2.8
Gender pay gap ^{*5} ★ (Ratio of average wage of female employees to average wage of male employees)	All employees	%	—	—	77.4	78.3	72.9
	Full-time employees	%	—	—	77.8	78.2	75.9
	Part-time/Fixed-term employees	%	—	—	66.9	65.2	68.9

*1 Certain group companies are excluded from the aggregation due to legal or regulatory constraints.

*2 Yamaha Corporation has not set a target for the ratio of mid-career hires among managers as there is no difference between this ratio and the ratio of mid-career hires among employees.

*3 Figures are for Yamaha Corporation, Yamaha Corporate Services Corporation, and Yamaha Ai Works Co., Ltd.

*4 Number of people counted according to the legally mandated employment rate calculation method described in the Act to Facilitate the Employment of Persons with Disabilities

*5 Figures for period from April 1 of the given year to March 31 of the following year

Wages: Includes basic salary, compensation for overtime work, bonuses, etc., but excludes retirement allowances, commuting allowances, etc.

Part-time/Fixed-term workers: For part-time workers, the average annual wage is calculated based on the number of employees converted by the prescribed working hours of full-time employees (7.75 hours).

Work-Life Balance Support			Scope of coverage: Yamaha Corporation (non-consolidated)				
			Data collection timing: Fiscal year-end (March 31)				
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Birth support/Childcare leave	Male employees who took birth support leave ^{*1}	Persons	80	75	71	65	73
	Ratio of male employees who took birth support leave ^{*2}	%	82.5	90.4	83.5	85.5	87.9
	Male employees who took childcare leave	Persons	22	35	36	40	51
	Female employees who took childcare leave	Persons	31	22	24	15	26
	Ratio of male employees who took childcare leave	%	—	42.2	42.4	52.6	61.4
	Ratio of female employees who took childcare leave	%	100	100	100	100	100
	Ratio of male and female employees who returned to work following childcare leave	%	100	100	98.3	100	100
	Ratio of male employees still in position 12 months after returning from leave	%	—	95.0	100.0	100	97.4
	Ratio of female employees still in position 12 months after returning from leave	%	92.5	95.8	93.5	100	95.5
Total employee work hours		Hours/Persons	1,940.2	1,940.8	1,937.7	1937.7	1916.7
Overtime work hours		Hours/Persons	198.3	219.1	224.4	222.7	197.7
Paid leave days taken		Days/Persons	14.2	14.8	16.3	15.8	16.0
Paid leave days taken (including special paid leave)		Days/Persons	16.1	18.9	19.9	19.7	20.2

^{*1} In fiscal 2023, the information disclosure conditions were changed in accordance with the Act on the Promotion of Women's Active Engagement in Professional Life (number of people taking childbirth support leave before fiscal 2022)

^{*2} In fiscal 2023, the information disclosure conditions were changed in accordance with the Act on the Promotion of Women's Active Engagement in Professional Life (ratio of people taking childbirth support leave before fiscal 2022).

Labor-Management Relations			Data collection timing: Fiscal year-end (March 31)				
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Rate of unionization ^{*1}	Yamaha Corporation	%	77	77	77	77	75
	Domestic Group companies ^{*2}	%	48	50	52	53	46
Communication between management and employees	Online	Times / Participants	33/403	26/327	21/268	22/275	0
	Face-to-face	Times / Participants	0	1/5	4/55	3/37	26/464

^{*1} Management included in calculation figures

^{*2} Figures are for Yamaha Music Japan Co., Ltd., Yamaha Fine Technologies Co., Ltd., and Yamaha Corporate Services Corporation.

Health and Safety		Scope of coverage: Consolidated (ratio of smokers is for domestic Group companies)					
		Data collection timing: Fiscal year-end (March 31)					
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Frequency of workrelated accidents (Group total)	Frequency rate of work-related accidents (including accidents not resulting in lost work time)	—	1.00	1.13	0.95	1.05	1.35
	Frequency rate of work-related accidents resulting in lost work time (one or more day lost)	—	0.56	0.63	0.56	0.65	0.77
Fatalities from work-related accidents	Japan	Persons	0	0	0	0	0
	Overseas	Persons	0	0	0	0	0
Monitoring activities	Implementation of comprehensive safety monitoring(Domestic Group companies)	Sites	2	1	1	2	4
	Implementation of comprehensive safety monitoring(Overseas Group companies)	Sites	2	3	3	5	5
	Self-directed health and safety diagnoses (Japan)	Sites	52	46	46	Not implemented.	Not implemented.
Health Management Promotion Indicators ^{*1}	Health checkup participation rate	%	100	100	100	100	100
	Stress check participation rate	%	99.0	94.9	94.5	97.3	96.8
	High-stress individuals rate	%	1.3	1.3	1.4	1.2	1.3
	Rate of individuals with health findings (overall assessment C or higher)	%	63.9	62.9	61.0	61.4	63.3
	Obesity rate	%	23.8	23.7	24.1	24.0	24.1
	Smoking rate	%	14.6	14.2	13.3	13.3	13.5
	Daily alcohol consumption rate	%	21.7	20.7	19.5	19.1	11.7
	Rate of employees without regular exercise habits	%	77.7	76.2	76.0	76.2	75.3
	Skipping Breakfast Rate	%	16.5	17.8	18.4	19.2	19.2
	Inadequate sleep rate	%	34.1	35.6	36.0	37.3	38.1
	Presenteeism ^{*2}	%	—	—	—	—	16.8
	Absenteeism ^{*3}	days/year	0.85	1.10	1.31	1.55	1.51
	Work engagement	%	—	66.0	65.0	66.0	65.0

*1 The scope of aggregation includes domestic group companies (for presenteeism, absenteeism, and work engagement, the scope is Yamaha Corporation)

*2 Calculated from employee survey responses (loss rate %)

*3 Annual number of workdays lost per employee due to illness or injury (days/year)

Responsible Procurement (Supplier Assessment)			Scope of coverage: Consolidated Data collection timing: Fiscal year-end (March 31)				
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Paper audit via self-assessment questionnaires	Commencement of transactions (new suppliers)	Companies	149	138	60	75	73
	Periodic survey (existing suppliers)	Companies	—	—	2,312	—	58 ^{*1}
	Request for corrective measures	Companies	4	—	417	—	42 ^{*1}
On-site audit	Audit conducted	Companies	—	—	—	21	39
	Request for corrective measures	Companies	—	—	—	8	33 ^{*2}

*1 Additional audits have been conducted for suppliers based in Malaysia

*2 Companies receiving corrective measure requests in the fiscal 2025 include audit targets from the fiscal 2024

Contributions to Communities			Scope of coverage: Consolidated Data collection timing: Fiscal year-end (March 31)				
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Social contribution activities	Expenditures	10,000 yen	53,083	52,782	60,202	71,470	68,946
	Number of activities	Activities	652	828	937	1,109	1,084

ESG Data—Governance

Corporate Governance	Scope of coverage: Yamaha Corporation (non-consolidated)
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Corporate Governance Structure		As of June 30 of each					
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025 ^{*1}
Directors	Total	Persons	8	8	8	8	8
	Outside directors	Persons	6	6	6	6	6
	Female	Persons	1	1	2	2	2
	Non-Japanese	Persons	1	1	1	1	1
Executive officers	Total	Persons	5	6	5	5	7
	President and representative executive officer	Persons	1	1	1	1	1
	Managing executive officers	Persons	2	2	2	2	2
	Female	Persons	0	0	0	0	0
	Non-Japanese	Persons	0	0	0	0	0
Operating officers	Total	Persons	9	10	10	7	6
	Female	Persons	1	1	2	1	1
	Non-Japanese	Persons	1	1	1	1	1

*1 As of June 20, 2025

Attendance at Meetings of the Board of Directors and Committees							
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Board of Directors	Number of meetings held	Meetings	12	14	13	13	13
	Attendance rate of internal director	%		100	100	100	100
	Attendance rate of outside director	%	98.3	91.7	100	100	97
Nominating Committee	Number of meetings held	Meetings	3	4	4	5	4
	Attendance rate of outside director	%	100	100	91.7	100	83
Audit Committee	Number of meetings held	Meetings	15	16	20	18	17
	Attendance rate of outside director	%	100	100	100	100	100
Compensation Committee	Number of meetings held	Meetings	4	4	3	3	5
	Attendance rate of outside director	%	100	100	100	100	100

Breakdown of Compensation (Fiscal 2025)					
Classification	Total compensation (Millions of yen)	Compensation by type (Millions of yen)			Number of recipients
		Fixed compensation	Performance-linked bonuses	Compensation in the form of restricted stock ^{*3}	
Directors ^{*2}	128	148	—	△19	7
Outside directors	86	86	—	—	6
Executive officers	214	193	21	△1	5

*2 The total amount of compensation, etc., paid to the executive officers concurrently serving as directors is described in the section for executive officers.

*3 The restricted stock compensation was granted in a lump sum in the fiscal 2023, the first year of the Make Waves 2.0 medium-term management plan, covering a total of three fiscal years.

The total stock-based compensation expense is allocated and recorded evenly over the three-year period of the plan. The above compensation amount reflects the portion of restricted stock expenses recognized for the current fiscal year, after deducting adjustments such as reversals of prior-year expenses based on the achievement level of performance indicators.

Compliance and Risk Management	Scope of coverage: Group companies Data collection timing: Fiscal year-end (March 31)
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Use of Compliance Helplines							
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Reports received	Japan	Reports	83	87	114	109	98
	Overseas	Reports	8	32	35	38	40
Type of report	Power harassment	%	—	23	33	18	19
	Sexual harassment	%	—	1	5	4	7
	Labor issues	%	—	44	35	44	49
	Human rights	%	—	0	2	0	0
	Finance and/or accounting	%	—	3	6	4	3
	Information management	%	—	5	1	7	1
	Other violations of laws and regulations	%	—	13	5	12	18
	Not applicable	%	—	9	13	11	4

Political Contributions							
Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Provision of funds for political purposes	Number of cases	Cases	1	1	3	8	8
	Amounts of money	¥10,000	6	3	13	113	144

Fiscal year ended March 31, 2025 Yamaha Group Environmental Data by Site / Japan

Site		Business lines	Location	ISO14001 Acquisition Date	GHG Emissions (1,000tons)	NOx Emissions (tons)	SOx Emissions (tons)	PRTR Emissions (tons)	Waste		Water (1,000m³)	
									Generated (tons)	Landfill Rate (%)	Usage	Discharge
Headquarters Area	Including Yamaha Corporation headquarters, Yamaha Music Japan Co., Ltd., Yamaha Corporate Services Corporation, Yamaha Ai Works Co., Ltd., YAMAHA UNION and various other organizations.	Development, design and sales of pianos, audio equipment, ICT devices, electronic devices, wind, string and percussion instruments, PA equipment, and sound proof chambers, Operation of corporate museum; as well as administrative functions	Hamamatsu City, Shizuoka Prefecture	February 2001	0.1	0.09	—	—	233	1	151	79
Toyooka Factory	Yamaha Corporation Toyooka Factory	Manufacture of electronic instruments, wind, string and percussions instrument, PA equipment and electronic components	Iwata City, Shizuoka Prefecture	June 2000	7.4	2.12	—	3.33	563	0	309	186
Kakegawa Factory	Yamaha Corporation Kakegawa Factory	Manufacture of pianos,guitars,and audio equipment	Kakegawa City, Shizuoka Prefecture	November 1998	9.2	24.08	0.02	15.01	792	0	58	22
Tenryu Factory	Yamaha Corporation Tenryu Factory, Yamaha Fine Technologies Co., Ltd.	Planning, design, research and development of golf products,and research and development, production development of materials for all YAMAHA products	Hamamatsu City, Shizuoka Prefecture	March 2001	4.9	3.12	—	19.46	594	0	57	57
Yamaha Corporation Iwata Factory		Manufacture of piano frames	Iwata City, Shizuoka Prefecture	August 2014	4.0	0.84	0.99	6.63	656	0	257	256
Yamaha Corporation Matsunokijima Factory		Processing, assembly, packing and shipping of wind instrument parts	Iwata City, Shizuoka Prefecture		0.2	—	—	-	48	0	1	1
Yamaha Corporation Iida Factory		Manufacture of string, and percussion instruments	Hamamatsu City, Shizuoka Prefecture		0.9	0.08	0.28	1.95	156	0	2	2
Yamaha Music Craft Akita Co., Ltd.		Manufacture and sales of wood components for musical instruments	Kitaakita City, Akita Prefecture	September 2002	0.5	0.03	0.11	-	16	10	9	3
Yamaha Music Craft Hokkaido Co., Ltd.		Manufacture and sales of wood components for musical instruments	Mombetsu-gun, Hokkaido	August 2014	0.8	0.03	0.00	0.01	52	79	60	2
Yamaha Resort Inc.		Operation of Katsuragi Golf Club and Katsuragi Kitanomaru Hotel	Fukuroi City, Shizuoka Prefecture	November 2001	2.5	2.88	0.26	—	403	0	369	57

Fiscal year ended March 31, 2025 Yamaha Group Environmental Data by Site / Overseas

Site	Business lines	Location	ISO14001 Acquisition Date	GHG Emissions (1,000tons)	Waste Generated (tons)	Water (1,000m ³)	
						Usage	Discharge
Tianjin Yamaha Electronic Musical Instruments, Inc.	Manufacture of electronic musical instruments	Tianjin, China	December 1999	8.8	283	78	62
Xiaoshan Yamaha Musical Instruments Co., Ltd.	Manufacturing and assembly of wind instruments and marching drums	Hangzhou, China	March 2013	3.8	611	37	37
Yamaha Electronics (Suzhou) Co., Ltd.	Manufacturing of consumer AV products	Suzhou, China	March 2004	2.6	436	33	26
Hangzhou Yamaha Musical Instruments Co., Ltd.	Manufacture of pianos, piano parts, and guitars	Hangzhou, China	May 2012	8.0	3,126	73	22
PT. Yamaha Musical Products Indonesia	Manufacturing and assembly of wind instruments, and manufacturing of accessories and cases for musical instruments, Pianica™ and recorders	Pasuruan, Indonesia	January 2001	11.0	829	187	120
PT. Yamaha Music Manufacturing Indonesia	Manufacturing of guitars and drums	East Jakarta, Indonesia	December 2001	6.5	909	50	12
PT. Yamaha Music Manufacturing Asia	Manufacturing of electronic musical instruments	Bekasi, Indonesia	July 2002	12.5	304	91	81
PT. Yamaha Indonesia	Manufacture of pianos	East Jakarta, Indonesia	May 2002	5.1	633	15	15
PT. Yamaha Electronics Manufacturing Indonesia	Manufacturing of consumer AV products (speakers)	Pasuruan, Indonesia	January 2003	6.9	1,644	27	12
Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.	Manufacturing of consumer AV products, and manufacturing and sales of consumer AV service parts	Chemor, Malaysia	December 1998	3.7	29	31	31
PT. Yamaha Musical Products Asia	Manufacture of electronic musical instruments, piano parts, etc.	Bekasi, Indonesia	September 2023	2.4	44	17	17
Yamaha Music India Pvt. Ltd.	Manufacture of musical instruments	India	December 2024	0.8	309	27	11
Nexo S.A	Manufacture and sale of speakers for large-scale, high-power equipment	Plailly, France	—	0.3	653	2	—
L. Bösendorfer Klavierfabrik GmbH	Manufacture and sale of pianos	Wiener Neustadt, Austria	—	0.0	234	—	—
Córdoba Music Group, LLC	Planning, development and sales of guitars	California, U.S.A.	—	0.0	—	0	0