

Environment

Recognizing environmental issues as important management issues, the Yamaha Group is committed to continuing its contribution to the realization of a better global environment based on its 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-oriented society. At the same time, Yamaha is involved in environmental conservation activities, such as the reduction of emissions of chemical substances, prevention of leaking of hazardous materials, the appropriate use of timber, forest preservation, and other activities that contribute to preserving the environment.

Environmental Management

Environmental Policy

The Yamaha Group recognizes that a healthy global environment is imperative to the continuity of its business activities and the sustainability of society. Accordingly, we have established the Yamaha Group Environmental Policy, which defines the environmental issues that the Group should prioritize and describes the approach to be taken in addressing these issues to reduce the environmental impacts of all our business activities across the entirety of the value chain. Initiatives based on this policy are incorporated into our medium-term management plan and into the action plan of individual divisions to guide concrete action.

The Yamaha Group Environmental Policy was approved by the President and Representative Executive Officer following discussion by the Managing Council of Yamaha Corporation.

[Yamaha Group Environmental Policy >](#)

Promotion Systems

The Yamaha Group has created a system for promoting global

environmental activities that is overseen by the officer at Yamaha Corporation responsible for environmental issues of the Yamaha Group. In addition, the Working Group for Climate Change, Working Group for Resource Circulation, and Working Group for Procurement have been established under the Sustainability Committee, which is chaired by the President and Representative Executive Officer. These working groups, which are chaired by an executive officer or an operating officer, engage in discussions regarding important sustainability issues, such as climate change response and sustainable resource use and procurement, and report on these matters to the Board of Directors.

The Environmental Division of Yamaha Corporation is responsible for supporting and leading Groupwide environmental activities. To this end, the division gathers information on regulatory and social trends related to the environment, enacts Groupwide policies and rules, monitors and audits activities, and provides technical support for introducing environmental facilities and performs environmental measurements.

Since fiscal 2023, non-financial targets have been incorporated into the management targets used as indicators for evaluating compensation in the form of restricted stock, which is a component of compensation for directors (excluding outside directors) and executive officers. These targets are also linked to environmental objectives, including those related to climate change and natural capital.

[Policy and Status Concerning Executive Officer Remuneration > Sustainability Management >](#)

ISO 14001-Certified Sites

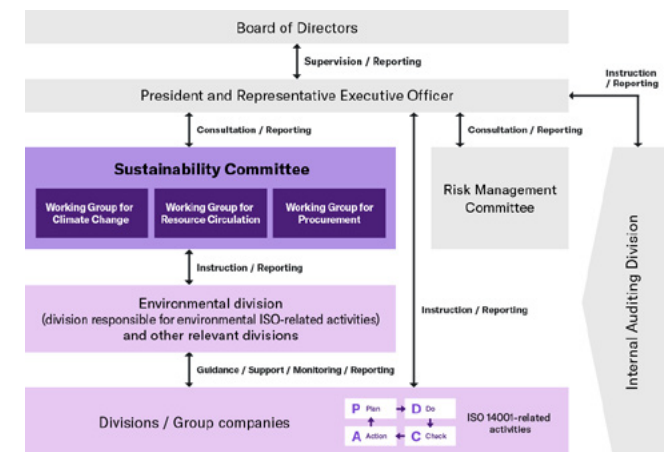
Based on the Group Environmental Management Policies & Rules, the Yamaha Group is implementing environmental management systems in a unified manner at all domestic business sites and on an individual-site basis overseas. In addition, the Group has

acquired certification under ISO 14001, an international standard for environmental management systems.

As of March 31, 2026, Yamaha Corporation and 21 domestic and overseas Group companies (a total of 22 companies) had acquired certification. These companies account for approximately 95% of the Group's greenhouse gas emissions (Scope 1 and Scope 2). The Group has judged that the current scope of certification acquisition is sufficient considering its own environmental impact, laws and regulations, and other matters. Going forward, this scope will be expanded as necessary when constructing business sites that may have a large impact on the environment.

[ISO 14001-Certified Sites >](#)

Environmental Activity Promotion System



| Education and Training

The Yamaha Group offers a variety of education and training opportunities to employees in an effort to raise their knowledge and skills with respect to the environment. Such opportunities include the general education provided to all employees, specialty education for instructor candidates at production sites, and environmental facilities education and training for individuals in charge of environmental facilities.^{*1} Training is performed throughout the year as needed for specific business sites or processes.

^{*1} Environmental facilities are sites with the potential to pollute the environment should an accident occur. Lists of environmental facilities are compiled at each business site, and facilities are managed accordingly.

■ Specialized Training for Environmental Staff

The Yamaha Group has established specialized training curricula for employees engaged in areas that require specialized knowledge, including personnel involved in waste management, wastewater treatment facility operation and management, and chemical substance management. Specialized training sessions are conducted after defining and compiling lists of the skills required for processes that have a particularly large impact on the environment and examining the related educational needs. Furthermore, staff of environmental divisions provide additional training for employees responsible for wastewater-related tasks at overseas factories through means such as the arrangement of specialized training sessions in Japan.

In addition, we provide education related to chemical substance management and the prevention of accidents such as leaks of environmental pollutants based on the Yamaha Group Chemical Substances Management Standard and the Yamaha Group Environmental Equipment Standards. Emergency response drills are also performed. Furthermore, Yamaha's technical academy program includes the Eco-design Course for product planners, developers, and designers through which education on eco-

friendliness in products is provided.

■ Internal Environmental Auditor Training

Training for the personnel that carry out activities for self-regulating environmental conservation measures is imperative to improving the operation of our environmental management system. The Yamaha Group invites lecturers from external organizations and holds annual seminars to train internal environmental auditors as an initiative to enhance its environmental conservation activities. At business sites in Japan, an aggregate total of 1,259 participants have obtained internal environmental auditor qualification, and of these, 313 employees are still currently employed by the Group, which represents approximately 5% of employees at relevant business sites (as of March 31, 2026). We also hold an Internal Environmental Auditor Brush-Up Seminar to improve the skills of staff members responsible for internal audits in the given fiscal year.

■ Promotion of Eco-Conscious Activities by Employees

The Yamaha Group provides support and training to improve the environmental awareness of all employees and to promote eco-conscious activities by employees not only in the workplace but also in their daily lives. Environment Month and Environment Day campaigns are held every year in June, and these campaigns are used as opportunities for advancing environmental education and eco-conscious activities through joint labor-management efforts.

Workplace Environmental Education Activities

To foster environmental awareness among employees, the Yamaha Group implements "Cool Biz" and "Warm Biz" programs aimed at cutting back on unnecessary air-conditioning use by encouraging employees to wear cooler attire in the summer and dress warmer in the winter. In addition, environmental education posters are displayed. In the area surrounding its headquarters, the Group endorses the FUJINOKUNI COOL Challenge, a citizen-driven global warming prevention campaign implemented in Shizuoka

Prefecture, and encourages employees to prevent food loss by eating their entire meal at employee cafeterias and to participate in environmental events.

Environmental Awareness Activities in the Home

The Yamaha Group works with the Yamaha labor union to promote eco-consciousness in daily life through activities including "Smart Life in My Home Commitments" conducted by employees based on themes matched to their homes, such as energy conservation, and the "My Eco Commitment Coloring Page" for families with children.

Response to Climate Change

| Climate Change Response Measures

Rapid climate change poses a major threat to humanity and to all life-forms on earth. We recognize that helping combat this threat and contributing to the decarbonization of society are corporate responsibilities and important management issues.

Under the guidance of the Working Group for Climate Change, a working group chaired by an executive officer positioned under the Sustainability Committee, which is chaired by the President and Representative Executive Officer, the Yamaha Group is working to contribute to the global movement to reduce CO₂ emissions. At the same time, we are preparing for the potential impact of climate change by identifying risks, formulating mitigation measures, and incorporating these into business strategies. In November 2025, the Yamaha Group received recognition from the Science Based Targets initiative (SBTi)¹⁾ for its greenhouse gas emission reduction targets, earning certification for a science-based net-zero target. This follows SBTi recognition of the Group's near-term targets in 2019 and 2021. The certification covers both the revised near-term targets, which are updated in line with the current 1.5°C-aligned criteria,

and the long-term target of achieving net-zero emissions by fiscal 2051, both of which have been verified and approved by the SBTi. Furthermore, the Group declared its endorsement of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)² in June 2019 and has progressed with initiatives for analyzing the impact of climate change on its finances and disclosing related information. Going forward, the Group will continue to seek to achieve net-zero emissions by striving to create products, services, and business models that help mitigate climate change and promote the decarbonization of society through energy-efficient products and other means.

^{*1} The Science Based Targets initiative is an international organization that encourages companies to formulate greenhouse gas emission reduction targets based on scientific evidence and that assesses and certifies such targets to contribute to the accomplishment of the goals of the Paris Agreement.

^{*2} The TCFD is a task force created by the Financial Stability Board that has released recommendations aimed at facilitating appropriate investment decisions through disclosure of the potential financial impacts of climate change.



■ Participation in Organizations Responding to Climate Change

The Yamaha Group has joined the Japan Climate Initiative and declared its participation in the GX League. Moreover, we conform our decarbonization initiatives to the Keidanren Carbon Neutrality Action Plan, which was released by Keidanren (Japan Business Federation), an organization to which Yamaha is a member. As a Japan Climate Initiative member in 2025, the Yamaha Group endorsed the message of the initiative to continue striving to overcome the climate crisis with the aim of limiting global warming to 1.5°C above preindustrial levels. This declaration also accelerates the expansion of energy efficiency improvement and

renewable energy adoption efforts.

[Participation in Initiatives >](#)

| Greenhouse Gas Emission Reduction Initiatives

Yamaha Corporation and domestic production sites are continuing to implement energy conservation and other initiatives in manufacturing processes and at offices to achieve the long-pursued target of reducing energy usage per unit of production by 1% or more each year. For example, in addition to implementing a carbon pricing system in 2022, we have also been introducing renewable energy at our business sites. As a result, we were able to transition to renewable energy for 100% of the power used at the Company headquarters in April 2021. We also made the same transition at the Tenryu Factory beginning in April 2025 and are advancing the transition in stages at other bases. At overseas production sites, quantitative reduction targets are set on an individual-site basis, and proactive initiatives are being implemented toward the accomplishment of these targets.

In advancing emission reduction initiatives, we manage greenhouse gas emission volumes in accordance with the Greenhouse Gas Protocol.³ In addition, third-party verification has been received for Scope 1 and Scope 2 emissions and certain Scope 3 emissions since fiscal 2017.

^{*3} The Greenhouse Gas Protocol is a set of standards for calculating and reporting greenhouse gas emission volumes.

[Third-Party Verification >](#)

■ Greenhouse Gas Emission Reduction Targets, Measures, and Results

Reduction Targets (Science Based Target initiative (SBTi) Certified)

Net-Zero Target	Achieve net-zero emissions across entire value chain by fiscal 2051 Note: Emissions are reduced in line with long-term targets, and the remaining residual emissions are neutralized through carbon removal.
Short-Term Targets	Scope 1 and Scope 2 55.0% reduction compared with fiscal 2018 by fiscal 2031 Scope 3 32.5% reduction compared with fiscal 2018 by fiscal 2031
Long-Term Targets	Scope 1 and Scope 2 90.0% reduction compared with fiscal 2018 by fiscal 2051 Scope 3 90.0% reduction compared with fiscal 2018 by fiscal 2051

Major Reduction Initiatives

- Introduction and utilization of electricity monitoring systems to conserve energy
- Energy-saving initiatives including optimization of production methods and equipment placement, installation of highly energy-efficient equipment and LED lighting, and exhaustive management of facility operation times, air-conditioning temperatures, and other energy consumption factors
- Introduction of cogeneration systems and solar power generation systems
- Transition to fuel sources with low greenhouse gas emissions
- Switch to purchasing renewable energy
- Utilize internal carbon pricing system
- Improvement of transportation efficiency and shift to low-carbon transportation methods (ships and trains) in distribution
- Development of energy-efficient products (reduction of emissions from large-volume Scope 3 emissions category (product use))

Transition to Renewable Energy

Yamaha Corporation began adopting renewable energy in fiscal 2020, and we transitioned to renewable energy for 100% of the power used at the Company headquarters (annual electricity consumption of approximately 12,000 MWh) in April 2021, thereby achieving annual reductions in CO₂ emissions of approximately 5,000 t-CO₂.

We then later switched to Shizuoka Green Electricity, a service that supplies electricity produced through hydroelectric power generation in Shizuoka Prefecture, in September 2021. This move resulted in all of the electricity purchased by our headquarters being carbon-free, eco-friendly power produced via hydroelectric power generation or other means within Shizuoka Prefecture. As of March 31, 2026, renewable energy was being used at our headquarters factory as well as at the Tenryu Factory, Kakegawa Factory, and Toyooka Factory. The scope of renewable energy use will be expanded going forward.



Installation of 1.4 MW Solar Power Generation System at Kakegawa Factory

At the Kakegawa Factory, a large-scale solar power generation system with a capacity of 1.4 MW was installed using factory roof and parking lot space. Operation of this system commenced in November 2024.

This system produces approximately 1,800 MWh of power a year, equivalent to roughly 10% of the annual electricity consumption of the Kakegawa Factory. This reduction translated to a decrease in annual CO₂ emissions of 700 t-CO₂.



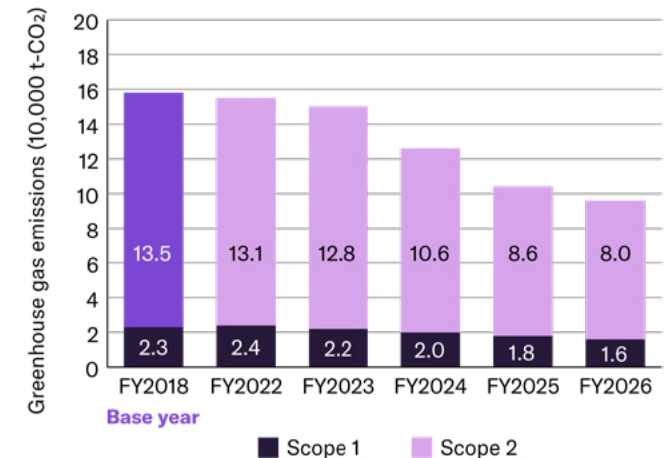
Solar panels installed at the Kakegawa Factory

Internal Carbon Pricing

The Yamaha Group introduced an internal carbon pricing system in April 2022 based on the belief that investing in renewable energy and selecting more energy-efficient equipment will be important to mitigating climate change risks. This system entails converting CO₂ emission volumes into monetary amounts based on virtual prices and using these amounts when making investment decisions. This approach motivates the Company to invest in facilities with higher levels of energy efficiency and is expected to drive investment in solar power and other renewable energy generation equipment. The Group will use an internal carbon price of ¥14,000 per every ton of CO₂.

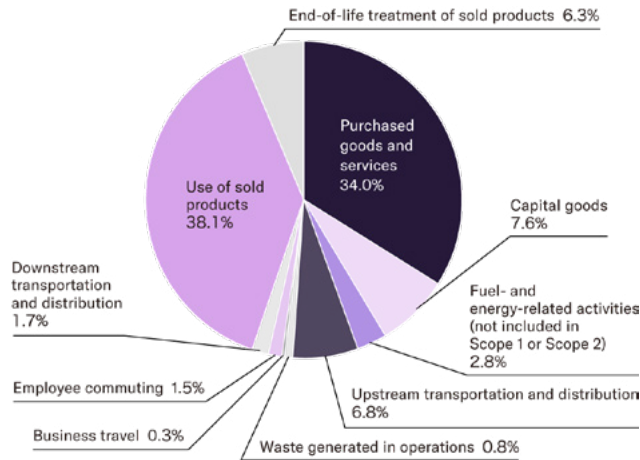
Results

Scope 1 and Scope 2 Emissions (Yamaha Corporation and all production sites) ^{*4, 5, 6}



- *4 The scope of data collection is comprised of Yamaha Corporation headquarters and major production sites and resort facilities worldwide (estimated to account for more than 95% of all Yamaha Group sites).
- *5 Figures differ from those previously released as figures were recalculated to further subdivide regional and power company coefficients by base and by fiscal year.
- *6 Figures use the combined value of indirect emissions through purchased electricity and steam, direct emissions of CO₂ through in-house power generation and heat usage, and greenhouse gas emissions from manufacturing processes.

Scope 3 Emissions (Fiscal 2026)



Factory Initiatives

- Introduction and utilization of electricity monitoring systems to track electricity use and conserve energy
- Use of inverters and appropriate pressure for compressors, partitioning of work booths, introduction of power usage monitors, and conservation of space by consolidating equipment inside factories and rationalizing equipment layouts
- Improvement of air-conditioning efficiency by spraying water on and applying thermal-barrier coating to factory roof
- Removal of unnecessary lighting, optimal positioning of lighting, reduction of amount of time lighting is used, and replacement of fluorescent lighting with LED lighting
- Utilization of cogeneration systems to cut CO₂ emissions
- Appropriate operation management of dust collectors



Cogeneration system at the Kakegawa Factory

Initiatives at Resort Facilities

- Electricity conservation through installation of LED lighting and motion sensors in restrooms
- Reduction of CO₂ emissions by switching from gasoline golf carts to electric carts
- Conservation of electricity through adjustment of turf surface aeration fans and facility air-conditioning
- Reduction in boiler fuel consumption (heavy oil) and operation time through replacement of all large-scale, air-conditioning systems that use hot water for heating with energy-efficient air-cooling systems
- Introduction of electric vehicle charging stations that use renewable energy



Electric vehicle charging stations that use renewable energy



Electric golf carts

Initiatives at Offices

- Introduction of LED lighting, installation of motion sensor lighting, and notification of employees of electricity consumption amounts to raise awareness in pursuit of electricity savings
- Appropriate air-conditioning management and promotion of “Cool Biz” and “Warm Biz” initiatives advocated by the Ministry of the Environment in Japan

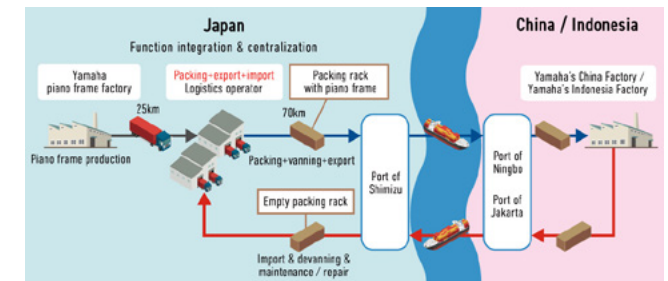
Initiatives in Logistics

- Improvement of transportation efficiency and shortening of transportation lead times

- Heightening of truck and container loading ratios, reviewing of warehouse locations and transport routes to shorten transportation distances, and examination of the possibility of incorporating low-carbon transportation methods (ships and trains)
- Revision of transportation packing specifications, joint transportation with other companies, and disposal of waste products at the relevant base

Resource Conservation and CO₂ Emission Reduction in Piano Frame Transportation

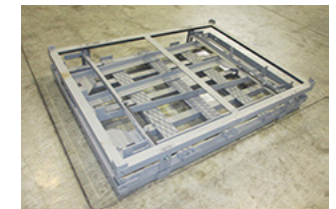
To conserve resources when transporting piano frames from Japan to overseas factories, the Yamaha Group has made the transition from disposable iron packing racks to returnable packing racks that can be used multiple times. In addition, by shortening transportation routes and improving load efficiency, the Company has achieved a 100-ton reduction in CO₂ emissions associated with the disposal of iron packing and a 1,600-ton reduction in iron resource consumption



Distribution flow using returnable packing racks (as of March 31, 2026)



Returnable packing rack for grand piano frames



Folded returnable packing rack (when being returned)

Standardization of Packaging for Shipping to Conserve Resources and Reduce CO₂ Emissions

The Yamaha Group is pursuing enhanced efficiency in transportation by increasing the number of products shipped per container through the use of more compact packaging that better matches the sizes of the containers used during shipping. For example, a 17% reduction in the size of the packaging used for Yamaha P series digital pianos resulted in a 12.5% increase in container packing rates. This change led to an annual reduction of 269 in the number of 40-foot high-cube containers used together with a decrease of 26 t-CO₂ in annual CO₂ emission volumes.



Loading container with pre-standardization packing boxes (left) and loading container with standardized packing boxes (right)

■ CO₂ Absorption Through Tree Planting Activities in Indonesia

After conducting Yamaha Forest tree planting activities in Indonesia over the period from 2005 to 2016, the Company confirmed the growth status of the forest via satellite imagery and estimated the volume of CO₂ absorbed by the trees in 2017. The Company estimates that approximately 42,000 t-CO₂ had been absorbed leading up to 2017, and that more than 6,000 t-CO₂ have been absorbed on a consistent basis each year thereafter.

[Conservation of Biodiversity >](#)

Endorsement of the TCFD and TNFD Recommendations

In June 2019, the Yamaha Group declared its endorsement of the recommendations of the Task Force on Climate-related Financial

Disclosures (TCFD) and commenced initiatives for analyzing the impact of climate change on its finances and disclosing related information. In addition, we registered as a TNFD Early Adopter in January 2024 to demonstrate our intent to quickly begin disclosure based on the framework provided by the Taskforce on Nature-related Financial Disclosures (TNFD). Based on this framework, we performed an assessment of Yamaha's nature-related dependencies and impacts. Furthermore, we began issuing documents disclosing information in a manner that reflects the recommendations of both the TCFD and the TNFD in June 2024 to analyze and report on the risks and opportunities faced by the Yamaha Group in terms of both climate change and biodiversity.

Going forward, the Yamaha Group will continue to reflect climate change and biodiversity risks and opportunities, based on the TCFD and TNFD recommendations, into its management strategies while disclosing information on how these risks and opportunities could affect the Group financially.

[Endorsement of the TCFD and TNFD Recommendations >](#)

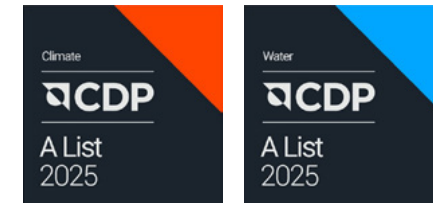
External Recognition

■ Inclusion on CDP A List for Both Climate Change and Water Security Categories, the Highest Honor

Yamaha Corporation has been included in the 2025 CDP A List in both the Climate Change and Water Security categories (the highest honor), compiled by international NPO CDP, as a reflection of its proactive climate change and water conservation initiatives and the transparency thereof. The Company has been included in the Climate Change category four times and for three consecutive years. However, this is the first year the Company has been selected for the Water Security category. Going forward, the Yamaha Group aspires to contribute to the realization of a sustainable society through its climate change response measures and conservation of natural capital. To this end, we are advancing initiatives for addressing climate change and nature-

related issues from a long-term perspective.

[External Recognition >](#)



Sustainable Resource Use

| Resource Conservation and Waste Reduction

The world is pressed with the urgent task of moving toward more sustainable production and consumption to escape from the cycle of massive production and waste that is destroying our environment and depleting our resources. In response to this expectation, the Yamaha Group strives to use less resources in its products from a variety of standpoints, such as lowering product size and weight, integrating several products into one, and reducing the amount of and, when possible, completely eliminating, product packaging and cushioning. Moreover, we are working to reduce resource use by extending product lifespans, developing instrument maintenance and repair service systems, and collecting and reusing products. Other measures for making the best use of finite resources include reassessing our use of plastic, which contributes to global warming and pollution; switching to paper and other renewable materials; and lowering waste emissions and recycling in manufacturing processes.

■ Unit Approach for Conserving Resources and Extending Product Lifespans

Based on the desire for our customers to be able to continue using their beloved instrument for a long time, Yamaha has adopted an

approach of using replaceable units to conserve resources while extending the product lifespans of Electone electronic organs and pianos. For Electone units, for example, we offer services to upgrade products to a higher grade or newer model purely through unit exchanges and additions. These services include the installation of grade-up units that can transform Electone units into higher grades as required based on the skill of the user and their intended application as well as vitalize units for raising the performance of older Electone models to the level of the latest models. We thereby help customers to continue enjoying their beloved Electone even longer. The Group is also selling add-on units so that customers can enjoy their pianos for a longer time in a range of situations. Such units include those that add a silent function and those that upgrade pianos to offer the latest feature as well as the Disklavier ENSPIRE Upgrade Unit, which adds a wealth of new features and content to pianos incorporating an automatic performance function.

[Electone Vitalize/Grade-Up Units \(in Japanese only\) >](#)

[Silent Piano Retrofit Unit \(in Japanese only\) >](#)

[Piano Upgrade Units \(in Japanese only\) >](#)

[Disklavier ENSPIRE Upgrade Unit \(in Japanese only\) >](#)

■ Instrument Maintenance and Repair Service Systems

It is possible to use instruments in good condition for many years with proper maintenance and repairs and replacements of parts. Accordingly, the Yamaha Group is developing maintenance and repair service systems for acoustic instruments such as pianos and wind instruments.

Repair Technician Training

Specialized technicians with accurate knowledge and techniques as well as a deep insight into music are imperative to maintaining a musical instrument in good condition over the long term. Yamaha recognizes that cultivating this type of technician is part of its mission as a comprehensive musical instruments manufacturer. For this purpose, we have set up the Piano

Technical Academy for training piano tuners and the Wind Instrument Technical Academy for fostering instrument repair technicians at factories producing the respective instruments. At these facilities, Yamaha Group instructors with exceptional insight pertaining to instruments support those aspiring to become specialist technicians with finely tuned curricula grounded in their expertise. After completing these programs, the newly trained piano tuners and repair technicians provide after-sales services at Yamaha Group sales agents across Japan.

[Piano Technical Academy \(in Japanese only\) >](#)

[Wind Instrument Technical Academy \(in Japanese only\) >](#)

Maintenance Support for Musical Instrument Users

We are providing knowledge and skills regarding musical instruments by offering maintenance guidebooks and holding maintenance workshops to ensure that musical instruments are consistently maintained in the best condition.

In addition, we provide the Yamaha Music Members service for customers who love music or Yamaha products. Through this service, post-purchase support information as well as information for living a more fulfilling music life is offered based on information registered.

[Yamaha Music Members Website \(in Japanese only\) >](#)

■ Effective Resource Use Through Product Collection and Restoration

Yamaha collects and restores instruments that are no longer played at homes or other locations to make effective use of these secondhand products. For example, Yamaha Piano Service Co., Ltd., repairs, repaints, tunes, and adds additional muffling materials before returning instruments to market as refurbished pianos. These services are performed at repair facilities designated by Yamaha Corporation.

Additionally, Yamaha Music Japan Co., Ltd., offers the Oto-Baton

appraisal and buyback service. Through this service, we will buy back Yamaha instruments that a customer finds themselves forced to part with or will no longer play due to reasons such as buying a new instrument. The purchased instruments are then retuned and maintenance is performed to ready them for reuse. These instruments are offered through our Oto-Rent instrument rental service so they can be played by people who need them in order to promote the effective use of finite resources.

[Piano Renewal Business \(in Japanese only\) >](#)

[Yamaha Instrument Buyback Service \(Oto-Baton\) \(in Japanese only\) >](#)

[Oto-Rent Instrument Rental Service \(in Japanese only\) >](#)

■ Utilization of Sustainable and Recyclable Materials

The Yamaha Group is developing alternative materials that can be substituted for scarce timber and adopting sustainable materials, such as biomass-derived resins, for use in its products. In addition, we use recycled polystyrene in portions of speaker boxes while incorporating recycled plastics into other products.

■ Reduction of Plastic Packaging Use

Yamaha is endeavoring to reduce its usage of plastic packaging as society reassesses the use of disposable plastic items from the perspective of preventing global warming and pollution. Under our medium-term management plan, “Rebuild & Evolve,” we set out the management target of reducing the use of Styrofoam packaging by 25% compared with fiscal 2023 and are advancing initiatives to achieve this. Beginning in April 2025, we have been phasing out the use of Styrofoam packaging for products. Yamaha is advancing the development of product packaging materials, such as the adoption of plastic bags made using recyclable materials for packaging the EAD50 electric acoustic drum module and DSU50 drum sensor unit.

[Environmental Management](#) | [Response to Climate Change](#) | [Sustainable Resource Use](#) | [Prevention of Pollution and Chemical Substance Management](#)
[Eco-Friendly Products and Services](#) | [Conservation of Biodiversity](#)



DSU50 drum sensor unit (left) packaged in plastic bag (right) made using 30% recycled materials

Waste Reduction and Resource Recycling

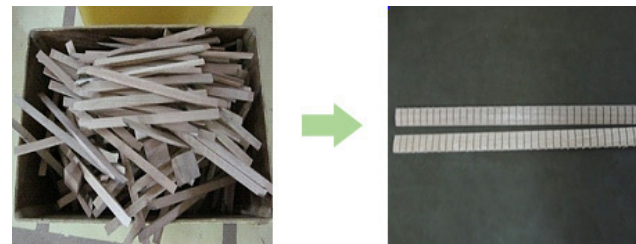
The Yamaha Group has established systems for recovering and separating waste in order to reduce waste produced at factories and offices and promote recycling. Targets have been established with this regard as part of the Group's environmental management system.

In Japan, the Yamaha Group had a recycling rate of approximately 99% as of March 31, 2026.

Furthermore, regular on-site inspections of waste processing subcontractors are carried out to verify that waste is being processed appropriately as part of our efforts to fulfill our waste processing responsibilities. In addition, there are regular audits of waste management by a member of the Environmental Division of Yamaha Corporation.

The Yamaha Group is working to reduce losses by improving the yield ratio in material and component processing while also collecting, sorting, reusing, and recycling scraps and offcuts from production processes. For example, the Company is using offcuts in other components or as raw materials, fertilizer, or fuel. The Company has also been conducting unique initiatives, such as

using sawdust produced in the wood manufacturing process at Japanese factories that manufacture pianos as bedding for cows.
[Timber Resource Initiatives >](#)



Offcuts used in corner block (internal structural reinforcement materials) for guitars

Initiatives at Specific Bases

- Processing of waste containing rare metals as a valuable resource to make effective use of this resource
- Use of sawdust created through timber processing to produce cat litter and other items
- Reduction of paint process-related waste by keeping the circulating water used in the musical instrument painting booths clean to enable longer usage (annual waste reductions of approximately 120 tons)
- Reduction of product rejects by lowering equipment defects and quality defects
- Conservation of energy and resources through improved productivity

[ESG Data >](#)

Product and Packaging Recycling

The Yamaha Group complies with laws and ordinances related to recycling products and packaging in relevant countries and regions, including the Waste Electrical and Electronic Equipment (WEEE) Directive of the European Union. In addition, we are promoting efficient use of resources in Japan by establishing locations for

collecting used Electone products from music schools or post-lease Electone products across the country to recover and recycle.

Conservation of Water Resources

The Yamaha Group uses water to wash products and cool facilities. The Group evaluates water resource-related risks through comprehensive risk assessments conducted on a Groupwide basis as well as through surveys and water-related risk evaluation tools at all business sites. These measures are used to evaluate physical water stress, water quality, regulatory risks related to water resources, and reputational risks. The Group does not have large-scale production activities in areas where water resources are lacking, and we have therefore judged that our operations do not have a large impact on the environment through water intake.

Furthermore, by conducting assessments to improve water efficiency and identify any issues, the Yamaha Group ensures consideration of the specific conditions regarding water resources in areas where it operates when using water for its business activities and seeks to reduce its water intake and environmental impact. We also make continuous efforts to manage water usage amounts and improve water efficiency based on this policy. The Group requires high-transaction-value suppliers that use large amounts of water to provide reports describing water intake volume, the water-related risks they recognize, examples of damage, and other matters to maintain an understanding of water-related risks across the entire value chain. We have also been receiving third-party verification for Groupwide water usage data since fiscal 2020 in order to improve management and facilitate the sustainable use of water resources. Currently, the Group is working to reduce water use in the plating and washing processes involved in wind instrument manufacturing by reusing cooling water, recycling wastewater from production processes using reverse osmosis membrane equipment, and implementing measures to prevent leakage in water-using facilities. For these efforts, we have set the target of reducing water use at

Group production bases by 15% or more by fiscal 2031 in comparison with the fiscal 2018 level in order to facilitate greater efficiency in water use.

Yamaha Corporation has been included in the 2025 CDP A List in the Water Security category (the highest honor), compiled by international NPO CDP, as a reflection of its proactive water conservation initiatives and the transparency thereof.

[Conservation of Biodiversity \(Water Quality Conservation\) >](#)

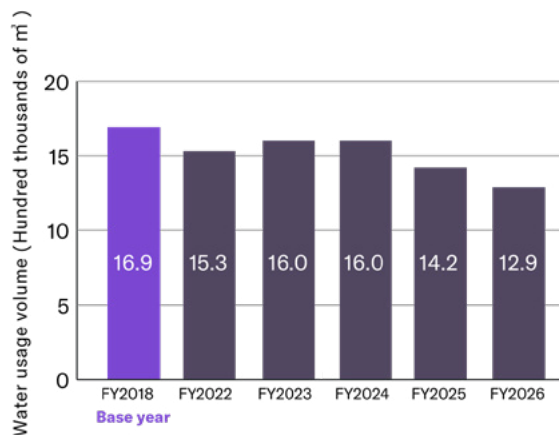
[Prevention of Pollution and Chemical Substance Management >](#)

[External Recognition >](#)

[Third-Party Verification >](#)

[ESG Data >](#)

Water Usage by Major Production Bases*



* Water usage represents the total amount of groundwater intake and tap and industrial water purchases.



Wastewater treatment facility
(Yamaha Musical Products
Indonesia)



Reuse of wastewater for cooling
water (Hangzhou Yamaha Musical
Instruments)



Reuse of 100% of manufacturing
process wastewater (Yamaha Music
India)

Prevention of Pollution and Chemical Substance Management

Environmental Pollution Prevention Frameworks

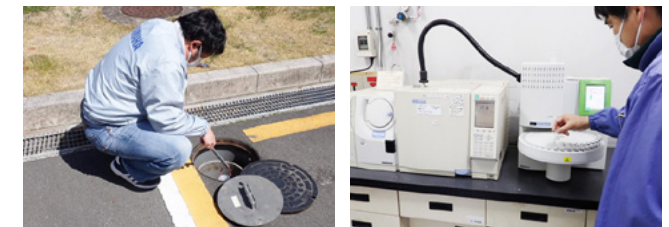
To prevent environmental pollution during the course of its business activities, the Yamaha Group has implemented management standards and monitoring and auditing frameworks. We also enact risk countermeasures and conduct drills to prepare for natural disasters, accidents, and other emergency circumstances.

Management Standards and Monitoring

With the goal of reducing the environmental impact of its business activities and ensuring compliance with environmental laws, the Yamaha Group regularly monitors gas, wastewater, noise, odor, and other emissions to confirm the status of the management of these emissions and to assess compliance in accordance with the annual

plans created by the Environmental Division of Yamaha Corporation and the management divisions of individual business sites. In monitoring environmental impacts, we employ our own standards, which are stricter than existing legal standards. In the event that measurements exceed standards or are unusual in some way, we take immediate emergency and corrective measures.

In addition, we have systems in place to facilitate quick responses to revisions to laws and regulations. The Yamaha Group collects the latest information on regulatory reforms, and the Environmental Division of Yamaha Corporation compiles, checks, and communicates this information to business sites to ensure consistent compliance on a Groupwide basis. Furthermore, the Group has established working groups at business sites comprised of members of the management and production divisions of the respective sites to advance risk reduction measures. Legal compliance frameworks are developed through coordination with overseas Group companies. Particularly strong coordination is being practiced with companies in China, where environmental laws tend to be amended frequently.



Environmental measurements at specific bases

Establishment and Compliance with Environmental Equipment Standards

The Yamaha Group has established the Yamaha Group Environmental Equipment Standards, which contain provisions regarding the installation, management, and operation of environmental facilities. Compliance with these standards is

being pursued in a systematic manner based on road maps set on an individual production site basis. In fiscal 2024, we achieved full compliance with these standards for equipment featuring high environmental pollution risks at all domestic and overseas production sites. Going forward, we aim to maintain compliance with these standards in order to keep the number of accidents resulting in environmental pollution at zero.



Redoubling of leak and general inspections entailing unearthing of wastewater pipes installed in underground tunnels

■ Environmental Audits

The Yamaha Group conducts internal environmental audits according to the ISO 14001 integrated management system standard in order to prevent environmental accidents and violations of law, while also improving the work environment. In addition, we conduct environmental audits calling on the expert knowledge of the Environmental Division of Yamaha Corporation and in accordance with the Yamaha Group Environmental Equipment Standards and the Yamaha Group Chemical Substance Management Standards. Yamaha auditing staff acquire internal environmental auditor certification based on ISO 14001 standards as well as official qualifications related to environmental conservation, such as Pollution Control Manager and Working Environment Measurement Expert certifications, and qualifications related to chemical substance management, such as Poisonous and Deleterious Substances Handling Supervisor and Hazardous Substance Handling Supervisor certifications.

Shared Groupwide checklists are used to score compliance with environmental pollution and chemical substance risks at business sites. By clarifying priorities and items requiring a response, the

Company is pursuing efficient improvements to mitigate risks.

In addition, the frequency of audits is determined based on risk levels, and audits are conducted regularly. In fiscal 2026, we conducted environmental audits at four sites.

Furthermore, we began conducting voluntary environmental audits of business sites in fiscal 2025. These audits are aimed at ensuring compliance with environmental equipment standards and raising environmental pollution prevention awareness among employees.

Environmental Audit Flow



Environmental audit conducted by auditing staff of the Environmental Division of Yamaha Corporation

■ Emergency Preparedness

The Yamaha Group implements frameworks and conducts training sessions to prevent environmental pollution caused by leaks of hazardous substances or oils from business sites as part of its efforts to ensure preparedness for emergency situations, such as natural disasters or accidents. The Yamaha Group identifies risks using uniform Groupwide evaluation standards and implements improvement measures and refines procedures pertaining to emergency response measures at business sites deemed to face significant risks through these evaluations. Additionally, business sites have prepared procedures, equipment, and stockpiles to respond to such emergency situations and are conducting emergency response training.



Emergency response training

Pollution and Hazardous Substance Response Measures

The Yamaha Group constantly monitors wastewater to prevent wastewater from business sites from negatively impacting the environment through pollution of public waterways, soil, or underground water. Furthermore, we conduct regular surveys on the impact of wastewater on life-forms and the water quality in waterways to which wastewater is discharged. In the past, the Group has conducted cleanup measures at two sites where soil and groundwater contamination occurred due to chlorine-based organic solvents. We have already completed groundwater cleanup activities at the Toyooka Factory. In addition, conditions at Yamaha headquarters have been restored to near-standard levels, and we continue to advance cleanup activities today. We have completed soil contamination cleanup activities at both sites.

At the Toyooka Factory, the Company upgraded wastewater

Environmental Management | Response to Climate Change | Sustainable Resource Use | [Prevention of Pollution and Chemical Substance Management](#)
 Eco-Friendly Products and Services | Conservation of Biodiversity

processing equipment in 2018 in order to improve earthquake resistance and processing capabilities. This new equipment can process twice as much wastewater as the previous equipment and has been designed to withstand an earthquake with an intensity of 6 upper to 7 on the Japanese seismic scale.

[Sustainable Resource Use>](#)



Groundwater purification equipment at our headquarters



Wastewater processing equipment at the Toyooka Factory

Waste Disposal Initiatives

- Reduction of specified controlled industrial waste through introduction of waste acid and alkali treatment processes and liquid waste reduction equipment (CD dryers, etc.)
- Augmentation of ability to internally process wastewater containing adhesive agents to reduce waste



CD dryer (Yamaha Music Craft Hokkaido)

Chemical Substance Management and Emission Reduction

Based on the Yamaha Group Chemical Substance Management Standards, the Yamaha Group practices exhaustive management of chemical substances regulated under the Act on the Assessment of Releases of Specified Chemical Substances in the Environment and the Promotion of Management Improvement (the “PRTR Act”) and takes steps to reduce use and emissions of these substances. These precautions are part of our efforts to minimize the negative impact on people and the environment from chemical substance use. At domestic Group companies, safety data sheets^{*1} pertaining to materials containing chemical substances are managed in an integrated manner via a database, evaluations of the dangers of these substances and their potential impacts on the environment are performed, and the necessary steps are taken to mitigate risks.

At present, the chemical emissions that occur in the course of production processes at Yamaha Group companies mainly consist of volatile organic compounds (VOCs)^{*2} from product coating and adhesive processes. The Group constantly monitors VOC emissions and is working to reduce such emissions by installing treatment equipment and using alternative substances.

Factories in China have completed the introduction of VOC treatment equipment, resulting in a reduction of approximately 90% in emissions of such substances. Meanwhile, PT. Yamaha Music Manufacturing Asia is implementing thinning agent recycling initiatives and has been able to achieve a reduction in emissions of these substances of approximately 70%.

^{*1} Safety data sheets are used to record information on the potential dangers and handling methods for chemical substances and products containing chemical substances regulated under the Industrial Safety and Health Act, the Poisonous and Deleterious Substances Control Act, and the PRTR Act.

^{*2} VOCs are substances used in thinning agents as coatings and adhesives

thought to be one factor in the release of photochemical oxidants and suspended particulate matter.

[ESG Data >](#)



VOC treatment facility (Hangzhou Yamaha Musical Instruments)



VOC treatment facility (Xiaoshan Yamaha Musical Instruments)

■ Reduction of Chemical Substance Emissions in Coating Processes

Coating processes are performed to give musical instruments and automotive interior components their beautiful appearance and durability. In these processes, the Yamaha Group continues to research and introduce coating methods that lower environmental impacts by reducing the use of coating agents and the emission of organic solvents. To date, we have developed applications for electrostatic coating, powder coating, and flow coating matched to our products.

The Yamaha Group has been replacing the coating agents containing organic solvents used for parts with water-based coating agents in the instrument manufacturing process. The water-based coating agents are also anticipated to have the positive effect of improving the work environment.

■ Protection of the Ozone Layer

The Yamaha Group has historically worked to reduce usage of fluorocarbons to protect the ozone layer. We have eliminated the use of all specified chlorofluorocarbons (CFCs) and hydrochlorofluorocarbons (HCFCs). After eliminating the use of all specified CFCs in manufacturing processes in fiscal 1994, we

began using HCFCs, which have a lower ozone depletion potential compared to specified CFCs, in the degreasing process for metal materials. However, we also eliminated the use of all HCFCs in fiscal 2006 because of their large contribution to global warming.

Environmental Accidents and Litigation

In fiscal 2026, the Yamaha Group did not commit any serious violations of any laws, receive fines, pay fees, or be named in any lawsuits with respect to environmental concerns, including water and hazardous chemical substances. The Group did not experience any accidents having an effect on the outside environment, nor did we receive any significant complaints.

Eco-Friendly Products and Services

Eco-Friendly Design and Green Procurement

The Yamaha Group performs product life-cycle assessments that cover all product life-cycle stages, ranging from material procurement to production, transportation, use, and disposal, and uses other methodologies to identify the characteristics of the environmental impacts of its various product lines. This information is used to practice eco-friendly design based on the major environmental impact characteristics of specific products.

For chemical substances contained in our products, we have created standards for use in products, established a management system, and perform green procurement.

[Yamaha Group Environmental Policy >](#)

[Yamaha Group Green Procurement Policy >](#)

Major Product Characteristics Identified Through Life-Cycle Assessments and Measures

Note: The size of each circle indicates the relative environmental impact associated with the respective stage in the product life cycle.

Acoustic Instruments

Characteristics

- No energy consumption during use (lack of need for electricity, etc.)
- Long lifespans (often used for several decades)
- Primarily made using renewable timber, but present risks of deforestation and resource depletion via illegal logging
- Lack of material recycling infrastructure like that seen for household appliances

Measures

- Sustainable timber procurement that does not contribute to deforestation or resource depletion
- Extension of lifespans through enhancement of maintenance services and reuse frameworks
- Development of material recycling frameworks



Acoustic instrument life cycle

Digital Musical Instruments

Characteristics

- Lower energy consumption than standard household appliances as most products do not have idle power consumption
- Lifespan on par with standard household appliances
- Large environmental impact from manufacturing metal components due to need for excavation and smelting, environmental pollution risks from runoffs attributable to plastics and chemical substances
- Lack of material recycling infrastructure like that seen for household appliances

Measures

- Reduction of use and replacement of substances that impact the environment
- Extension of lifespans through retrofitting

- Utilization of biomass and other renewable resources
- Development of material recycling frameworks



Digital musical instrument life cycle

Audio Equipment

Characteristics

- Relatively large energy consumption due to constant operation of some network equipment and idle power consumption of home audio equipment
- Lifespans heavily influenced by specifications and versions of connected equipment
- Large environmental impact from manufacturing metal components due to need for excavation and smelting, environmental pollution risks from runoffs attributable to plastics and chemical substances
- Lack of material recycling infrastructure like that seen for household appliances

Measures

- Energy-efficient design
- Reduction of use and replacement of substances that impact the environment
- Utilization of biomass and other renewable resources
- Development of material recycling frameworks
- Lowering of product size and weight



Audio equipment life cycle

■ Management of Chemical Substances Contained in Products

Some chemical substances require proper treatment at the time of disposal or have the potential to adversely impact people's health or the environment. For this reason, countries around the world have been tightening restrictions on chemical substances contained in products and requiring information disclosure.

With this regard, Yamaha Corporation has established the Standards for Chemical Content in Products. These standards are used to manage chemical substances in products during design and development to help ensure legal compliance and reduce environmental impacts. The standards are revised when necessary in response to legislative changes, the adoption of voluntary standards, and other factors.

■ Management System for Chemical Substances Contained in Products

In order to manage the chemical substances contained in products, it is imperative to identify and control the chemical substances contained in the parts and materials that make up finished products. The Yamaha Group has implemented a management system for such chemical substances, and supplier cooperation is requested as we conduct surveys of the chemical substances contained in products and work to manage these substances. Furthermore, the Group has adopted the industry-standard format for the communication of information on the chemical substances contained in products.^{*1} We also have systems in place for furnishing flexible responses to the ongoing addition of chemical substance regulations, such as the expansion of the list of substances of very high concern in the European Union's Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) regulations.^{*2} At the same time, Yamaha holds briefing sessions to gain the understanding and cooperation of suppliers in regard to managing the chemical substances used in products.

^{*1} The Group uses the chemSHERPA (chemical information SHaring and Exchange under Reporting Partnership in supply chain) standard endorsed

by the Joint Article Management Promotion-consortium (JAMP) for providing information on chemical substances contained in products. Through the adoption of such standards, suppliers are able to use the information on chemical contents that they receive from material manufacturers to convey information on the chemical contents of parts to the entities they supply.

^{*2} Substances of very high concern are substances, such as carcinogens and reprotoxic substances, for which disclosure and management are required under REACH regulations should an amount exceeding a defined threshold be contained within a product.

■ Promotion of Green Procurement

In accordance with the Yamaha Group Green Procurement Policy, the Yamaha Group promotes green procurement in which it sources materials with low environmental impacts throughout the entirety of product life cycles, spanning from resource extraction to disposal. In addition, we have prepared Green Procurement Standards that compile our requests of suppliers. These standards are used when we ask suppliers to cooperate with surveys on the chemical substances used and contained in the articles they supply as well as the status of chemical substance management. Information on chemical contents and chemical substance management practices received from suppliers is compiled in a database for use in confirming the chemical substances contained in products and in complying with environmental regulations. The Green Procurement Standards are revised as necessary by changes in the global regulatory climate.

[Yamaha Group Green Procurement Policy >](#)

■ Eco-Friendly Products

The Yamaha Group has implemented various initiatives designed to clarify environmental standards for products and promote them. Between 2015 and 2025, the Group implemented the Yamaha Eco-Products Program, which recognized eco-friendly products based on unique standards set out by the Yamaha Group. Subsequently, in place of this program, we created and launched a framework to integrate sustainability factors, including both environmental and social aspects, from the product planning stage.

[Sustainable Resource Use >](#)

[Yamaha Eco-Products Program >](#)

Products Supporting the Reduction of Environmental Impacts

The Yamaha Group offers products for general consumers as well as for businesses. Some of our products help to reduce the environmental impact of our customers' business activities or can be used to reduce environmental impacts during the use of products manufactured by the customer. The Group works to reduce environmental impacts throughout society by means of the development and promotion of such products.

Products / Services	Environmental characteristics / Benefits	Related pictures
ADECIA remote meeting sound solution (in Japanese only)	Contribution to reduction of CO ₂ emissions through remote communication that does not require movement by people	
Unified communications speakerphone (in Japanese only)	Contribution to reduction of CO ₂ emissions through remote communication that does not require movement by people	
Micro prober electronic circuit board testing machine (Yamaha Fine Technologies Co., Ltd. product)	Waste reduction and resource conservation benefits from improved yield rates for product subject to tests	
Helium leak tester (Yamaha Fine Technologies Co., Ltd. product)	Support for compliance with automobile environmental regulations and reductions in environmental impacts from driving	

Conservation of Biodiversity

| Biodiversity Protection and Conservation Initiatives

The destruction of the natural environment is resulting in biodiversity being lost at an ever-accelerating pace. The Yamaha Group conducts business activities that utilize natural resources, such as the timber used as a raw material to make a variety of products including acoustic musical instruments, and the ecosystems that produce these resources, which are comprised of diverse living organisms. We therefore have a responsibility to protect and conserve forests and the biodiversity therein as a company that uses timber. Based on this recognition, we have enacted the Yamaha Group Sustainability Policy and the Yamaha Group Environmental Policy to guide our business in a nature positive direction to prevent the loss of, and help restore, biodiversity. To this end, the Group promotes appropriate business activities and timber use as well as environmental conservation activities based on its recognition of this responsibility.

[Yamaha Group Sustainability Policy >](#)

[Yamaha Group Environmental Policy >](#)

[Sustainable Resource Use >](#)

| Timber Resource Initiatives

Many of the instruments that the Yamaha Group produces, such as pianos and string, percussion, and wind instruments, are primarily made of wood. Timber is also widely used when making speakers, soundproof rooms, and other non-instrument products due to its characteristics in terms of acoustic performance, function, design, and texture.

Considering the diverse variety of timber used in its business operations, the Yamaha Group established the Yamaha Group Timber Procurement Policy, which sets forth directives for timber usage in order to better conserve this precious resource and to ensure its availability for continued use in the future, without

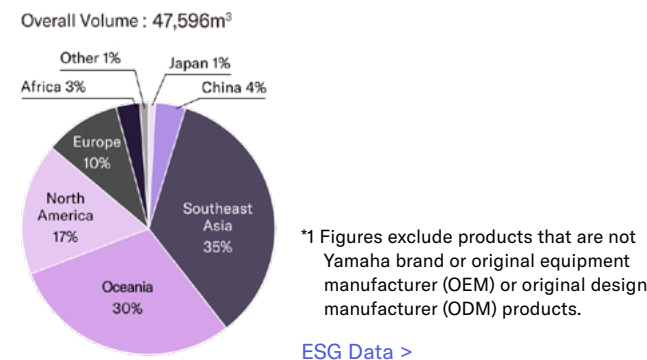
depleting biodiversity or damaging ecosystems. The Group has also established the Yamaha Supplier CSR Code of Conduct, which clearly stipulates points related to the harvesting and trading of timber resources that suppliers are requested to observe. This policy and code guide the Group in conducting sustainable procurement and in fully utilizing timber, a highly renewable resource.

[Yamaha Group Timber Procurement Policy >](#)

[Yamaha Supplier CSR Code of Conduct >](#)

■ Breakdown of Timber Resources Used by the Yamaha Group by Origin (Fiscal 2026)

Breakdown of Timber Purchase Volumes by Location^{*1}



■ Timber Due Diligence

Sustainable use of timber requires consideration for forest conservation and for timber resource volumes. At the same time, it is crucial to contribute to community development through employment opportunities and infrastructure to sustain the economic viability of the supply chain. The Yamaha Group has established a timber due diligence system and conducts surveys via questionnaires to assess the place of origin, the legality of

harvesting, and the sustainability of purchased timber resources. Based on the results, we perform stricter verification of the 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.

In fiscal 2026, 98.6% of timber was judged to be at low risk (on a volume basis¹), based on legality confirmation and other standards. In addition, we have set out a target of 80% compliance with Group standards for sustainably sourced timber for use under our medium-term management plan, “Rebuild & Evolve.” The ratio in fiscal 2026 was 71.3% (59.4% being certified timber, both figures are volume ratio¹).

This standard for sustainably sourced timber was established under the guidance of Preferred by Nature, an international environmental organization, and sets out evaluation criteria and decision-making benchmarks for objectively assessing the sustainability of non-certified timber through a due diligence process. By March 2026, on-site inspections were conducted for plantation timber sourced from Southeast Asia, enabling assessments and evaluations of sustainability based on field tests. With regard to the assessment of North American timber, which covers a diverse supply chain, the objectives of this initiative were communicated individually to each relevant supplier, and the documentation required for sustainability determinations was subsequently obtained. Going forward, the Yamaha Group intends to expand its usage of sustainably sourced timber through coordination with suppliers while gaining the understanding of relevant parties throughout the supply chain, including producers and business partners. At the same time, we will improve the accuracy of and expand the frameworks for our due diligence activities by training staff to heighten their assessment skills and facilitate surveys.



Timber producer work environment survey



Timber due diligence activities at supplier

■ Cultivation of Quality Timber Through Coordination with Local Communities (Otonomori Activities)

The Yamaha Group is advancing Otonomori (Forest of Sound) Activities through coordination with local communities for the purpose of developing sustainable forests to ensure that high-quality timber suited to musical instrument production can be secured in a sustainable manner and that instruments are manufactured sustainably. We partner with government agencies and academic institutions to advance these activities around the world.

Our vision for a sustainable forest that yields wood suited for making instruments has been named Otonomori (Forest of Sound) and aims for sustainable forest development through the promotion of cultivation and conservation of tree species, with particular focus on timber that has a direct and significant impact on the functionality and value of instruments (scarce tree species).

[Otonomori Activities >](#)



Logo for Otonomori Activities

■ 1. Initiatives in Tanzania (African Blackwood)

African blackwood (*Dalbergia melanoxylon*), an important material used for woodwind instruments, is classified as near threatened by the Red List of Threatened Species, which is compiled by the International Union for Conservation of Nature and Natural Resources,

and a downward trend in the resource volume has been seen in recent years. In 2015, Yamaha began investigations of African blackwood looking at matters such as ecology and forest management status in Tanzania, where this tree is grown. Seeking to create a business model that can utilize African blackwood timber in musical instruments in a sustainable manner, we have been working to introduce cultivation techniques, improve land utilization practices, and develop material usage technologies from the perspectives of forest conservation, musical instrument production, and local communities. These activities have been selected for subsidy programs by various third-party institutions, including as a base of pyramid (BOP) business by the Japan International Cooperation Agency (JICA) over the period from 2016 to 2019 and as a Forestry Agency subsidy project in 2015 and 2021. We are moving ahead with these activities with the cooperation of numerous research institutions, NGOs, and other organizations.

Yamaha has been taking part in regular African blackwood planting activities since 2017. In fiscal 2026, there are now four communities engaged in these activities. Our efforts in fiscal 2026 resulted in the planting of approximately 6,000 seedlings (the medium-term management plan target is 20,000 per year), making for an aggregate total of around 33,000 saplings planted across an area of roughly 16.5 ha over the nine years of these activities. Approximately 60% of these planted saplings have been confirmed to have survived through growth monitoring over a period of five years following their planting², further demonstrating that tree planting is effective in promoting natural regeneration within forests. In addition, we are developing and implementing tree planting and forest conservation methods that improve survival rates through the distribution of wild-grown specimens and the analysis of natural regeneration dynamics. At the same time, we are working together with local NGOs and community members to make forest management activities entrenched practices within communities in order to help ensure the sustainability of African blackwood.

Moreover, there are still numerous cases in which African blackwood

timber produced in Tanzania cannot be used for producing musical instruments due to flaws such as cracks or breaks. This reality is creating a need for means of using these unutilized materials.³ Yamaha is moving ahead with the development of wood flow-molding technology⁴ for making better use of such unutilized materials. These technologies have been utilized to produce composite-material keyboards composed of 70% African blackwood powder, and these keyboards are being used in our TORCH T01 limited-edition digital piano for sale only within Japan. By transforming previously unusable resources into materials suited to musical instrument production through further development of this technology, we aim to create new value together with benefits for the communities producing these resources while also providing additional incentives for conserving forests.

² East African Journal of Forestry and Agroforestry 8(1), 2025 DOI: 10.37284/eajfa.8.1.2805

³ Unutilized materials are those rejected through the careful selection and processing of wood materials when making instruments.

⁴ Wood flow-molding technology is used to flow and shape wood while retaining its natural characteristics, such as acoustic qualities and texture.



Ecosystem survey with cooperation from community



Tree planting in forests



[TORCH T01 >](#)

■ 2. Initiatives in Hokkaido (Sakhalin Spruce)

Until the early 2000s, timber from Sakhalin spruce (*Picea glehnii*) trees growing naturally in Hokkaido Prefecture was used in Yamaha pianos, and these trees have thus continued to be produced in this area alongside other such valuable tree species as Sakhalin fir and Japanese larch. Approximately 25% of Hokkaido's plantation Sakhalin spruce population can be found in the Okhotsk region, which is centered on Kitami City, and demand for Sakhalin spruce plantation timber, a major timber product of this region, is expected to grow going forward. Yamaha Music Craft Hokkaido Co., Ltd., which manufactures Yamaha piano soundboards, has signed an agreement with the Okhotsk General Subprefectural Bureau and the town of Engaru, Monbetsu-gun, Hokkaido Prefecture involving the establishment of the Okhotsk Otonomori Sakhalin spruce plantation area. In addition, a comprehensive cooperation agreement has been concluded between Hokkaido Prefecture and Yamaha Corporation. These agreements have shaped efforts to reestablish a stable supply of high-quality Sakhalin spruce timber that is suited for use in piano soundboards and to pass the region's forestry culture on to the next generation.

As part of the mokuiku® efforts advanced through its Otonomori Activities, Yamaha began arranging castanet making workshops that utilize Sakhalin spruce timber in 2023, at events throughout Japan. In fiscal 2026, 12 such workshops were organized in Japan, giving more than 500 individuals the opportunity to experience castanet making. Since the first workshop held in 2023, there have been a total of over 1,000 participants. The workshops used Sakhalin spruce timber produced during thinning as well as unutilized painted maple (*Acer pictum* subsp. *mono*) wood. We plan to expand these activities to give people, ranging from children who will shape the future to adults, the opportunity to become more familiar with instrument production and with trees, especially those for which Hokkaido is well known, such as the Sakhalin spruce as well as the painted

maple, which is commonly used for piano materials.

Yamaha is advancing basic research on how to foster Sakhalin spruce timber for use in musical instrument production at both existing plantations and new locations. For example, we are engaged in joint research on the growth and quality of Sakhalin spruce plantation timber together with universities and research institutions and have begun efforts to adapt Sakhalin spruce timber for use in musical instruments.

*5 Our mokuiku efforts are meant to give people more opportunities to interact with wood to encourage a more proactive relationship between communities and forests.



Castanet making workshops



Handmade castanets and materials used

■ 3. Initiatives in India (Indian Rosewood)

Indian rosewood (*Dalbergia latifolia*) is a valuable tree species associated with Southern India that is also an important material for musical instrument production used in guitar side and back panels, as well as fretboards. However, applications beyond instruments are limited and natural regeneration within forests is

difficult to achieve. This presents challenges from the perspective of resource sustainability. In 2022, Yamaha commenced surveys on Indian rosewood forests, cultivation, and replacement conditions and on supply chains that can connect trees in forests centered on the Southern Indian states of Karnataka to musical instrument materials, creating internationally coordinated efforts together with NGOs, private-sector companies, and local research institutions. Indian rosewood timber traded on the Indian market sometimes originates from government-owned trees grown in the wild and other times comes from trees raised to provide shade in private coffee plantations. However, natural replacement of trees in forests is not advanced in either case, creating concerns for the sustainability of this resource. Yamaha is looking to roll out full-fledged Otonomori Activities targeting Indian rosewood trees, and we are currently in the process of establishing the cooperation with government institutions that this undertaking will require. At the same time, we have worked to prepare a pilot program for conserving forests and contributing to community development by advancing tree planting tests and examining material use efficiency through an internationally coordinated initiative together with NGOs, private-sector companies, and local research institutions.

In November 2025, we entered into a comprehensive cooperation agreement with Overseas Traders, an Indian lumber company that supplies Indian rosewood for acoustic and electric guitars to markets worldwide, with the aim of promoting the sustainable conservation and management of Indian rosewood forests. The agreement seeks to jointly establish a sustainable Indian rosewood supply chain encompassing the full value chain from forest to finished product, while fostering mutual collaboration in research and development aimed at advancing sustainable forest conservation for the sustainable use of this species. In the local area, we are simultaneously pursuing both practical implementation and scientific approaches, covering areas such as the development of reforestation techniques for resource

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recovery, regeneration dynamics within forests, and the influence of site conditions on timber quality. Following the conclusion of the agreement, and in collaboration with the Indian Forest Service and national research institutions, a total of three hectares of trial plots have been established within the primary distribution range of Indian rosewood, and a nursery for cultivating Indian rosewood seedlings has been set up on privately owned land. Over the next three years, we will work to establish reforestation techniques and develop a sustainable forest conservation model that achieves both the cultivation of timber resources and their efficient and sustainable utilization.



After conclusion of comprehensive cooperation agreement with Overseas Traders

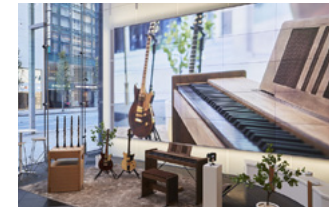


Field survey at test site

“Musical Instrument Wood” Exhibition Showcasing Sustainability Initiatives Pertaining to Musical Instrument Wood

Since 2022, the Yamaha Group has held the “Musical Instrument Wood” Exhibition, which provides information on the wood used in musical instruments and on Yamaha’s wood and forest conservation efforts, at Yamaha instrument stores throughout Japan. This exhibition also featured displays of prototype products designed based on sustainability considerations. The goal of this exhibition was to provide visitors with an opportunity to think about how wood is involved in instrument production and learn about Yamaha’s commitment to sustainable instrument production that is always in harmony with forests. Items that were displayed included the Upcycling Guitar and the Sustainable Keyboard, instruments made by upcycling*6 the utilized materials produced during the manufacture of various musical instruments, as well as the Diversity Clarinet, an instrument created using portions of wood produced during the growth process of trees that would not ordinarily be utilized due to cracks or chips. These prototypes are the product of our research on raising the value of instruments themselves in a manner that does not depend on the rarity of the materials from which they are made. Our new experimental undertakings aimed at ensuring Yamaha is always able to supply quality instruments were displayed at the “Musical Instrument Wood” Exhibition along with exhibits on wood and columns describing the relationship between wood characteristics and sound and other not commonly known aspects of musical instrument production.

*6 The act of recycling something that would have otherwise been disposed of in such a way that grants the resulting product a new and higher value than the original item
[“Musical Instrument Wood” Exhibition >](#)



“Musical Instrument Wood” Exhibition at the Yamaha Ginza Shop

■ Environmental Considerations for Timber Resources in Product Creation

The Yamaha Group is proactively utilizing wood cultivated specifically for industrial purposes on planned plantations as well as certified wood, which is properly managed so that the lumbering process does not harm the forest or ecosystems. The goal of measures is to use the high-quality renewable resource of trees on a sustainable basis. In addition, the Group focuses on developing alternative materials that accurately reproduce the superior sound quality of scarce wood materials best suited for instruments.

Products Designed with Consideration for Timber Resources

Products Designed to Conserve Natural Timber Resources

Products / Services	Overview	Related pictures
RGX-A2 electric guitar (in Japanese only)	Use of afforested timber in place of natural timber	

Products Using Alternatives for Scarce Tree Species

Products / Services	Overview	Related pictures
Acoustalon fiber-reinforced plastic soundboards	Use of substitutes for scarce timber in marimba soundboard parts	
Ebony-style natural wood	Substitute for black piano key parts made from scarce ebony	
Carbon bows	Use of substitutes for brazilwood (Pau-brasil) echinate) and other scarce timber	

* 7 Acoustic Resonance Enhancement (A.R.E.) is Yamaha's proprietary technology for artificially stimulating the same changes in wood that occur during natural aging in a short time to improve acoustic characteristics. Through precise control of temperature, humidity, and atmospheric pressure using a specialized device, the acoustic properties of the new wood can be manipulated to realize a more ideal condition that is similar to the acoustic characteristics of wood materials in instruments that have been played for years. Prior timber enhancement technologies often utilize chemical agent-based enhancement methods. A.R.E., however, does not use any chemical agents in the processing stage. Therefore, this technology has a lower environmental impact.

Environmental Protection and Conservation Initiatives

Conservation of Forests and Natural Environments

The Yamaha Group is committed to the conservation of forests and natural environments, and we are therefore engaged in forestry activities around the world with the goal of regenerating natural forests and recovering biodiversity in a manner that is matched to the conditions of the given regions.

Yamaha Forest Activities in Indonesia

Over the period spanning from 2005 to 2016, Yamaha carried out Yamaha Forest activities in Indonesia. As a result, the Company has confirmed the status of forest growth using satellite imagery and estimated the CO₂ emissions absorbed by the planted trees. The Company estimates that approximately 42,000 t-CO₂ had been absorbed as of 2017, and that an additional 6,000 t-CO₂ or more has been absorbed each year since.

Enshunada Coastal Forest Recovery Support

Since the Yamaha Group signed a supporter of future forests in Shizuoka agreement with Shizuoka Prefecture and Hamamatsu City in 2007, the Group has engaged in tree planting activities aimed at reforestation of the Enshunada Coastal Forest owned by Hamamatsu City, which has been seriously damaged by pine weevils, as part of its environmental and social contribution activities. To date, we have planted more than 3,000 trees of

species including wax myrtle (*Myrica rubra*), Ubame oak (*Quercus phillyraeoides*), Japanese spindletree (*Euonymus japonicus*), and Chinese hackberry (*Celtis sinensis*). In recent years, we have been placing particular emphasis on black pine (*Pinus thunbergii*), which is resistant to pine weevil damage, in our tree planting activities. This tree has been chosen with the goal of reviving forests comprised of tall pine trees in order to restore the forest's ability to protect against sand and wind.

During fiscal 2026, approximately 100 participants, including Yamaha Group employees and their families, planted roughly 100 saplings.



Tree planting event (2025)



Grown pine tree

Products that Limit Chemical Substance Use (Enhancement of Timber Using A.R.E.⁷)

Products / Services	Overview	Related pictures
YVN500S acoustic violins, L Series acoustic guitars, etc.(in Japanese only)	Use of A.R.E. treatment on body materials to improve sound characteristics without using chemical agents	
Yamaha Hall in the Yamaha Ginza Building (in Japanese only)	Use of A.R.E. treatment on stage floor to improve sound characteristics without using chemical agents	

Chemical Substance-Related Initiatives

To limit the impact of chemical substances on the environment and ecosystems, the Yamaha Group is working to enhance management and reduce usage of chemical substances while implementing measures to prevent leakage.

[Prevention of Pollution and Chemical Substance Management >](#)

Water Quality Preservation

The Yamaha Group is building treatment facilities and conducting monitoring and audits to prevent wastewater from business sites from negatively impacting water and related habitats.

At the Toyooka Factory, where the Company conducts the production of wind instruments, wastewater containing chemical

Environmental Management | Response to Climate Change | Sustainable Resource Use | Prevention of Pollution and Chemical Substance Management
Eco-Friendly Products and Services | [Conservation of Biodiversity](#)

substances from the wind instrument production process is detoxified before being released into waterways. Assessments of the impact of wastewater on ecosystems are also conducted. Moreover, the impact of such factory wastewater is evaluated using the bioresponsive Whole Effluent Toxicity method,^{*8} and these evaluations have confirmed that the impact on ecosystems is minimal.

^{*8} The Whole Effluent Toxicity method is a wastewater management method that evaluates whether wastewater from factories and business sites is harmful to ecosystems by measuring the impact on the existence, growth, and reproduction of aquatic organisms, such as algae, water fleas, and fish in diluted wastewater.

[Prevention of Pollution and Chemical Substance Management >](#)

Endorsement of the TCFD and TNFD Recommendations

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