

Social

Yamaha recognizes that the foundation of responsible company activities is respect for human rights. In addition to complying with the standards in the human rights and labor sections of global compacts, we respect diversity in employment and human resource utilization, promote work-life balance, conduct various Human Capital Development programs, and strive to establish an environment where workers are able to sufficiently express their sensitivity and creativity through communication between employees and management.

Human Rights

Basic Policies Regarding Human Rights

Yamaha is a signatory to the United Nations (UN) Global Compact, which espouses human rights as a basic principle. In addition, the Yamaha Group Human Rights Policy and the Yamaha Compliance Code of Conduct lay out the Yamaha Group's basic policies regarding human rights. Based on these policies, all Group companies are required to conduct their business activities with integrity and founded on respect for human rights. Furthermore, suppliers are expected to adhere to the Yamaha Supplier CSR Code of Conduct, which stipulates requirements for respect for human rights and appropriate labor practices. The Yamaha Group Human Rights Policy was approved by the President and Representative Executive Officer and was based on advice from experts, opinions from Group companies, and discussion by the Managing Council of Yamaha Corporation.

[Yamaha Group Human Rights Policy >](#)

[Yamaha Compliance Code of Conduct \(3-7 Prohibition Against Forced Labor and Child Labor, 4-1 Respect for Human Rights and Prohibition Against Discrimination\) >](#)

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

[Participation in Initiatives >](#)

System and Initiatives

Yamaha Corporation has established the Working Group for Human Rights, DE&I under the Sustainability Committee, which is chaired by the President and Representative Executive Officer, to facilitate responsible action for addressing the potential impacts of its business activities on human rights. Chaired by an executive officer, this working group guides activities for preventing and reducing adverse impacts on human rights from our business activities. Moreover, reports on human rights and other sustainability issues are submitted to the Board of Directors on a regular basis to facilitate oversight of initiatives on this front.

Human Rights Due Diligence

Based on international human rights standards and policies* and through discussions with stakeholders and experts, the Yamaha Group identifies and assesses human rights risks across the value chain and takes steps to remedy, prevent, and reduce human rights violations.

In fiscal 2023, we worked with experts to identify 17 material human rights issues based on the characteristics of our industry and the risks present in the countries and regions we serve (see diagram below). Surveys have been administered with regard to these material issues to domestic and overseas Group companies to determine the potential for human rights violations, the possible severity of such violations, and any vulnerabilities in management systems and preventative and corrective measures. Based on these surveys, consistent procurement practices (supplier management), harassment and abuse, and occupational health and safety were identified as human rights issues requiring priority response. The Working Group for Human Rights, DE&I regularly monitors progress in preventative and corrective measures related to these three priority issues.

* Referenced international standards and guidelines include the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises, the Ten Principles of the UN Global Compact, the GRI Standards, the FLA Workplace Code of Conduct, the Corporate Human Rights Benchmark (key industry risks), Caux Round Table Japan Stakeholder Engagement Program reports, the SASB Materiality Map, and the UN Environment Programme Finance Initiative Human Rights Guidance Tool.

[Human Rights](#) | Promotion of Diversity, Equity, and Inclusion | Human Capital Development | Promotion of Work-Life Balance | Communication Between Labor and Management | Employee Health and Safety
 Promotion of Social Responsibility in the Value Chain | Safety and Quality of Products and Services | Improvement of Customer Satisfaction | Intellectual Property | Contribution to Regional Community Development

The Yamaha Group's 17 Material Human Rights Issues

Issues	Stakeholders			
	Customers	Employees	Business Partners	Communities and Society
1 Legal equality and prohibition of discrimination	●	●	●	
2 Access to legal remedies	●	●	●	●
3 Consistent procurement practices (supplier management)			●	●
4 Harassment and abuse		●	●	
5 Women's rights		●	●	
6 Child labor (respect for right to education)			●	
7 Forced labor			●	
8 Occupational health and safety		●	●	
9 Working hours (right to breaks and days off)		●	●	
10 Safe work environment (including access to water)		●	●	
11 Wages (right to a living wage)		●	●	
12 Freedom of association and right to collective bargaining		●	●	
13 Equal access to training and education		●	●	
14 Intellectual property rights	●	●	●	
15 Rights of indigenous people and local communities				●
16 Consumer interests (right to safety and access to information)	●			
17 Management of personal information of consumers	●			

Note: Highlighted issues are human rights issues requiring priority response.

Human Rights Issues Requiring Priority Response

Consistent Procurement Practices (Supplier Management)

The Yamaha Group requests that suppliers comply with the Yamaha Supplier CSR Code of Conduct, which contain items pertaining to labor, human rights, occupational health and safety, the environment, and ethics. CSR initiatives are one of the factors checked when screening suppliers. Self-assessment questionnaires are administered and on-site audits are performed based on the code, and corrective measures are requested as necessary. In fiscal 2026, a seminar and e-learning programs were held for Yamaha Group employees responsible for domestic and overseas procurement to help raise awareness of human rights risks across the supply chain and develop management skills, thereby advancing human resource development aimed at supporting responsible procurement activities. [Promotion of Social Responsibility in the Value Chain >](#)
[Yamaha Supplier CSR Code of Conduct >](#)
[Statement under the UK Modern Slavery Act >](#)

Harassment and Abuse

The Yamaha Group has defined in its Compliance Code of Conduct its strict prohibition of harassment, an act that undermines people's human rights. Also, Yamaha Corporation and domestic Group companies make it clear that harassment is a form of misconduct warranting discipline and disclosure, taking a stern stance toward all violations of human rights. The Group has also established compliance-related consultation and whistleblowing systems to facilitate early detection of and response to harassment as well as the swift implementation of measures for preventing the reoccurrence of issues. In addition, we institute training sessions, seminars, and other education programs with the goal of fostering a workplace environment free of harassment. Manager training programs are implemented with a focus on acquiring harassment-related knowledge, developing skills for instructing subordinates, and improving communication between supervisors and subordinates with the goal of preventing abuse of power and

[Human Rights](#) | [Promotion of Diversity, Equity, and Inclusion](#) | [Human Capital Development](#) | [Promotion of Work-Life Balance](#) | [Communication Between Labor and Management](#) | [Employee Health and Safety](#)
[Promotion of Social Responsibility in the Value Chain](#) | [Safety and Quality of Products and Services](#) | [Improvement of Customer Satisfaction](#) | [Intellectual Property](#) | [Contribution to Regional Community Development](#)

other forms of harassment. We are also enhancing the education materials we provide to employees through means such as the production of training tools for promoting increased understanding of our code of conduct and the bolstering of monthly compliance-related information communications.

[3-2 Prohibition Against Harassment >](#)

[Compliance >](#)

[Human Rights Education >](#)

Occupational Health and Safety

The Yamaha Group promotes health and safety activities in accordance with the basic policy of prioritizing health and safety over everything, and aims to continually enhance the level of its health and safety. Various measures are taken to create a workplace environment that is free of accidents in which everyone is able to work safely and with peace of mind. Group standard safety rules are implemented, risk assessments are performed, and safety inspections of machinery and equipment are carried out to ensure workplace safety. Furthermore, the Group has set up Safety Dojos at production bases. These educational facilities provide training designed to help heighten sensitivity toward danger. Meanwhile, we conduct dedicated occupational health and safety training programs for core staff, managers, and supervisors at overseas production bases (China, Indonesia, and Malaysia) in order to improve the level of our occupational health and safety management practices on a global level.

[Employee Health and Safety >](#)

[ISO 45001-Certified Sites >](#)

Engagement with Stakeholders and Experts

The Yamaha Group incorporates outside input from parties such as stakeholders and experts in human rights due diligence initiatives including the identification and assessment of important human rights issues. The Company has been participating in the Stakeholder Engagement Program of Caux Round Table Japan since 2019. Input received from multiple citizens' groups and

human rights experts based on the perspectives of rights holders has helped us to develop a better understanding of human rights issues that are intrinsically connected to companies and industry.
[Engagement with Stakeholders >](#)

■ Consultation and Whistleblowing Systems

The Yamaha Group has set up compliance-related consultation and whistleblowing systems with internal and external consulting venues for use by employees (including full-time employees, contract employees, employees rehired after mandatory retirement, dispatch employees, and part-time employees). Employees are able to receive consultation or make reports regarding harassment and other human rights issues through these systems. In addition, we have developed multilanguage email forms, and a dedicated consultation system for sexual minorities has been established within the personnel division in Japan. Information on the respective consultation venues for these systems is provided on an ongoing basis through notifications and the Company intranet in order to entrench awareness of these reporting options.

Consultation and whistleblowing protocols have been established in accordance with internal regulations to protect those who report so that the Yamaha Group can defend whistleblowers' interests. Consultations and reports are investigated swiftly and fairly, while protecting the privacy of those who report as well as of the alleged offender, and instructions are issued and other corrective measures are taken should problematic behavior be identified. Even in cases in which strong requests for confidentiality from those who report or the victim restrict investigations, the Group will take whatever steps possible to improve its workplace environment as it seeks to rectify the issue and implement measures to prevent reoccurrence.

Furthermore, almost all overseas Group companies have established both internal and external reporting venues, and awareness of these venues is being promoted among employees. At the same time, response manuals are being prepared and

distributed and training is being provided on how reporting venues should accommodate consultations. These measures are being taken to enhance the consultation and whistleblowing systems of overseas Group companies.

In addition to the above systems, customers, suppliers, community members, and other stakeholders are able to submit opinions and reports through the consultation venues available on Company websites. In addition, Yamaha is accepting claims of human rights violations filed through the Engagement and Remedy Platform of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER).

[Compliance >](#)

[Response to Claims and Reports of Human Rights Violations in the Supply Chain \(Grievance System\) >](#)

[Japan Center for Engagement and Remedy on Business and Human Rights \(JaCER\) >](#)

[JaCER grievance submission form >](#)

| Decent Work Initiatives

■ Fair and Impartial Hiring

In hiring and employment practices, the Yamaha Group practices fair selection and ensures the absence of any form of discrimination based on the Yamaha Group DE&I Policy in order to provide employment opportunities to a diverse group of people. In addition, Yamaha's decisions regarding employee evaluations, compensation, and positions are made following a meeting between the employee and evaluator held twice annually, and in accordance with fair rules using criteria such as the ability to perform tasks, job responsibilities, and achievements.

We also carry out training for managers involved with evaluations in order to ensure their ability to make accurate assessments.

[3-5 Fair Evaluation and Compensation >](#)

[4-1 Respect for Human Rights and Prohibition Against Discrimination >](#)

[Promotion of Diversity, Equity, and Inclusion >](#)

[Human Capital Development >](#)
[Yamaha Group DE&I Policy >](#)

■ Respect for Worker Rights

The Yamaha Group observes international treaties and regulations and practices respect for the rights of workers, including the rights to freedom of association, labor union membership or non-membership, collective bargaining, and peaceful assembly. Opportunities are provided for workers to regularly engage in frank discussions with management without fear of discrimination, reprisal, coercion, or harassment, and labor and other agreements are respected. When changes to business operations with the potential to materially impact employees occur, such as organizational or business changes, including personnel transfers involving changes in job classification or reassignment, we will promptly notify affected employees and, where necessary, seek discussions between labor and management.

[Communication Between Labor and Management >](#)

■ Appropriate Working Conditions and Social Security

We comply with national and local laws and applicable labor agreements and maintain fair and appropriate working conditions for employees. The Yamaha Group has established regulations stating that wages are set based on reasonable factors such as individual abilities and aptitudes, without discrimination based on unreasonable factors such as gender, and do not fall below the minimum wage or the standard living wage of the respective region. In addition, the Group complies with legal standards and labor agreements when determining working hours and days off and the provision of annual paid leave, and steps are taken to reduce overall working hours in order to prevent long or excessive working hours.

To ensure that employees can feel secure in their everyday lives, Yamaha provides the social security programs mandated by law and is constantly enhancing its range of systems for supporting work-life balance.

[Promotion of Work-Life Balance >](#)

■ Worker's Human Rights Initiatives Across the Supply Chain

In the interest of ensuring its policy concerning human rights throughout its supply chain, the Yamaha Group is advancing various initiatives. These include requiring suppliers to comply with the Yamaha Supplier CSR Code of Conduct, which sets out standards such as respect for the human rights of workers, and regularly conducting risk surveys through paper audits and on-site audits.

[Promotion of Social Responsibility in the Value Chain >](#)
[Yamaha Supplier CSR Code of Conduct >](#)

■ Prohibition of Forced and Child Labor

The Yamaha Group Compliance Code of Conduct prohibits any form of forced labor or labor by children under the minimum age permissible by law. In addition, the Yamaha Group Labor and Human Rights Specialized Rules, which were established based on internal regulations, define the following measures for preventing forced labor and child labor.

- Confirmation of work permits of migrant workers, including those from overseas
- Investigation of whether fees are being imposed on workers that create the risk of forced labor
- Prohibition of requests that employees submit passports and other identification documents and restrictions on usage
- Prohibition of inappropriate restriction of access to restrooms and right to free movement during breaks or after work
- Respect for employees' right to resign freely given that they submit prior notification
- Management of copies of valid identification documents and other documents that allow for confirmation of employees' ages
- Prevention of workers under 18 from being assigned duties that would adversely impact their health or safety

In addition, the Yamaha Supplier CSR Code of Conduct prohibits forced labor and child labor by suppliers and requests that our business partners adhere to these requirements. Requests for

improvement measures will be issued should self-assessment questionnaires or on-site audits find inappropriate practices.

[3-7 Prohibition Against Forced Labor and Child Labor >](#)
[Yamaha Supplier CSR Code of Conduct >](#)

| Human Rights Education

The Yamaha Group encourages all employees to view human rights as an issue that directly relates to them, and human rights education programs are implemented to help us exercise our corporate responsibility to respect human rights. At domestic Group companies, shared e-learning programs using the Yamaha Human Rights Guidebook are regularly enacted to provide opportunities for all employees to think and learn about the Yamaha Group Human Rights Policy as well as about potential human rights violations that may occur during their daily business activities across the value chain and steps to be taken to prevent said violations. A total of 4,737 individuals took part in these programs in fiscal 2024. For overseas Group companies, we have prepared versions of the Yamaha Human Rights Guidebook that have been translated into English, Chinese, and Indonesian, three languages for which there is particularly high demand. Moreover, human rights are included in the compliance education content for overseas Group companies, and such content is being rolled out while education guidance is being provided to training staff in order to facilitate improved understanding with regard to human rights. In fiscal 2025, harassment prevention seminars were held for all employees of Yamaha Corporation and all managers of other domestic Group companies (approximately 4,500 individuals).

The Yamaha Group Labor and Human Rights Specialized Rules specify the content required for human rights education programs. Domestic and overseas Group companies are encouraged to spearhead their own human rights education programs, and the progress of these programs is monitored.

Furthermore, the following training and education programs are conducted in order to raise human rights awareness.

- Provision of human rights-related information pertaining to the Group via the intranet as well as related e-learning programs
- Quiz-style harassment prevention information programs conducted via the intranet
- Training sessions and workshops on workplace human rights-related themes (CSR procurement seminars for purchasing representatives, human rights violation prevention workshops for public relations representatives)
- Publication of guidebooks in Japanese and English for deepening understanding on how to produce advertisements that are more mindful of diversity
- Seminars for executives and all other Group members



Yamaha Human Rights Guidebook (Excerpt)

Human Rights and Labor-Related Compliance Violations

None of the compliance consultations or reports received in fiscal 2026 indicated violations of human rights or labor regulations or other serious compliance violations that are equivalent to such violations.

Promotion of Diversity, Equity, and Inclusion

Yamaha Group DE&I Policy

The Yamaha Group believes that diversity in human resources

is a major contributor to the creation of new value. Based on this belief, we have established the Yamaha Group DE&I Policy, which guides us in advancing diversity, equity, and inclusion (DE&I) initiatives. In addition, information is provided through Companywide events and intranet sites and unconscious bias and other training sessions are arranged to raise employee awareness and foster a culture committed to DE&I.

[Yamaha Group DE&I Policy >](#)

[Diversity, Equity & Inclusion >](#)



Intranet site providing information pertaining to DE&I and career support programs

Promotion Systems and Action Plans

At Yamaha Corporation, the Working Group for Human Rights, DE&I has been established under the Sustainability Committee, which is chaired by the President and Representative Executive Officer. Chaired by an executive officer, this working group is tasked with deciding directives for Groupwide DE&I visions, medium- to long-term targets, and measures and with monitoring the status of promotion of these measures throughout the Yamaha Group. Moreover, three-year DE&I action plans have been established on an individual company basis at all domestic and overseas Group companies. These plans are used to guide DE&I initiatives founded on indicators and targets chosen based on the conditions and cultures of the respective companies

and on regional cultures. They are also instrumental in sharing best practices among companies to support a more Groupwide approach toward DE&I.

Support for Women's Careers

The Yamaha Group strives to develop a workplace environment and systems that are more conducive to the careers of women and that encourage them to take part in making important decisions. The Working Group for Gender Equality has been established under the Human Resources Development Committee as an advisory body to the President and Representative Executive Officer. This working group is tasked with offering advice regarding various initiatives for increasing the ratio of women in management through the ongoing cultivation of female leaders, guiding the implementation of these initiatives, and periodically discussing these matters with management. We are implementing an action plan targeting a Groupwide average of 24% for the ratio of female employees in management positions to be accomplished by fiscal 2028, and progress toward this target is monitored through dialogue with Group companies. Initiatives toward this end have included joining the 30% Club Japan,^{*1} announcing our endorsement of the goals of the Women's Empowerment Principles,^{*2} and other measures advanced based on the commitments of senior management. The status of efforts on this front is reported to the Board of Directors.

^{*1} The 30% Club is a global campaign founded in the United Kingdom in 2010 with the goal of increasing the representation of women in boards of directors and other corporate decision-making bodies. This organization has branches in 17 countries worldwide. The Japanese branch, 30% Club Japan, is membered by senior managers of Japanese companies and has set the goal of having women represent 30% of corporate officers at TOPIX 100 companies by 2030.

^{*2} The Women's Empowerment Principles were established jointly by the United Nations (UN) Global Compact and the UN Development Fund for Women (currently the UN Entity for Gender Equality and the Empowerment of Women). These principles serve as a code of conduct for the empowerment of female employees with practical guidelines for investigating and analyzing current corporate practices, standards, and actions.

[30% Club Japan >](#)

[Women's Empowerment Principles >](#)

Human Rights | [Promotion of Diversity, Equity, and Inclusion](#) | Human Capital Development | Promotion of Work-Life Balance | Communication Between Labor and Management | Employee Health and Safety
 Promotion of Social Responsibility in the Value Chain | Safety and Quality of Products and Services | Improvement of Customer Satisfaction | Intellectual Property | Contribution to Regional Community Development



In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

■ Action Plan

Yamaha Corporation is endeavoring to support the careers of female employees through the proactive recruitment and promotion of women, the provision of an expanded array of opportunities for developing skills, and the cultivation of a comfortable workplace environment. We are also implementing training on unconscious bias and other education programs to support these efforts. The Company is currently in the process of advancing a new three-year action plan that was launched in April 2025 and is based on the Act on Promotion of Women's Participation and Advancement in the Workplace. Domestic Group companies are also developing and implementing action plans based on the aforementioned law.

■ Major Initiatives

Development of Female Leaders

Yamaha Corporation continues to implement the mentoring programs introduced in 2022. We have also enacted programs based on rank, including programs for new and mid-rank employees and managers, for the purpose of raising awareness and promoting skill development within the Company, particularly among female employees. Group companies are also rolling out initiatives for cultivating female leaders.

Increasing of Ratio of Women among New Recruits

Yamaha Corporation has confirmed that its hiring standards are blind to gender and has taken steps to ensure that interviewers do not make decisions during recruitment based on unconscious bias. In our recruitment activities, we are increasing the presence

of female employees at recruitment events and in our recruiter staff with the goal of encouraging female job seekers to hold higher career ambitions and to apply for positions at Yamaha.

Development of Workplace Environment that Supports Working While Experiencing Life Events

Yamaha Corporation's Human Resources Division provides support based on the findings of discussions with and surveys of workplaces and employees. Under the current three-year action plan, we are investigating potential measures for developing a workplace environment and systems that are conducive to flexible workstyles in order to grant peace of mind to employees at periods in their lives when they experience a number of life events. Moreover, all employees are given training regarding unconscious bias as part of our ongoing efforts to foster a more inclusive corporate culture as the foundation for these efforts.

Establishment of Work-Life Balance Support Systems

Yamaha Corporation has established work-life balance support systems that surpass legal requirements in order to ensure that employees are able to continue their careers even after childbirth and other life events.

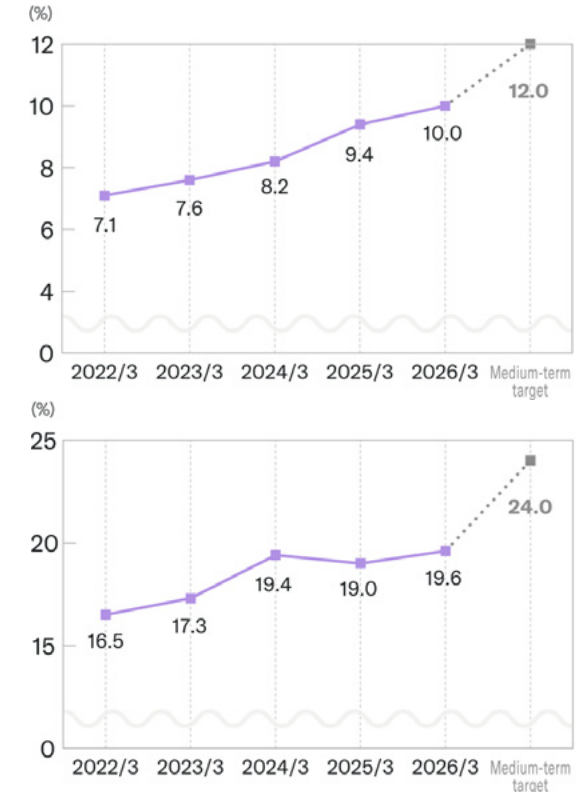
[Promotion of Work-Life Balance >](#)

■ Indicators and Results Associated with the Empowerment of Female Employees

Ratio of Female Employees in Management Positions

We have set the targets of achieving a ratio of female employees in management positions at 12.0% for Yamaha Corporation and 24.0% on a Groupwide basis by fiscal 2028. In fiscal 2026, the respective figures for this ratio were 10.0% for Yamaha Corporation and 19.6% for the entire Group.^{*3}

^{*3} Certain Group companies are excluded from the aggregation due to legal or regulatory constraints.



Ratio of Female Employees in Management Positions of Yamaha Corporation (Left) and Yamaha Group (Right)

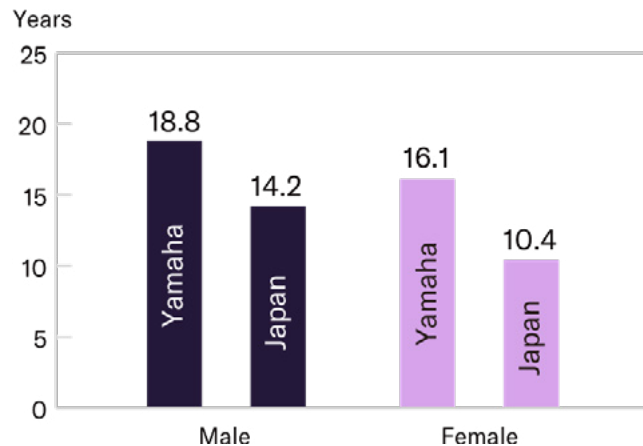
Note: Figures are as of March 31 of the respective fiscal years.

Average Number of Years of Continuous Employment for Female Employees and Ratio of Female Employees Returning to Work after Childcare Leave

Yamaha Corporation's efforts to enhance work-life balance support systems and improve workplace enablement and engagement have resulted in a growing number of women who choose to continue their career after childbirth and other life events. There is no material difference in the average number of years of continuous employment between men and women, and the average number of years of continuous employment for women for the Company is longer than the average for Japan. Moreover, Yamaha Corporation has maintained rates of employees acquiring maternity and childcare leave and returning to work thereafter of 100%.

[ESG Data >](#)

[Diversity, Equity& Inclusion >](#)



Average Number of Years of Continuous Employment (Yamaha Corporation)^{*4,5)}

^{*4} Nationwide numbers are from results of the 2025 Basic Survey on Wage Structure.

^{*5} Statistics for Yamaha Corporation are as of March 31, 2026.

International Women's Day Initiatives

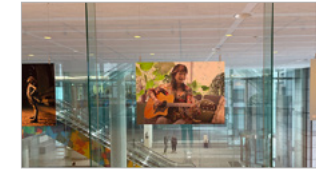
On March 8, International Women's Day, Yamaha participated in two initiatives aimed at deepening understanding of gender equality and diversity.

The "Unstereotype Exhibition," hosted by UN Women, featured photographs by artist Yvette Young, who was part of "Women Who Make Waves," a global branding campaign. The photographs highlight her story and thoughts on overcoming adversity through music. This exhibition is an initiative aimed at reexamining stereotypes embedded in advertising, expression, and everyday life, and at deepening understanding of diversity. Yamaha seeks to foster a diverse music culture in which everyone can express their individuality and to realize the well-being of people around the world. We are continuing activities that bring the voices of diverse people to society through music. Through our participation in this event, we communicated our commitment to advancing an inclusive music culture.

The "International Women's Day Leadership Forum 2026," held in Yokohama, brought together participants from varied positions and

backgrounds to share experiences and perspectives and to reflect on future leadership and organizational models. Based on challenges faced by companies and organizations in the field, discussions took place that led to practical action. We conducted workshops at a breakout session hosted by Yamaha that focused on what individuals and organizations can do to ensure that people continue to thrive authentically even when experiencing life events such as childcare or caregiving.

Through our participation in this event, Yamaha promoted the importance of respecting diverse values and life stages and of creating environments where each person can realize their potential. Going forward, we will continue contributing to the realization of a sustainable society by fostering an inclusive organizational culture.



Yamaha exhibited work "Women Who Make Waves - Yvette Young"



"International Women's Day Leadership Forum 2026"

Global Human Resource Utilization

The development and utilization of organizations and human resources capable of driving global business development is imperative to the Yamaha Group. For this reason, locally hired employees are appointed to important positions at bases around the world with the aim of expanding business in line with circumstances in each country and region. Meanwhile, to create new value through the promotion of diversity, we are managing important positions that are integral to management in a globally integrated manner while developing rules for international relocations along with frameworks that optimally position human resources regardless of nationality (we have adopted the target of positioning 40 individuals globally under the "Rebuild

& Evolve" medium-term management plan). The Company has also put forth a medium-term target of increasing the representation of non-Japanese individuals among executives. In addition, we are systematically cultivating personnel capable of practicing global management through the strategic development of candidates for core positions, including future managers, as well as through succession planning.

Furthermore, Yamaha Corporation is hiring employees from outside Japan, and as of March 31, 2026, 68 non-Japanese employees were employed by the Company. The Company is striving to acquire a wide range of human resources by setting a target for hiring non-Japanese individuals

(ratio of non-Japanese individuals among new hires of more than 5%) and disseminating recruitment information in English. In fiscal 2026, the ratio of non-Japanese individuals among new hires was 2.9%. In recognition of these initiatives, Yamaha Corporation has received certification under the Hamamatsu City Certification for Businesses with an Active Global Workforce program, an award program that recognizes companies promoting the inclusion of non-Japanese nationals and Japanese of foreign descent in Hamamatsu City, where the Company's headquarters is located.

[ESG Data >](#)

Utilization of Older Employees

Yamaha Corporation and its domestic subsidiaries offer a system that provides willing employees with the opportunity to continue working beyond the Yamaha Group's retirement age (60 years old). Through this program, employees can continue working until they are 65 (381 individuals were using this system as of March 31, 2026).

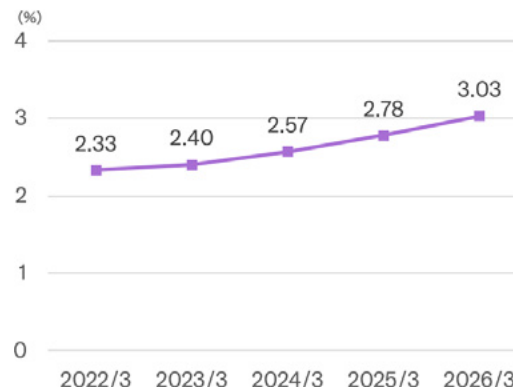
Yamaha Corporation revised this program in April 2020 to make for a more focused system emphasizing ambition and roles. In addition to establishing several work ranks and definitions based on employee roles, the Company introduced goal management, evaluation, and bonus systems and renewed benefit and leave systems in line with those available to standard employees. Recently, approximately 80% of employees have chosen to take advantage of this program after mandatory retirement.

Employment of People with Disabilities

Yamaha Corporation is promoting employment for people with disabilities while also developing working conditions conducive to active participation by these employees. The Company strives to encourage independence for people with disabilities and to achieve a society of coexistence, and works to increase the skills of such employees and raise awareness within the Company. As of March 1, 2026, 120 people with disabilities were employed at Yamaha Corporation, of which 56 were assigned to Yamaha

Ai Works Co., Ltd. (a special-purpose subsidiary*⁶ of Yamaha Corporation). The employment ratio of people with disabilities on March 1, 2026, was 3.03%, surpassing the level of 2.5% stipulated by the revision to the Act to Facilitate the Employment of Persons with Disabilities implemented in April 2024. Moreover, we are implementing initiatives for promoting the employment of people with disabilities including the arrangement of joint, Groupwide liaison committee meetings.

Employment Ratio of People with Disabilities*^{7, 8, 9}



*⁶ Special-purpose subsidiaries are subsidiaries that meet the definition of the Act to Facilitate the Employment of Persons with Disabilities. These subsidiaries must meet certain criteria, including those pertaining to the number and ratio of employees with disabilities. People with disabilities employed by such subsidiaries are counted as employees of the parent company when calculating its employment ratio.

*⁷ As of March 1 of each year

*⁸ Scope: Yamaha Corporation, Yamaha Corporate Services Corporation, and Yamaha Ai Works Co., Ltd.

*⁹ Employment ratio of people with disabilities calculated using formula described by the Act to Facilitate the Employment of Persons with Disabilities

Special-Purpose Subsidiary Yamaha Ai Works

Established in 1989, Yamaha Ai Works is contracted by Yamaha Group companies to perform work tasks such as data processing, printing and preparing documents, filling and mailing envelopes, accounting, and benefit program and production-related tasks. The goal of this company is to help improve operational efficiency and address issues within the Group. This company dedicates efforts to activities for informing and educating others about employing persons with disabilities, holding learning sessions regarding disabled employees and workplace tours both internally and externally.



Workplace tour and study session of special-purpose subsidiaries



Employees observing envelope filling and sealing process

Promoting Inclusion of LGBTQ+ Individuals

The Yamaha Group is promoting initiatives aimed at inclusion for members of the LGBTQ+ community in order to build a better place to work for everybody, including LGBTQ+ individuals and other sexual minorities, and ensure that our business activities respect diversity. These efforts have been highly evaluated, and Yamaha Corporation (headquarters in Japan) has been awarded the highest rating of gold in the PRIDE INDEX, an index designed to recognize the initiatives of companies and other organizations for supporting sexual minorities such as members of the LGBTQ+ community, for seven consecutive years.

Furthermore, in 2022 Yamaha Corporation declared its support for the Business for Marriage Equality campaign, which promotes marriage equality for same-sex couples via legal recognition. Yamaha also participated in Tokyo Pride, one of Asia's largest LGBTQ+ pride events, in June 2025 for the third consecutive year. Under the slogan "Sound and Music is for everyone," Yamaha displayed specially designed instruments in rainbow colors for visitors to play, and also invited them to express their feelings through colorful stickers they used to decorate a bright white piano.

In these manners, Yamaha is contributing to the realization of an inclusive society in which everyone can shine and is promoting the creation of workplace environments that are conducive to contributions from diverse employees.

[External Recognition >](#)



Excerpt from the Handbook at Work



Yamaha LGBTQ+ logo

External Recognition

Recognition as Best Workplace in D&I Award for Fourth Consecutive Year

Sponsored and organized by JobRainbow, the D&I Award is Japan's largest award program for certifying companies that promote diversity and inclusion. In the 2025 iteration of this award program,



D&I Award

Yamaha received the highest honor of Best Workplace for the fourth consecutive year since it was first presented with this award in 2022. Companies honored in this manner are recognized as advancing diversity and inclusion promotion measures that are of a high standard compared to other companies around the world, fostering a corporate culture emphasizing diversity and inclusion, and encouraging employees to exercise these principles themselves. The Best Workplace honor was only bestowed upon 198 of the 637 participating companies (including jointly applying group companies).

[D&I Award \(in Japanese only\) >](#)

Certification of Yamaha Corporate Services as a Platinum "Eruboshi" Company

Yamaha Corporate Services Corporation has maintained certification as a Platinum "Eruboshi"^{*10} company since 2021. Platinum "Eruboshi" is awarded to those "Eruboshi"-certified companies that have met requirements indicating excellence in terms of the accomplishment of general business operator action plan targets and of initiatives for promoting the participation and advancement of women in the workplace. Yamaha Corporate Services has also received Platinum "Kurumin" certification based on the Act on Advancement of Measures to Support Raising Next-Generation Children in recognition of its proactive efforts to develop an environment that is conducive to working while raising children.

^{*10} "Eruboshi" is a program in which the Ministry of Health, Labour and Welfare certifies companies that have formulated action plans for the promotion of women's participation and advancement in the



Platinum "Eruboshi" certification mark

workplace based on the Act on Promotion of Women's Participation and Advancement in the Workplace enacted in April 2016 and that have conducted excellent initiatives in this area. Yamaha Corporate Services achieved Level 3 "Eruboshi" certification, the highest level, in July 2018.

Hamamatsu City Certification for Businesses with an Active Global Workforce

Yamaha Corporation is actively promoting cross-border assignments in order to better utilize its human resources on a global scale. We are also recruiting non-Japanese individuals. Furthermore, since 2022 Yamaha Corporation has maintained certification under the Hamamatsu City Certification for Businesses with an Active Global Workforce program, an award program that recognizes companies promoting the inclusion of non-Japanese nationals and Japanese of foreign descent in Hamamatsu City, where the Company's headquarters is located.



Hamamatsu City Certification for Businesses with an Active Global Workforce mark

Receipt of Gold Rating in PRIDE INDEX for Seventh Consecutive Year

For seven consecutive years beginning with 2019, Yamaha Corporation has been awarded with the highest rating of gold in the PRIDE INDEX,^{*11} an index compiled by work with Pride to recognize the initiatives of companies and other organizations for supporting sexual minorities such as members of the LGBTQ+ community.



PRIDE INDEX gold rating mark

To date, the Company has advanced initiatives in support of the LGBTQ+ community including seminars for all Group employees, the production of a logo for its initiatives, the distribution of stickers to display that we are an ally of the LGBTQ+ community, and the production of tools for promoting understanding regarding the LGBTQ+ community in the workplace. In addition, we have established a consultation venue for LGBTQ+ issues, included same-sex partners and their children in the definition of family members used for Company systems, and implemented other frameworks to aid members of the LGBTQ+ community.

Furthermore, Yamaha has continued to participate in Tokyo Rainbow Pride, one of Asia's largest LGBTQ+ pride events, since 2023. Through such initiatives, we are actively working to empower sexual minorities.

^{*11} Launched in 2016 by work with Pride, an organization that is assisting in the spread and popularization of diversity management pertaining to sexual minorities, the PRIDE INDEX is Japan's first index for recognizing the initiatives of companies and other organizations for supporting sexual minorities such as members of the LGBTQ+ community. In this program, the ratings of bronze, silver, and gold are assigned through evaluations based on five categories: Action declarations, internal sexual minority communities, education activities, human resource systems and programs, and social contribution and public relations activities.

[External Recognition >](#)

Human Capital Development

| Human Capital Development Initiatives

The Yamaha Group aspires to provide opportunities for skill and career development to all human resources fairly and without discrimination. Under the concept of supporting highly motivated employees who wish to fulfill their roles and aim to make constant progress, the Group implements various measures to support all employees in exercising their talents to the fullest and developing professionally while working toward self-fulfillment. To this end, we set the target of 1.5 times

the fiscal 2025 level of human capital investments under the “Rebuild & Evolve” medium-term management plan. Specific efforts toward accomplishing this target include increasing investments in education measures that give employees growth opportunities, such as introducing a learning management system platform, relaxing usage requirements for the self-development support system, and expanding opportunities to learn about generative AI. In fiscal 2026, the amount of investments in education measures at Yamaha Corporation was 1.14 times higher than the fiscal 2025 level.

| Education and Training Programs

The Yamaha Group has established guidelines for Groupwide education and training programs to facilitate the systematic cultivation of human resources. Based on these guidelines, we seek to create an education and training system that is equally focused on skill improvement and career development as the basis for the development of globally successful human resources. At the same time, training programs are tailored to specific objectives and groups of employees. A mindset program designed to help ensure cross-cultural understanding has been incorporated into training for new recruits, training for new planning staff, and training for new managers as an opportunity to nurture the foundation of global human resources.

We aspire to conduct highly effective education and training programs that allow employees to get the most out of their time spent in training. These programs include conventional group training sessions as well as e-learning programs utilizing videos and discussion-centered programs that take advantage of the characteristics of online meeting tools.

To cultivate human resources for future business growth, including AI and data science, we have been working to expand educational content supervised by the Information Systems Division. We will

continue to focus on providing both the quality and quantity needed for practical application, including from a reskilling perspective.

Major Training and Education Programs

Format	Purpose	Program Name / Details
Selective training	Development of operating base leaders and managers (including overseas hires and other employees worldwide)	Training prior to promotion to planning position or management position
		Yamaha Advanced Management Program (training for management candidates at overseas sales bases)
		Senior Specialist Institute (production management training)
		Yamaha Global Management Program (leadership training at overseas bases)
		Management training program, self-education support programs for management position candidates
		Yamaha Advanced Skill School and Yamaha Technology Training School (training for production site supervisors and core workers)
Rank-based training	Skill improvement training based on career stage	Training for new recruits, annual training for junior employees, training for mid-career hires
		Training for new planning staff, training for new managers, training for middle managers
		Training for evaluators, training for new heads of core and other divisions, training for new Group company presidents
		Training for production staff (new instructors, new and existing foremen, new and existing process leaders)
Career independence training	Cultivation of autonomous career development mindset and supporters	Career design training (training for junior employees in second and fourth years at the Company and career training for non-career path female employees)
		Career counseling training (training fostering career development support mindset and counseling skills)
		Childcare leave support training (training for supporting returning to work and developing career after childcare leave for leave takers and their supervisors)
		Second Life Preparatory Seminar (provision of information regarding lifestyles and workstyles for people over 60)
Function-specific training	Lectures for improving language and technical skills	Study abroad/language learning programs and open TOEIC tests held on Company premises
		Technical academy and workshop programs (cultivation of engineers supporting product development)
		Yamaha Business School (distance learning for supporting self-driven learning efforts of employees)

| Support for Growth and Success

The Yamaha Group seeks to support the growth of employees and ensure the evaluations of their successes reflect their ambition and expertise.

■ Human Resource Evaluation System

Prior to the semiannual performance appraisals, one-on-one meetings are held between employees and their supervisors. An opportunity is also provided annually to review each employee's fit for their current role, skills, and career aspirations through dialogue. In addition, we provide guidance on how to carry out meetings as well as resources for sparking career development motivation to both employees and their supervisors to facilitate more fruitful discussions.

Training programs for junior employees include meetings with human resource representatives held during employees' second, fourth, and sixth years for the purpose of discussing their targets and their career plans. We provide comprehensive support to employees to cultivate their fundamental business skills, to improve job satisfaction, and to alleviate work-related concerns. Furthermore, in order to ensure that these meetings are conducive to fair evaluations and effective support for employee growth, the Yamaha Group carries out training for the managers who conduct meetings as well as training for the employees who will be responsible for providing on-the-job training.

We have also developed frameworks for facilitating information sharing between the Company and people taking childcare leave, which has the potential to upset one's career plans. In addition, training is held for both leave takers and their supervisors to offer such individuals support in relation to both awareness and skills and to thereby aid them in achieving a smooth return to work.

■ Internal Job Posting System

The Yamaha Group has established an internal job posting system to support employees' self-actualization through their work.

The system includes an internal recruitment stream for mid-career hires, whereby internal candidates are solicited in parallel with external recruitment for open career positions; strategic postings, which are launched based on the direction of the President and Representative Executive Officer when a medium- to long-term strategic need is identified; and open-position postings for vacancies in managerial roles or vacancies arising from internal moves due to other postings. Application guidelines and selection procedures are published on the Company's intranet.

By using these systems, we support each employee in engaging in roles that match their motivation and aptitude so they can thrive in the workplace, thereby fostering mutually beneficial growth between employees and the Company.

■ Talent Management System

The Yamaha Group utilizes a talent management system to support employees' autonomous career development. By enhancing visibility of work, motivation, and capabilities, and improving talent liquidity, we aim to cultivate a relationship in which the Company and individuals grow together. As part of this process, we updated the system's framework of jobs and skills designed to clarify types of roles and expertise based on the implementation approach of the respective companies to more clearly track the roles that require specialized skills and the skill requirements for these roles. Based on this framework, training sessions were organized for supervisors with the aim of increasing the quality of the career counseling they provide so as to allow employees to utilize the information provided through this framework to take inventory of their skills and experience and pursue autonomous career development. We also welcome declarations of skills developed through external activities and have put measures in place to ensure that learning opportunities are not confined solely to in-house activities. We have also expanded the competency evaluation functions (previously limited to management) to make them available for requests up to planning positions, and have broadened their focus to include the

behavioral demonstration of employees' existing skills. Human resource information registered with the system is being used to help employees achieve career independence and enhance their specialized expertise by matching them with their ideal position. In addition, an internal job posting system is being utilized to improve the fluidity of our workforce in conjunction with the implementation of the talent management system. This fluidity is anticipated to provide employees with a wider range of options for developing their career and to thereby improve job satisfaction and invigorate the organization. Moreover, we will examine the possibility of expanding these initiatives to domestic Group companies in the future as appropriate.

| Development of Management Personnel

The Yamaha Group's basic policy is to provide all employees equal access to opportunities to develop their skills and careers. This policy shapes our efforts to develop the management personnel who form the backbone of business activities. In addition, core positions are managed in an integrated, global manner to facilitate the cultivation of human resources for core positions, including future managers.

General training programs for management personnel include extensive training based on hierarchical levels conducted on a global and Groupwide basis in accordance with human resource development guidelines. At Yamaha Corporation, training is organized by hierarchical levels to provide personnel with the ability to develop their skills as appropriate given their career stage. The Company also conducts training for the heads of core and other divisions in order to bolster its training programs for individuals who are central to management. In addition, training programs for overseas base leaders and overseas sales base manager candidates are conducted targeting individuals in core positions at domestic and overseas Group companies.

| Fostering of Human Resources for Manufacturing

The Yamaha Group is committed to fostering human resources

that can contribute to the advancement of manufacturing.

With the goal of improving upon its "Made in Yamaha" quality, the Group is clarifying the roles and functions of each of its production sites while also fostering human resources that can support the manufacturing activities at these sites.

Plants in Japan are positioned as bases for manufacturing high-value-added products. At these sites, we focus on cultivating human resources that can support the development of competitive manufacturing technologies, on developing core production site workers (Yamaha Advanced Skill School and Yamaha Technology Training School), and on transmitting the core skills required to manufacture musical instruments to new employees. Meanwhile, technicians and supervisors from Japan are dispatched to production bases in China, Indonesia, Malaysia, and India to help cultivate personnel at these sites based on the core manufacturing technologies developed in Japan. In addition, shared, rank-based manufacturing training programs are implemented to foster core human resources at these sites. Moreover, locally hired employees lead training programs targeting core manufacturing human resources designed on an area-specific basis to reinforce the foundations of the Yamaha Group's high-quality production bases.

| Engineer Cultivation and Success Support

Based on the corporate philosophy of the Yamaha Group, we are exploring new technologies and cultivating and supporting the success of engineers with the goal of creating new value. The Yamaha Group has traditionally cultivated engineers for advancing product development through courses on digital signal processing and analog circuits, core technologies to the Group. Production technology courses include those on wood fundamentals, coatings, and adhesives, which are available online, as well as other courses designed to help engineers develop a better understanding of fundamental production technologies for use in improving product value and quality.

Major Engineer Cultivation and Success Support Initiatives

- Technology seminars and technical academic programs
- Cross-organization technology forums and other opportunities for information sharing and exchanges among engineers
- Invention reward program

Technical Listening Training

Developing businesses in the fields of sound and music requires people who accurately understand the physical quantity of sound and are able to explain this to others. The Yamaha Group holds technical listening training for engineers and other employees involved in sound-related processes by utilizing the auditory sensitivity development techniques that Kyushu University has fostered for education purposes over the course of five decades. This training systemically exposes participants to changes in physical sound quantity and differences in the impression of sound in order to foster an ability to accurately comprehend the characteristics of sound in terms of physical quantity. The program also seeks to endow participants with basic knowledge regarding sound. To date, more than 1,000 individuals have completed this program.

In addition, recognizing that former employees who have left the Company and built experience and knowledge in new fields are invaluable talent who can serve as immediate contributors to our future growth, we launched the “Alumni Recruitment” program in April 2025. Individuals who worked at Yamaha Corporation for more than one year and who left the Company of their own accord are eligible for this program. These former Yamaha employees who wish to return to work for the Company are hired as permanent employees as immediately deployable talent.

Going forward, we will continue to actively promote the creation of an environment in which each employee, with their own diverse background, can take pride in their work and feel energized.

[Recruitment Information >](#)

| Internship System

The Yamaha Group offers internships for students to promote understanding of the Company and foster interest by providing hands-on exposure to its businesses and the realities of working for the Group. In addition to our biannual General Internship, which offers experience at the forefront of technology development and business, we provide a variety of specialized opportunities, including a Design Workshop / Designer Internship for aspiring professional designers, a Piano Tuning Technician Internship offering practical piano-tuning training, and a long-term Global Internship for students from around the world. These programs aim to enable students to experience the value of working at Yamaha, and participants can select internship themes that align with their interests and areas of expertise.

[Internships >](#)

Promotion of Work-Life Balance

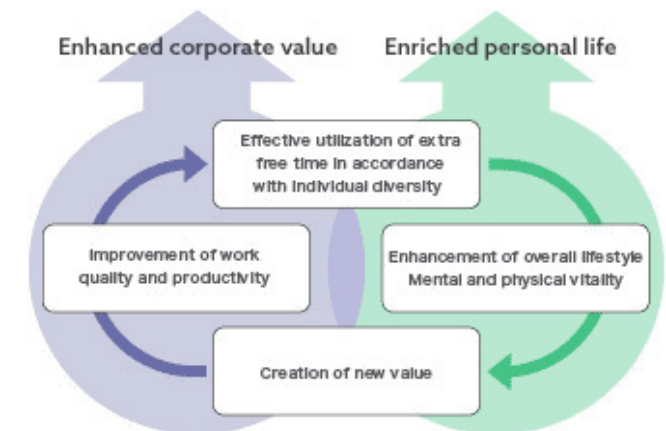
| Work-Life Balance Promotion Initiatives

In order to realize both expanded business activities and lifestyles

that offer personal fulfillment, we will proactively promote work-life balance that respects a wide range of values and lifestyles. People can use the extra time created by increases in the quality and productivity of work as they please, which in doing so leads to the enhancement of the overall quality of life while energizing both body and mind. This energy can provide the power for new value creation while contributing to the enhancement of corporate value and the realization of an enriched personal life.

In addition, the Yamaha Group has established the Work-Life Balance Promotion Committee, which is jointly run by labor and management, to guide its efforts to reduce total working hours and establish and enhance work-life balance support systems as part of its drive to create workstyles that are self-directed and productive.

[Communication Between Labor and Management >](#)



| Prevention of Excessive Working Hours

The Yamaha Group aims to reduce overtime and weekend work, both causes of excessive working hours, through methods that

include introducing a flextime system, while enhancing its leave systems and promoting their use.

To reduce total working hours, Yamaha Corporation established guidelines for overtime through a labor-management agreement. Based on these guidelines, monthly working hours are monitored, and prompt warnings are issued to workplaces deemed to be at risk of surpassing the limits set in the guidelines. In addition, the limits for monthly working hours described in these guidelines have remained at less than 60 hours of average monthly overtime and less than 540 hours of average yearly overtime as of fiscal 2026, with the aim of ensuring that no employees exceed these guidelines. Since fiscal 2023, Yamaha has worked to further enhance productivity and ensure all employees remain more valued, more engaged, and more committed by encouraging employees to clock out on the last working day of each week with no overtime as a new workstyle rule and prohibiting workplace communication after 6 p.m. By visualizing working hours through the recording of log-in and log-out times on work PCs, Yamaha is also promoting productive and autonomous workstyles, leading to the prevention of overwork.

Furthermore, we have set goals for the number of days of paid leave acquired each year through labor-management discussions and are encouraging systematic leave acquisition. To further encourage leave acquisition, we reach out to people who have not taken a sufficient number of days off as well as their supervisors and conduct follow-up monitoring while remaining considerate of individual work circumstances. We have also arranged days in which every employee is encouraged to take the day off to ensure that leave is taken. In addition to annual paid leave days, we are developing a system for assorted types of leave, including leave related to bereavement or celebration as well as consecutive days of leave given upon company transfers, reaching retirement age, or reaching an auspicious age for the objective of enhancing the personal lives of employees and supporting them during major

life events. These initiatives for reducing working hours and encouraging leave are being sequentially deployed throughout domestic Group companies.

■ Fiscal 2026

Total working hours per person at Yamaha Corporation amounted to 1,913.4 hours. Meanwhile, the average number of paid leave days used was 16.0, surpassing the target of 15.

[ESG Data >](#)

Improvement of Job Satisfaction and Workplace Comfort

The Yamaha Group is revising its systems and frameworks with the goal of realizing self-directed, highly productive workstyles while also improving employee job satisfaction and workplace comfort. For example, a system was introduced in April 2024 that allows for teleworking to be performed on a half-day as well as a full-day basis. In addition, we are enhancing our telework systems as well as our childcare, nursing care, and medical treatment support systems for all employees. At the workplace level, efforts have included refining work processes and streamlining meetings. Through these efforts, we aim to develop flexible systems and workplace environments that are accommodating of the circumstances of individual employees. The hope is to allow our employees to exercise their skills while maintaining good physical and mental health and living enriching work and personal lives.

In 2025, Yamaha Corporation trialed a flextime system with no core hours for some of its divisions. Recognizing that removing core hours can support diverse, flexible, and autonomous workstyles among employees and that this can enable each employee to fulfill their role and potentially improve organizational performance in certain divisions, the Company introduced a system in April 2026 that allows each division to choose whether

or not to have core hours based on the nature of its operations.

■ Establishment and Enhancement of Work-Life Balance Support Systems

The Yamaha Group is bolstering its work-life balance support systems, and the use of these systems is being promoted among employees.

At the same time as developing a comprehensive system that is not only flexible and easy to use but also exceeds legal standards, the Company is taking a proactive approach, such as setting measures and targets that encourage male employee participation in childcare and providing beneficial information and tools to support balancing childcare, nursing care, and medical treatment with work.

[ESG Data >](#)

Childcare, Nursing Care, and Medical Treatment Systems (Comparison with legal standards)

System	Legal standards	Yamaha Corporation
Maternity leave	42 days before birth (98 days for multiple births), 56 days after birth	56 days before birth (98 days for multiple births), 56 days after birth
Difficult birth leave	-	Number of days instructed by physician during pregnancy or within one year of birth
Leave that can be taken by men when their child is born	Up to four weeks of leave that can be taken within eight weeks after birth of child Leave can be split up over two periods	Same as left
Birth support leave	-	Five days within a period spanning from 14 days before spouse gives birth to 14 days after spouse gives birth
Childcare leave	In principle, until child becomes one year old (in special circumstances, this may become one year and six months or two years)	Until child becomes two years old (however, for children born in April, until the end of April after the child becomes two years old)
Child nursing leave	Until child completes third grade of elementary school	Same as left
Reduced working hours for childcare	Until child becomes three years old	Until child completes sixth grade of elementary school
Exemption from overtime hours for childcare	Overtime work limited until child enters elementary school	Exemption from required overtime work until child completes third grade of elementary school
Life support leave	-	Leave that can be acquired in hour, half-day, or full-day increments for nursing care, childcare, infertility treatment, or other purposes
Scope of applicability for nursing care system	Spouse, child, mother, father, spouse's mother or father, grandparent, sibling, or grandchild	Relative within two degrees of relation
Leave of absence for nursing care	Up to a total of 93 days per applicable family member (possible to split into up to three leaves)	Up to one year per applicable family member (possible to postpone for up to six months, leave can be taken as many times as needed so long as day limit has not been reached)
Reduced working hours for nursing care	Two times or more within three years of start of use (separate from leave of absence for nursing care)	Until end of nursing care duties
Shortened work week for nursing care	-	Exemption from one work day per week until end of nursing care duties
Leave for nursing care	Five days per applicable family member; 10 days for two or more persons	Five days per applicable family member
Reduced working hours for undergoing treatment	-	Until treatment is over
Shortened work week for undergoing treatment	-	Until treatment is over

Work-Life Balance While Caregiving Seminar

In December 2025, Yamaha Corporation held a work-life balance while caregiving seminar for all domestic Group employees. By addressing employee concerns and worries regarding caregiving and outlining the mindset and first steps necessary for work-life balance, the Company has been able to alleviate concerns. Going forward, the Yamaha Group will advance the creation of an environment in which employees can safely demonstrate their capabilities by supporting their desire to continue their careers, regardless of their circumstances.

■ Establishment of On-Site Daycare Facility

Yamaha Corporation has established an on-site daycare facility (Oto no Ie) at its headquarters.

Since 2019, Yamaha Group employees have continued to use this facility, which is operated based on a unique program that is distinctive of Yamaha's commitment to providing opportunities to encounter and engage with sound. Through this facility, the Company aims to make it even easier for employees to return to work, and, because their children are nearby, enable them to better focus on their work.



On-site daycare facility (Oto no Ie)

■ Programs for Flexible Accommodation of Individual Circumstances

Yamaha Corporation is advancing the creation of an environment in which each employee can play an active part by developing and expanding a system that flexibly accommodates employee life events.

Commuting Area Expansion Program

In 2023, we introduced a system that expands the range of areas from which individuals can commute should they need to work away from their family or provide nursing care to family members and allows employees to work in remote locations to accommodate differing individual needs, while also developing an environment that encourages employees to continuously demonstrate their skills.

Rehiring Program for Employees Accompanying Spouses on Overseas Assignment

Yamaha Corporation has in place a system to rehire employees who left the Company in order to accompany a spouse on an overseas assignment after returning to Japan. This system is available even to employees accompanying spouses who do not work for Yamaha Group companies on overseas assignments, with a limit of five years from their retirement.

Rehiring Program for Workers Committed to Nursing Care

Yamaha Corporation has been steadily introducing a system that allows an employee to be rehired if they retired to provide nursing care for a family member. In such cases, the valid re-employment period is within five years of said retirement date.

Clear Standards Permitting Side Jobs

The Company has defined clear standards permitting side jobs in April 2023 to support employees in pursuing autonomous skill development and self-actualization. This decision was based on the recognition that side jobs provide an opportunity for employees to experience diverse values outside of Yamaha's

business domain. Such opportunities allow employees to hone their thinking skills by broadening their horizons. For these reasons, side jobs are seen as a way for employees to obtain new knowledge, skills, and experience.

| External Recognition

Yamaha Corporation has formulated an action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children. Through the advancement of this plan, the Company was able to receive "Kurumin" certification in 2008 and Platinum "Kurumin"^{*1} certification in 2016. In 2018, Yamaha Corporate Services Corporation (then Yamaha Business Support Corporation) received "Kurumin" certification, and this company went on to earn Platinum "Kurumin" certification in 2020.

Yamaha Corporation is committed to providing a workplace environment that is supportive of employees who seek to continue contributing in the workplace while providing care to family members. To this end, we utilize the symbol mark^{*2} developed by the Ministry of Health, Labour and Welfare, which signifies a company's commitment to promoting workplace environments that enable employees to balance work and caregiving, thereby helping to prevent care-related resignations. Through this initiative, we aim to raise awareness of and interest in creating workplace environments that support employees in continuing their careers while balancing caregiving responsibilities, while fostering broader social momentum in support of measures to prevent employees from leaving the workforce due to caregiving demands.

Acquisition of Certification Related to Support for Developing Future Generations (Yamaha Corporation)

Certification	Date acquired	Main measures implemented
"Kurumin"	Aug. 2008	• Extension of childcare leave period, etc. • Implementation of more flexible reduced working hours for childcare system • Mandatory Group paid leave program, etc.
	Aug. 2014	• Work-life balance seminar • Implementation of "No Overtime" Day, etc.
Platinum "Kurumin"	Jun. 2016	• Encouragement of male employees to take paternity leave • Shortening of working hours, etc.



Platinum "Kurumin" certification mark recognizing support for developing future generations



Tomonin^{*2}, symbol mark for companies promoting workplace environments that enable employees to balance work with nursing care

^{*1} "Kurumin" is a Ministry of Health, Labour and Welfare system for certifying companies based on the Act on Advancement of Measures to Support Raising Next-Generation Children. Company action plans and performance are reviewed in accordance with this Act, and certified companies are allowed to display the "Kurumin" mark. Platinum "Kurumin" is a system that certifies, among the companies that have acquired the "Kurumin" mark, companies that conduct initiatives to support work-life balance at or above a specific standard.

^{*2} Tomonin is the symbol mark for the Ministry of Health, Labour and Welfare system for recognizing companies that promote the development of workplace environments that enable employees to balance work with nursing care.

[External Recognition >](#)

Communication Between Labor and Management

| Labor-Management Dialogue

The Yamaha Group observes international treaties and regulations and practices respect for the rights of workers, including the rights to freedom of association, labor union membership or non-membership, collective bargaining, and peaceful assembly. Opportunities are provided for workers to engage in frank discussions with management without fear of discrimination, reprisal, coercion, or harassment, and labor and other agreements are respected. Furthermore, in exercising its corporate philosophy, employees and management strive to achieve favorable relationships based on ample communication.

[3-3 Favorable Employer-Employee Relationships >](#)
[Engagement with Stakeholders >](#)

■ Fostering of Healthy Relationships Through Communication Between Labor and Management

One of the policies contained in the Yamaha Group Human Resource Management Policies & Rules is “maintenance and construction of a healthy labor-management relationship,” and the Group conducts labor-management dialogues between management and the labor unions or employee associations set up in each Group company.

At Yamaha Corporation and domestic Group companies, labor-management council and liaison conference meetings are held regularly to discuss the status of operating results and labor affairs as well as business challenges. In addition, Group companies are aiming to improve occupational health and safety and work-life balance and create better work environments through the joint efforts of employees and management. At overseas Group companies, dialogues between employees and management are proceeding in accordance with the labor laws of each country.

At Yamaha Corporation, joint management council meetings are held regularly so that critical management issues can be examined

and discussed between labor and management. These meetings allow participants to hear from labor unions about current working conditions and engage in lively discussions. The administration and revision of various programs related to working conditions, human resources, and labor are conducted after thorough discussion based on labor and management’s perceptions of the issues at hand. The results of these discussions are communicated to employees through the reports issued by companies and labor unions. In addition, labor agreements stipulate that changes to business operations with the potential to materially impact employees, such as relocations stemming from organizational or position changes or staff reallocations, warrant prompt notification to labor unions or labor-management discussions. Labor union officials also participate in the running of systems that have a significant impact on employees, such

as corporate pension funds, health insurance unions, the Mutual Aid Foundation, and employee stock ownership plans.

The Human Resources Division of Yamaha Corporation monitors domestic and overseas Group companies to ensure that labor and management communicate effectively with each other in accordance with the Yamaha Group Policies & Rules, and requests for corrective action are issued when needed. In addition, to ensure that managers and other management personnel at Group companies correctly understand the rights of workers and build sound and stable labor-management relations, we have established “Guidelines for Education on Labor and Labor-Management Relations” and monitor the implementation of management education in accordance with these guidelines.

Overview of Key Labor and Management Conferences and Committee Meetings*1 (Fiscal 2026)

Name	Frequency	Participants	Main topics
Joint Management Council	Twice per year	Company: President and Representative Executive Officer, directors in charge of businesses (executive general managers) Union: Central Executive Committee	Companywide management issues
Companywide Production and Sales Committee	Monthly	Company: Director in charge of human resources, Human Resources Division (department managers and personnel in charge of labor administration) Union: Central Executive Committee	Monthly topics (tentative settlement report and labor conditions)
Business Site Labor and Management Committee	Monthly	Company: Business office managers, business office division administrators Union: Branch Executive Committee (Central Executive Committee)	Monthly production and sales trends by division; reports on labor conditions
Allocation Committee	Twice per year	Company: Human Resources Division (personnel in charge of labor administration and personnel in charge of compensation) Union: Central Executive Committee	Changes to basic salaries and bonuses
Work-Life Balance (WLB) Promotion Committee	As necessary; reports published at least once a year	Company: Human Resources Division (personnel in charge of labor administration) Union: Central Executive Committee	Measures for reducing long and late-night working hours, encouraging the acquisition of paid vacation days, constructing and improving systems to support work-life balance, and various other initiatives related to work-life balance

*1 In addition, meetings of the Overseas Work Committee, discussions of annual operation schedules, report briefings on the business outlook for individual divisions, and labor-management discussions on Company/division policies and on measures to address issues that come to light at union meetings are held.

Rate of Unionization**

Yamaha Corporation (includes employees seconded to other companies; fiscal 2026)	76%
Domestic Yamaha Group companies**3 (fiscal 2026)	46%

*2 Managers are included in the calculated figures. The right to collective bargaining of labor unions is respected.

*3 Scope of statistics: Yamaha Music Japan Co., Ltd.; Yamaha Fine Technologies Co., Ltd.; and Yamaha Corporate Services Corporation

[ESG Data >](#)

■ Employee Engagement Surveys

The Yamaha Group has been administering employee surveys annually for domestic and overseas Yamaha Group company employees with the goal of understanding employee engagement and the workplace environment.

These surveys aim to visualize organizational issues and strengths based on the conditions and awareness each employee experiences through their daily work, with the aim of enhancing human capital that supports sustainable value creation and driving improvements in organizational culture.

In fiscal 2026, the details of the survey were revised, questions simplified, and the design was revamped to focus on employee experience. This approach reduces the burden associated with data collection and analysis, while securing the time necessary for each organization to take ownership of survey results and engage in dialogue-driven improvements, enhancing the overall effectiveness of improvement activities. The surveys confirmed the overall state of employees, namely their vitality, enthusiasm, and sense of deep commitment through work from the perspective of job satisfaction. Furthermore, from the perspective of organizational culture, surveys were conducted on the status of the organization that leads to value creation, including an environment that supports co-creation, new challenges, and growth; employees' sense of the significance and

value of their work; and the quality of relationships.

In fiscal 2026, employee engagement surveys were administered to the approximately 12,000 employees with a response rate of 81%.

Under its medium-term management plan, Yamaha has positioned “continuous improvement of positive response rate for job satisfaction” as a key indicator related to human capital, which was 67% in fiscal 2026. Going forward, the Company will encourage proactive improvement activities at each organization based on survey results, leading to continuous value creation through mutual growth by addressing these issues as a company.

Employee Engagement Survey Statistics

Timing	Scope	Response rate	Job Satisfaction Index	Workplace Comfort Index
Fiscal 2022	11,777 Group employees	89%	66%	63%
Fiscal 2023	11,547 Group employees	82%	65%	63%
Fiscal 2024	11,981 Group employees	86%	66%	65%
Fiscal 2025	11,773 Group employees	85%	65%	65%
Fiscal 2026*4	11,558 Group employees	81%	67%	58%

*4 In fiscal 2026, the survey was updated, and details of the questions were changed.

| Communication with Employees

■ Labor-Management Information Sharing and Exchanges

Yamaha Group companies promote communication with labor unions and employee associations in order to foster cultures of earnest, mutual understanding between labor and management. In Japan, we engage in labor-management information sharing and exchanges

together with the Yamaha Union Conference,*5 which is formed by the labor unions and employee associations of domestic Group companies, through regular labor and management liaison meetings.

*5 The Yamaha Union Conference was established in September 1990.

Along with deepening solidarity among members of the Yamaha Group, the conference works to further the development of organizations, create better working environments, improve labor conditions, conduct social contribution activities, and exchange a wide range of information aimed at enriching personal lives.

■ Promotion of Employee Relations

As part of its employee relations activities, the Yamaha Group provides information via internal newsletters, its intranet, and other venues. The aim is to cultivate a corporate culture of taking on new challenges, encourage communication, and improve motivation through proactive disclosure of management information to employees and case studies and stories shared about Group company and division activities. In addition, regional internal newsletters are issued in China and Southeast Asia, where the Group positions production sites. These regional letters, which are prepared in the languages used in the given area, provide information on the Group as a whole as well as information on a range of initiatives, including operational improvement and health and safety activities at Group production companies, in order to contribute to the mutual development and sense of oneness of Group companies.

Meanwhile, the Yamaha Day global event is held annually in October around the anniversary of the Company's founding. At this event, Yamaha holds the final judging session and awards ceremony for the Yamaha Awards, a presidential commendation program recognizing activities that have contributed to elevating the Yamaha brand. Additionally, the presentation ceremony for Skills & Services Excellence (an employee recognition program for those working at production and sales sites) also takes place. Through initiatives such as the Our Music project, which creates a single music video compiled from performance footage submitted by Yamaha Group employees from around the world, and other events organized by the Yamaha Day Executive Committee that comprises employees from various Group divisions, all employees are given the opportunity to build solidarity by expressing their feelings with regard to the Yamaha brand.

Human Rights | Promotion of Diversity, Equity, and Inclusion | Human Capital Development | Promotion of Work-Life Balance | Communication Between Labor and Management | [Employee Health and Safety](#)
 Promotion of Social Responsibility in the Value Chain | Safety and Quality of Products and Services | Improvement of Customer Satisfaction | Intellectual Property | Contribution to Regional Community Development



Yamaha Awards program in which awards are presented by the President



Skills & Services Excellence—Honoring Production and Sales Sites



Yamaha Day global event



Our Music

■ Discussions Between the Management and Employees

Discussions are arranged between the President and employees on an ongoing basis as one facet of our efforts to foster an open organizational culture. In fiscal 2026, the President visited workplaces to take part in 20 face-to-face discussions with a total of 284 employees. Over the six years since 2020, the President

has spoken with a total of 2,118 employees in such discussions.



Gathering of the president and employees



Discussion forum for fostering mutual understanding

■ Communication Between Production Sites and Employees

Yamaha Group production sites inside and outside Japan hold annual family factory tours for employees' families. These tours provide an opportunity to deepen their understanding and interest in the Group through hands-on experience of the products and mini-concerts performed by employees themselves.

Furthermore, Yamaha Day also includes sports, karaoke performances, and other events. These events are meant to cultivate a feeling of unity among all employees, heighten employee engagement, and invigorate the workplace.



Family factory tour (Yamaha Electronics (Suzhou))



Family factory tour (Xiaoshan Yamaha Musical Instruments)



Yamaha Day (Yamaha Musical Products Indonesia)



Yamaha Day (Yamaha Music Manufacturing Indonesia)



Performance event (Yamaha Music Manufacturing Asia)



Sports event (Yamaha Electronics Manufacturing Indonesia)

Employee Health and Safety

| Health and Safety Initiatives

The Yamaha Group believes that one of its most important management issues is ensuring the health and safety of the people who work with Yamaha. The Group advances initiatives based on the Standards and Basic Policy for the Group Labour Safety and Health Policies & Rules, which can be found below, and we aim to continually enhance the level of our health and safety.

Basic Policy for the Group Labour Safety and Health Policies & Rules

Under the basic policy of “Make health and safety a priority in all activities,” Yamaha Group companies shall give priority to ensuring the health and safety of all people who work or engage in work-related activities under the control of each Group company in the process of conducting business and shall work together with all employees to realize a comfortable working environment.

■ Metrics and Targets

	Activity policies	Targets for fiscal 2027	Targets for medium-term management plan (April 2025-March 2028)
Occupational safety	Prioritization of health and safety over everything Creation of frameworks supporting office and business site autonomy	• Less than 65 total occupational accidents (frequency rate of less than 1.20) • Zero accidents resulting in fatalities or casualties	• Less than 54 total occupational accidents (frequency rate of less than 1.00^{*2}) • Zero accidents resulting in fatalities or casualties • Gradual reduction in accidents requiring time off from work and reduction in number of work days lost to such accidents
Transportation accidents ^{*1}	Legal compliance and elimination of serious accidents Raising traffic safety awareness, response to changes in legislation, and prevention of accidents at intersections	• Less than 50 total transportation accidents • Zero serious accidents attributable to professional negligence	• Less than 50 total transportation accidents • Zero serious accidents attributable to professional negligence • 50% reduction in accidents at intersections
Health management ^{*1}	Promotion of health improvement Promotion of regular health checkups and support for quitting smoking Preparation of health and productivity management strategy map	• Regular health checkup rate of 100% • Regular health checkup rate of 100% for employees stationed overseas • Individual support for employees wanting to quit smoking	• Regular health checkup rate of 100% • Regular health checkup rate of 100% for employees stationed overseas • Individual support for employees wanting to quit smoking

^{*1} Domestic Group companies

^{*2} Including accidents not requiring time off from work

■ Health and Safety Management System

At the Yamaha Group, the Health and Safety Promotion Headquarters has been established to guide the smooth implementation of health and safety activities. This headquarters is overseen by an executive officer of Yamaha Corporation and includes members such as operating site leaders (general occupational health and safety managers), division representatives, major Group company representatives, and the head industrial physician. Duties of the headquarters include discussing and deciding occupational health and safety, traffic safety, health management, and other policies and measures and promoting and monitoring Companywide initiatives. Reports on these activities are submitted to the President and Representative Executive Officer on a regular basis. In addition, the Groupwide Health and Safety Convention is held at the start of each fiscal year. As part of this event, domestic and overseas employees are provided with messages from the President and Representative Executive Officer and the heads of labor unions in which they pledge

to work to eliminate accidents as well as an overview of activities from the previous fiscal year and explanations of policies for the current fiscal year from the occupational health and safety managers.

The formal labor agreement that Yamaha Corporation has with the labor union states, “The Company must take all necessary measures to ensure safe, healthy conditions at its factories and improve its work environments while union members must uphold all rules concerning safety and health. The Company and union shall also work together to improve union members’ knowledge of safety and health.” The agreement also establishes provisions concerning matters such as the Health and Safety Committee, dangerous and injurious work, medical examinations, and accident compensation.

■ Acquisition of Certification for Occupational Health and Safety Management System (ISO 45001)

The Group Labour Safety and Health Management Policies & Rules

defines our commitment toward maintaining the health and safety of all people connected with Yamaha business activities, and we are moving forward with the codification and standardization of the rules and activities necessary for fulfilling this commitment.

Occupational health and safety management is practiced targeting everyone working at the Yamaha Group, including full-time employees, contract employees, employees rehired after mandatory retirement, dispatch employees, and part-time employees. In addition, the Group is working to acquire ISO 45001 certification for the production sites of its core musical instrument and audio equipment businesses. Bases that have not obtained certification also take measures to prevent accidents, improve health, and develop comfortable workplace environments based on the principles of occupational health and safety management systems in order to improve occupational health and safety levels.

As of March 31, 2026, 12, or 70.6%, of the Group’s 17 production bases worldwide had received ISO 45001 certification.

[ISO 45001-Certified Sites >](#)

| Occupational Accident Prevention Measures

The Yamaha Group takes steps to prevent occupational accidents by improving workplace safety through inspections of the safety of equipment and machinery, risk assessments, monitoring, and chemical substance management. In addition, we perform health and safety training and drills for employees and establish and implement Group standard safety rules.

■ Machinery and Equipment Safety Inspections

The Yamaha Group requires that safety inspections be performed by inspection committee members prior to the start of operation of machinery or equipment introduced at domestic and overseas production sites and of equipment that has been newly installed, upgraded, renovated, or relocated. Based on these inspections, risk countermeasures are implemented in relation to defective areas of machinery and equipment, operating procedures, material processing

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 Promotion of Social Responsibility in the Value Chain | Safety and Quality of Products and Services | Improvement of Customer Satisfaction | Intellectual Property | Contribution to Regional Community Development

methods, and handling of solvents and chemicals to ensure employee health and safety before machines or equipment are even activated.



Machinery and equipment safety inspections

■ Risk Assessments

The Yamaha Group conducts risk assessments and implements risk countermeasures in relation to machinery, equipment, operating procedures, and working conditions to prevent occupational accidents. These activities have been entrenched as a core element of the occupational health and safety activities of domestic and overseas production sites.



Risk assessment at overseas bases

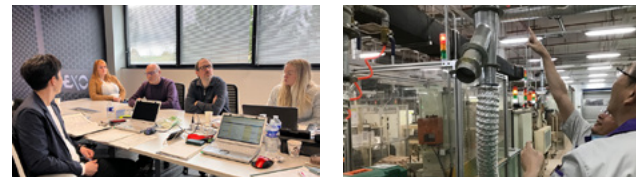
■ Monitoring

In addition to on-site surveys at ISO 45001-certified sites, comprehensive health and safety monitoring is conducted at Group companies under the guidance of the occupational health and safety representative of Yamaha Corporation. Staff possessing expert techniques or certifications related to health and safety conduct checks of workplaces and compliance with health and safety management systems. As part of these monitoring activities, health and safety level checks (reviews of approximately 40 items focusing on the level of health and safety management systems,

regulations, and standards) are implemented based on comprehensive health and safety monitoring sheets, and workplace inspections are carried out to check health and safety measures and to correct and provide guidance on problematic areas. These activities are conducted on a regular basis, and seven sites were subject to such checks in fiscal 2026.

Self-directed health and safety diagnoses are being carried out at 45 sales bases in Japan based on operating activities and the number of employees. After examining the results of diagnoses, feedback and support is provided for compliance and improvement measures. At overseas sales companies, meanwhile, online meetings are held with the respective sites, and support for addressing issues and improving management levels is provided based on surveys of management conditions and operating activities.

[ESG Data >](#)



Occupational health and safety activities at production sites

■ Production Site Facility and Equipment Safety Management

At production sites inside and outside Japan, Yamaha Corporation facility management personnel conduct facility safety surveys of production equipment to prevent accidents and disasters on-site and to improve safety levels. Furthermore, Yamaha regularly conducts evacuation drills and emergency response drills to prepare for disasters.



Safety inspection at overseas production site

Evacuation drill at overseas production base

■ Area Safety Committees

Area safety committees are assembled in Japan, China, Indonesia, Malaysia, and India with membership from the health and safety staff of the Yamaha Group production bases in these areas. These committees meet regularly, and these meetings are used as opportunities to discuss accident prevention measures based on information about accidents that have occurred at the Yamaha Group, confirm the status of activities based on ISO 45001, and otherwise take part in brisk discussions for sharing information on and standardizing rules and activities. These meetings thus serve as opportunities for exchanges between the health and safety staff of different bases. In addition, bases conduct mutual audits of one another as a form of active coordination for enhancing safety management.



Area Safety Committees

■ Chemical Substance Management

Regarding chemical substances used in production, repair, and other processes, measures are implemented to suppress the dispersion of such substances into the workplace through the use of local exhaust ventilation systems and other means. In addition, personal protective equipment (PPE) is provided as necessary to prevent exposure among workers engaged in relevant tasks. Efforts are also underway to promote autonomous chemical substance management through training on the correct use of PPE and the regular implementation of risk assessments for handling operations.

Furthermore, Yamaha is taking action as a result of risk assessments to collaborate with production sites and product development and design divisions to reduce risks associated with the use of

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formaldehyde even at concentrations of 1% or below (falling outside the scope of the Ordinance on Prevention of Hazards due to Specified Chemical Substances) through measures including the installation of local exhaust ventilation systems. The Company is also considering alternative substances that do not contain formaldehyde.

To prevent occupational illnesses, we are striving to promote specialized health examinations that effectively and accurately target certain employees designated as being at risk of such illnesses. The employees taking part in these examinations are thoroughly confirmed twice a year to avoid applicable employees being overlooked due to relocations or changes in work responsibilities. In addition, health examinations testing for specified chemicals are conducted with a wider scope of target chemicals and more stringently defined limits than those stipulated in legal requirements.

■ Health and Safety Education and Training

Enhancement of Occupational Health and Safety Education

The Yamaha Group is committed to the development of workplaces where everyone can feel safe and secure with no fear of occupational accidents. To this end, we are ramping up health and safety training through a Groupwide campaign advanced via coordination between labor and management. The Yamaha Group conducts health and safety education based on rank*3 to facilitate deeper understanding in relation to the importance of health and safety management and each individual's expected role with this regard.

We have also introduced training programs for secretariats and other core health and safety staff at overseas production sites. These programs are comprised of awareness, knowledge, and technical courses and are designed to foster the mindset required of leaders responsible for promoting occupational health and safety to cultivate individuals capable of guiding health and safety activities at their base or workplace.

* 3 In fiscal 2026, health and safety education was implemented for new recruits, mid-career hires, new managers, new Group company presidents, new instructors, new foremen, and instructor and foremen candidates (Yamaha Technology Training School and Yamaha Advanced Skill School).



Occupational health and safety education sessions at overseas bases

Safety Dojos

The Yamaha Group has set up safety dojos at domestic and overseas production bases. These educational facilities, which are designed to help heighten sensitivity toward danger, are used to hold danger experience workshops. Safety dojos contain apparatuses that allow employees to experience, in a safe environment, the dangers of becoming caught in machinery, set on fire, or electrocuted. The facilities are also used to introduce employees to safety provisions including safety devices, protective gear, and disaster preparedness items. The safety-related experiences provided by these facilities have been revised from the perspectives of all four elements of the accident mechanism: People, equipment, management, and workplace environment. We thereby refined danger experience apparatuses so that they better communicate the unsafe conditions and actions that can result in accidents. The goal of these efforts is to heighten the receptiveness of employees to danger and to allow employees to use what they learned at safety dojos to drive improvements at their workplaces. The Yamaha Group is in the process of setting up safety dojos for individual bases, and such facilities are currently in place at 10 bases in Japan and overseas.



Safety dojos at various bases

■ Establishment and Standardization of Rules

The Yamaha Group is working to eliminate gaps in occupational health and safety standards among Group companies by establishing Group standard rules, including Group Labour Safety and Health Policies & Rules, behavioral and equipment standards, and other safety guidelines, with the aim of improving the level of health and safety on a Groupwide basis, and translating these tools into multiple languages.

■ Prevention of Traffic Accidents

The Yamaha Group is promoting the improvement of traffic safety awareness based on its commitment to preventing traffic accidents by employees. In Japan, monthly danger prediction training sessions using actual accident case studies are conducted on an individual workplace level. In addition, new recruits take part in traffic safety training and undergo driving inspections with a driving school instructor onboard to instill in them the level of safety driving awareness expected of a responsible member of society when commuting or driving for business purposes. Overseas, Group companies conduct driver license and vehicle inspections, online trainings, and various other traffic safety initiatives.



Experience-oriented traffic safety courses (Headquarters)

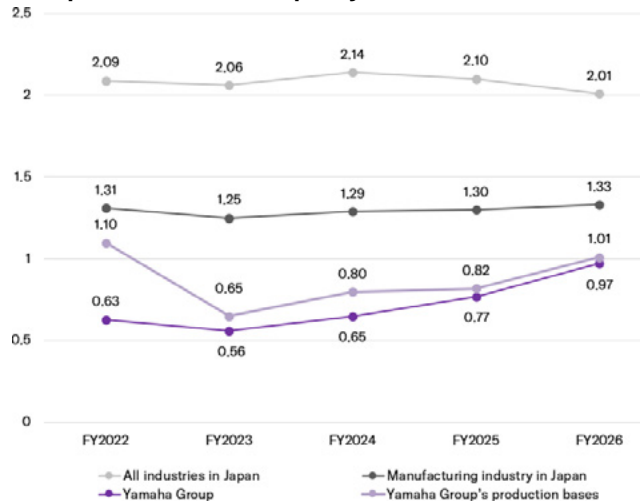
| Occupational Accident Statistics

In fiscal 2026, the number of occupational accidents at the Yamaha Group was 91 (of which 45 required time off from work), compared with the target of 50, and there were no fatalities among Yamaha Group employees or subcontractors working on the premises of Yamaha Group companies.

■ Details of occupational accidents

Breakdown of occupational accidents		Main accident timings
Number of accidents during operation of power tools	10	Preparation and work performed close to rotating machinery
Number of accidents due to human error	44	Transportation processes, handling of heavy objects
Number of accidents due to daily activities, etc.	37	Transversal of hallways and stairs

Occupational Accident Frequency Rate^{*4}



^{*4} Figures represent the frequency rate of occupational accidents resulting in lost time. Figures for the manufacturing industry are based on annual occupational accident surveys by the Ministry of Health, Labour and Welfare.

| Employee Health Promotion Initiatives

In accordance with the Yamaha Group Health Declaration that was issued by the President and Representative Executive Officer, the Yamaha Group operates under the belief that the health of its employees

and their families is linked to higher productivity and motivation and, consequently, to the energization of organizations. Yamaha's aim is to realize the well-being of people around the world. To achieve this, the Group conducts ongoing initiatives to enhance corporate value and contribute to a sustainable society through health management.

In 2024, Yamaha joined Kenko-keiei Alliance, a health and productivity management union that is comprised of companies and organizations united under a vision of energizing Japanese companies and realizing sustainable health insurance to contribute to employee health. In 2025, we also prepared a health and productivity management strategy map as part of our initiatives based on the health and productivity management approach expected of contemporary companies. Through such initiatives, Yamaha aims to enhance its health and productivity management practices and thereby accelerate measures for improving corporate value.

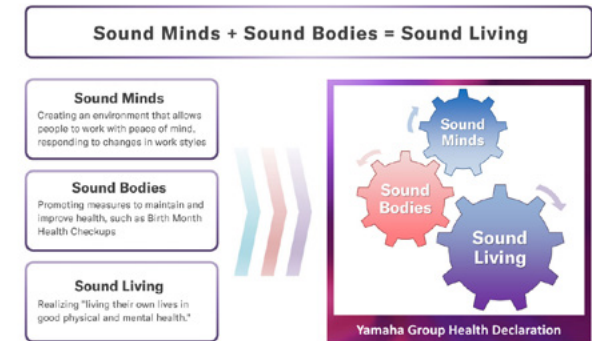
"Sound Minds + Sound Bodies = Sound Living"

- The health of our employees and their families is fundamental to allowing them to lead fulfilling lives and is of the utmost importance to Yamaha.
- Yamaha will actively support initiatives in aid of employee well-being, and will create safe, comfortable workplaces.
- Yamaha employees and their families should maintain an awareness of their physical and mental health, and take the initiative in acting to improve their wellness.

Atsushi Yamaura

President and Representative Executive Officer

April 2024



"Sound" also carries the meaning "healthy" and "unfaltering."



健康経営アライアンス

Kenko-keiei Alliance logo

■ Health Management Promotion System

The Yamaha Group has identified "Safety and Health" as a sustainability materiality topic (an important theme for advancing the fostering of a creative and ambitious organizational culture) and remains committed to continuously improving the safety and health of its employees. In promoting health management, the President and Representative Executive Officer serves as the officer responsible for overall promotion, with the Human Resources Division playing a central role under the Health and Safety Promotion Headquarters. Working in collaboration with industrial physicians, health insurance unions, and labor unions, the Group promotes effective occupational health and safety management and employee health management across the entire Group.

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Health management promotion system

■ Health and Productivity Management Strategy Map

At Yamaha Corporation, we believe that people are the driver behind value creation. This belief inspires us to promote, as a core management issue, the development of a workplace environment in which all employees are able to feel energized as they work in good physical and mental health. To better facilitate health and productivity management efforts for this purpose, we have formulated a health and productivity management strategy map as a codified visual representation of the relationship between health-related investments and management results.

Drawing on the concept of sound that is so important to Yamaha's business, the Yamaha Group Health Declaration ("Sound Minds + Sound Bodies = Sound Living") put into words our commitment to supporting Sound Minds (creating an environment that allows people to work with a sense of security and responding to changes in workstyles) and Sound Bodies (promoting measures to maintain and improve health) in order to encourage Sound Living (helping employees live their own lives in good physical and mental health). The declaration takes the form of a math equation to help each individual employee engaged in our global operations adopt their own image of what is meant by "Sound Living," and we also prepared a diagram consisting of three gears as a visual representation of this idea.

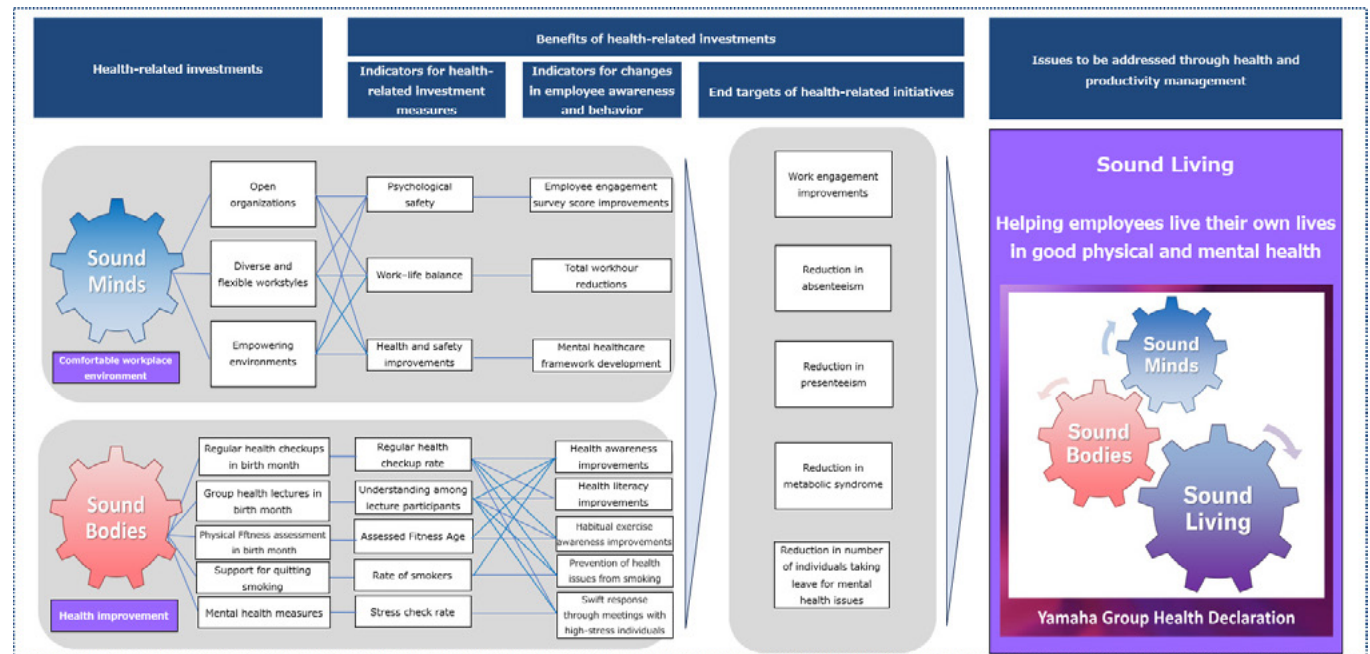
Yamaha's unique health and productivity management strategy map reflects these and other corporate visions. Yamaha is focusing its efforts on reducing presenteeism^{*5} and absenteeism^{*6} to realize the ideal of "helping employees live their own lives in good physical and

mental health."

^{*5} Employee productivity declines due to health issues without leading to absence from work.

^{*6} Employee absence from work due to health issues.

[ESG Data >](#)



Health and productivity management strategy map

■ Prevention and Reduction of Presenteeism

Early Detection of Health Issues Through Health Checkups

The Yamaha Group is working to identify health issues at an early stage by utilizing in-house health checkup facilities. In addition to diligently offering general health checkups, which are mandatory under Japanese law, domestic Group companies use health checkups as opportunities to try to prevent lifestyle- and work-related diseases based on the slogan of "regular health checkups are the start line, not the goal." Since 2003, in-house health

checkup facilities at headquarters have continued to perform regular health checkups of employees in the month of their birthday. On the morning of checkups, all employees undergoing checkups are provided with guidance based on the results of their checkups, other health guidance, and group health education. The speed of this feedback, as well as the group health education conducted based on a different theme each year, have contributed to an increased level of health awareness and understanding among employees.

Healthcare Guidance and Implementation of Work Category Decisions

The Yamaha Group implements thorough follow-up measures after reviewing regular health checkup results. Based on the belief that health guidance is an investment in the future health of employees, Yamaha began providing health guidance to all eligible employees in 2003 and has maintained a 100% implementation rate. In fiscal 2026, Yamaha Corporation and domestic Group companies had a 100% examination completion ratio, while an industrial physician made work category decisions*7 for 100% of cases for both Yamaha Corporation and the Yamaha Group. As well as continuing to aim for a regular health checkup rate of 100%, Yamaha is committed to addressing the need for early detection of health issues among employees and preventing them from becoming serious by implementing thorough follow-up measures.

Promotion of Flexible Workstyles

By implementing a flextime system and operating schemes that support flexible workstyles including telework, Yamaha is preventing declines in work performance due to physical and mental health issues, thereby helping to prevent and improve presenteeism.

*7 Work category decisions by industrial physicians are based on Article 66.4, 5 of the Industrial Safety and Health Act. In these decisions, the Company determines the work category for health checkups for eligible employees based on an industrial physician's opinion.



Prevention and Reduction of Absenteeism

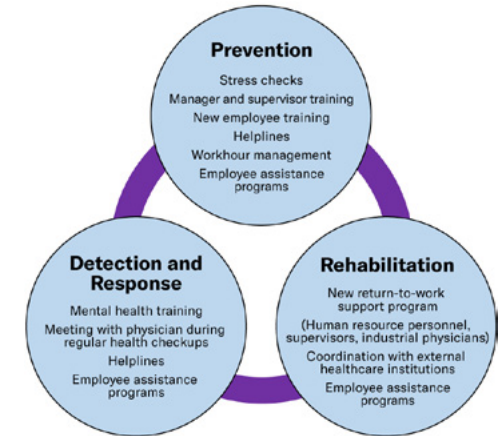
Mental Healthcare (From Prevention to Rehabilitation)

In order to protect the mental health of its workers, the Yamaha Group has embraced the three approaches toward prevention and the four forms of care based on the policies of the Ministry of Health, Labour and Welfare and is taking steps to prevent employees from suffering mental health issues and help those on leave for such issues smoothly return to work. We implemented a stress check system, a tool for preventing mental health issues, in the first year after such systems became mandatory. In fiscal 2026, 96.8% of employees underwent stress checks. We aim to prevent mental health issues by combining labor-management initiatives, such as curbing long working hours, with telework and other flexible workstyle systems. In terms of detection and response, Yamaha is working to thoroughly implement work category decisions and follow-up methods based on health checkup results as prevention for brain and cardiac diseases. There is also collaboration between industrial physicians and the Human Resources Division to detect mental health issues at an early stage and continuously follow up with employees. Meanwhile, Yamaha has achieved a rate of employees returning to work after their first time taking leave for mental health issues of more than 80% through its rehabilitation-oriented return-to-work support program. To further enhance this program, it was revamped in 2023 to create a new program that incorporates methodologies for more-detailed information sharing on the living conditions of people on leave for mental health issues and their desire to return to work. The new program also aims to improve return-to-work support and reduce instances of employees needing to go back on leave.

Support for Balancing Work and Medical Treatment

The Yamaha Group has developed and is expanding its support systems for balancing work and medical treatment. The Group is committed to flexible workstyles in line with individual circumstances and the creation of a workplace environment where employees can work with a sense of security over the long term.

[Promotion of Work-Life Balance >](#)



The Yamaha Group's Mental Health Measures

Enhancement of Work Engagement

The Yamaha Group is advancing the development of systems and workplace environments that directly improve job satisfaction and workplace comfort, based on the physical and mental health of each employee, so that they can proactively demonstrate their abilities.

[Improvement of Job Satisfaction and Workplace Comfort >](#)

Indicators and Results Associated with Health Management

Indicators associated with health management*8	Fiscal 2025	Fiscal 2026	Fiscal 2030 (Targets)
Presenteeism	16.8%	15.3%	15.0%
Absenteeism	1.51 days per person	1.97 days per person	1.50 days per person
Work engagement	65%	67%	Continuous improvement

*8 Figures for presenteeism and absenteeism are calculated for Yamaha Corporation, and figures for work engagement are for domestic and overseas Group companies.

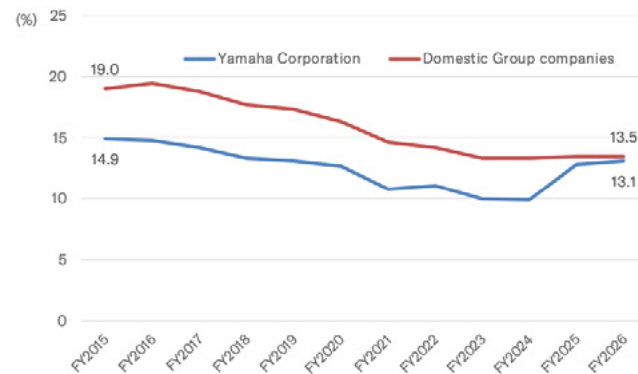
[ESG Data >](#)

■ Measures for Helping Employees Quit Smoking

The Yamaha Group views encouraging employees to quit smoking as a top priority for protecting the health of employees. We have continued to help employees quit smoking through advice offered during regular health checkups as well as individualized support for employees desiring such aid. Moreover, smoking has been completely prohibited on the premises of all domestic Group companies since April 2022. As a result of these initiatives, the percentage of smokers among all domestic Group employees was 13.5% in fiscal 2026. The Group will continue its ongoing efforts to reduce smoking rates and will promote Yamaha's anti-smoking slogan, "Smoke Free Yamaha," as it has before, through global campaigns conducted during such events as World No Tobacco Day.

[ESG Data >](#)

Ratio of Smokers among All Employees



The Yamaha Group's smoke-free slogan

■ Measures for Preventing the Spread of Infectious Diseases

Preventing the spread of infectious diseases that can have a significant social and economic impact, such as HIV and AIDS, tuberculosis, and malaria, is a global issue. Recognizing the importance of this issue, Yamaha Group production sites in Southeast Asia are practicing effective hygiene management in workplaces, cafeterias, and break spaces; regularly sterilizing company premises; and cleaning waterways while also taking environment-related steps to prevent the emergence of mosquitoes and other disease-carrying pests. In addition, notification of the infectious disease risks of the relevant areas is provided to employees going on overseas business trips as well as to employees stationed overseas and their families, and vaccinations recommended by the WHO, as well as additional vaccines based on current infectious disease conditions for the destination, are encouraged.

[Risk Management >](#)



Regular sterilization of outside factory equipment



Pest control activities for vegetation on company premises

■ Health Support for Employees Stationed Abroad

The Yamaha Group recognizes the importance of protecting the health of the more than 200 employees it positions overseas on a full-time basis. These employees are encouraged to undergo regular health checkups in the same manner as those in Japan. There are also regular opportunities arranged for sharing information between Human Resources Division members, local managers, and healthcare staff as part of efforts to strengthen

systems for providing comprehensive health management support. We are implementing support and other frameworks to ensure that employees stationed abroad are able to undergo checkups in an efficient manner should they choose to when returning to Japan on a temporary basis. Staff who are unable to return to Japan are provided access to online consultations with health staff along with other support. The rate of employees stationed overseas who underwent these checkups in fiscal 2026 was 100%.

■ Employee Health Support at Overseas Sites

At its overseas sites, the Yamaha Group implements initiatives to maintain and promote employee health in ways that are tailored to the conditions and needs of each country and region.

At its production facilities in Malaysia, the Yamaha Group runs a campaign to offer nutritionally balanced menu options in employee cafeterias, with the aim of improving employees' lifestyle habits and fostering greater health awareness through their everyday meals. At its production facilities in Indonesia, the Group continuously implements programs, including regular health checkups, health education and physical activity promotion in collaboration with local medical institutions, support for employees during pregnancy and childbirth, and initiatives focused on dietary improvement. Information on these initiatives is shared across sites, allowing each site to draw on and benefit from the experiences of others.



"Healthy Food, Healthy Body" campaign (Malaysia)

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Health checkups (Indonesia)



Health seminars hosted by doctors (Indonesia)

Measures for Ensuring the Safety of Employees Stationed/Traveling Overseas

The Yamaha Group believes that the safety of employees is paramount and is taking various steps to safeguard employees stationed or traveling overseas from the perspectives of accident and incident prevention and emergency response.

Information concerning dangers in each country and region is gathered from sources such as Japan's Ministry of Foreign Affairs, private security companies, employees stationed at overseas Group companies, and those who have returned from abroad. This information is then analyzed and distributed internally in the form of notifications and business trip regulations. Safety-related education is also provided to employees before being dispatched overseas, while their families also receive separate education programs. For those taking overseas business trips for the first time, an orientation is held that covers safety education, including basic knowledge and measures for handling emergencies while abroad. Furthermore, employees determined to be high risk based on health checkups are required to consult with an industrial physician before leaving for an overseas business trip and receive advice on the status of their health management.

Fiscal 2026 Training Activities

Content	Target	Number of sessions	Number of participants
Training prior to assignment overseas	Yamaha Group employees	10	34
	Employees' families	6	21
Overseas business trip orientation	Employees such as those going on an overseas business trip for the first time	7	125

External Recognition

■ Certification as White 500 Enterprise in Certified Health & Productivity Management Organizations Recognition Program

Yamaha Corporation was certified as a White 500^{*9} enterprise in the 2026 Certified Health & Productivity Management Organizations Recognition Program organized by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi. This honor is thought to be a reflection of the high evaluation of the Group's employee health management initiatives, such as providing regular health checkups (in the month of employees' birthdays) at in-house health checkup facilities; greatly reducing the rate of employees smoking through support for quitting smoking, which has been a long-term priority for the Group; and prohibiting smoking on the premises of all domestic Group companies.

^{*9}A joint program by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi launched in 2017 to recognize companies exhibiting excellence in practicing health and productivity management; the top 500 companies in the large enterprise category are certified as White 500 enterprises

[External Recognition >](#)



Promotion of Social Responsibility in the Value Chain

■ Promotion Framework and Initiatives

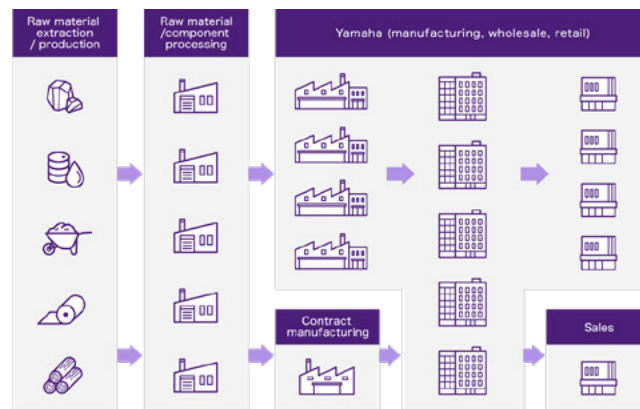
The Yamaha Group promotes sustainability throughout the entire value chain in areas such as product and service development, raw material procurement, manufacturing, selling, and recycling. The Working Group for Procurement and Working Group for Human Rights, DE&I, both of which are chaired by an executive officer, have been established under the Sustainability Committee, which is chaired by the President and Representative Executive Officer. These working groups are responsible for matters related to environmental, human rights, and other supply chain sustainability issues including the establishment of internal frameworks, measures, targets, and action plans; the promotion of initiatives through coordination with the relevant divisions; and the monitoring of these initiatives.

[Sustainability Management >](#)

| Promotion of Sustainability in the Supply Chain

■ Yamaha's Supply Chain

Yamaha produces and sells musical instruments, audio equipment, and a wide variety of other products and their components. These products are primarily manufactured and assembled by Yamaha Group companies with bases in Japan, China, Indonesia, Malaysia, and India, although we also employ the services of manufacturing contractors. The raw materials, components, and other items required to manufacture these products are procured from suppliers around the world.



Yamaha's Supply Chain

■ Location of Yamaha Production Sites and Major Products Manufactured

	Country				
	Japan	China	Indonesia	India	Malaysia
Products manufactured / Number of production subsidiaries	3	4	4	1	1
Pianos	●	●			
Digital musical instruments	●	●	●	●	
Wind, string, and percussion instruments	●	●	●		
Guitars	●	●	●	●	
AV	●	●	●		●
PA	●	●	●	●	●
ICT	●	●	●		●

As of March 31, 2026

[Operating Bases and Group Companies >](#)

■ Initiatives at Group Manufacturing Bases

The status of labor conditions, occupational health and safety, and environmental management at Yamaha Group companies that function as production sites is monitored by dedicated staff members from Yamaha Corporation based on Group regulations and standards. These staff members offer support for developing frameworks and advice for implementing improvements with regard to these matters.

[Decent Work Initiatives >](#)

[Employee Health and Safety >](#)

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

■ Initiatives Targeting Suppliers

The Yamaha Group has defined policies concerning the procurement of raw materials and components. Suppliers are selected according to

the standards set in the Yamaha Group Purchasing Philosophy as the Group seeks to practice procurement in a way that is responsible to the environment and society.

Moreover, Yamaha Corporation participates in the Procurement Committee of the Japan Electronics and Information Technology Industries Association as part of its efforts to promote sustainability in the supply chain through industry coordination.

Yamaha Policies Related to Procurement

[Yamaha Group Purchasing Philosophy \(including provisions for combating conflict minerals\) >](#)

[Yamaha Group Timber Procurement Policy >](#)

[Yamaha Group Green Procurement Policy >](#)

[Responsible Mineral Procurement >](#)

■ Requests for Compliance with the Yamaha Supplier CSR Code of Conduct

Suppliers are asked to adhere to the Yamaha Supplier CSR Code of Conduct, which contains items pertaining to labor, human rights, the environment, and other sustainability considerations. Adherence to the code may be stipulated in basic transaction contracts. If not, documents confirming the consent of suppliers to adhere to the code will be collected. Suppliers of raw materials and parts, goods and services for sale purchased by service and sales companies, and items used and consumed by the Yamaha Group are asked to comply with the stipulations of the Yamaha Supplier CSR Code of Conduct. Consent to adhere to the code has been received from approximately 4,500 suppliers.

In November 2025, the code was revised in response to increasing social demand for respect for human rights and environmental conservation. These revisions strengthened required items by specifying concrete measures that include those that prohibit paying of recruitment fees by workers, expanding the scope of responsible mineral procurement, and setting targets for reducing greenhouse gas emissions.

Specific Sustainability-Related Requests to Suppliers*

Category	Requests
Labor and human rights	No forced labor No child labor Appropriate working hours Fair wages and benefits No inhumane treatment Non-discrimination Guarantee of workers' rights (freedom of association, right to collective bargaining, etc.) Responsible Mineral Procurement
Occupational safety	Safety in the course of duties Accident prevention and emergency preparedness Prevention of occupational injuries and illnesses Management of physically demanding work Machine and equipment safety measures Healthy and safe facilities
Environmental conservation	Compliance with environmental regulations Climate change measures Resource saving and proper waste disposal Water management Conservation of biodiversity Management of chemical substances and prevention of pollution
Ethics	Prohibition of all forms of corruption and bribery Prohibition of anti-competitive behavior Prohibition of conflicts of interest Information disclosure Appropriate provision of product information, responsible advertising and marketing Early detection and prevention of fraud Protection of intellectual property Protection of personal information

* In addition to the above, suppliers of lumber are requested to procure sustainable timber resources.



Yamaha Supplier CSR Code of Conduct

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

■ Assessments of Suppliers

Suppliers are expected to adhere to the Yamaha Supplier CSR Code of Conduct. In addition, paper audits and on-site audits of suppliers of raw materials and components, among other suppliers, are conducted prior to commencing transactions with a new supplier and regularly thereafter. Under the medium-term management plan “Rebuild & Evolve,” Yamaha has adopted on-site supplier audits of 60 companies as a target.

In fiscal 2026, paper audits via self-assessment questionnaire (SAQs) were conducted of 59 suppliers with which transactions were commenced. In addition, a simultaneous supplier self-assessment of existing suppliers is administered every three years, and completed questionnaires from the latest survey had been received from 2,053 suppliers (a response rate of 90.9%). Roughly 36% of the suppliers subject to the self-assessment were located in Japan while 33% were in China, 11% were in Indonesia and 4.7% were Malaysia. Surveys were also conducted in countries and

regions including Singapore and India. Fiscal 2026 saw significant revisions to the SAQs to reflect updates to the code of conduct and to enhance risk identification capabilities by adding questions that specifically assess the status of initiatives. Yamaha confirms the SAQ responses submitted by each supplier and provides feedback on the evaluation results and recommendations. For suppliers identified as having items that require immediate action, Yamaha progressively follows up on corrective action plans and their implementation status. In fiscal 2025, reports were received of violations of the human rights of migrant workers at suppliers in Malaysia. In response to these reports, additional paper audits were conducted targeting 58 suppliers in Malaysia based on the high risk of human rights violations in this country. Corrective measures were requested of the 42 companies at which risks were identified.

We have also performed since December 2023 on-site audits at suppliers selected based on their location, transactions with the Company, and self-assessment results. To date, on-site audits by external experts have been conducted at 18 suppliers in Japan, 22 suppliers in China, nine suppliers in Indonesia, 10 suppliers in Malaysia, and one supplier in India. These suppliers were asked to respond to the guidance provided in these audits.

As for the companies that refuse to cooperate with audits or are not proactive in implementing corrective measures, we are assessing the risks associated with such suppliers based on disclosed information and their locations while reevaluating our business relationships with these suppliers.

Key Non-Conformance Issues Identified During Assessments

Paper Audits (SAQs)

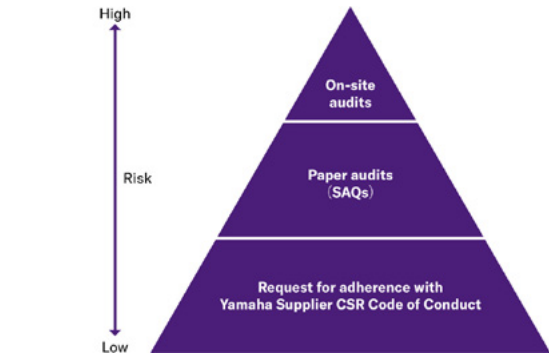
No health and safety training; employment contracts written in language other than employees' native language; payment of recruitment fees by workers; lack of confirmation of environmental regulations; lack of confirmation of occupational accidents involving subcontractors

Additional Paper Audits of Companies in Malaysia

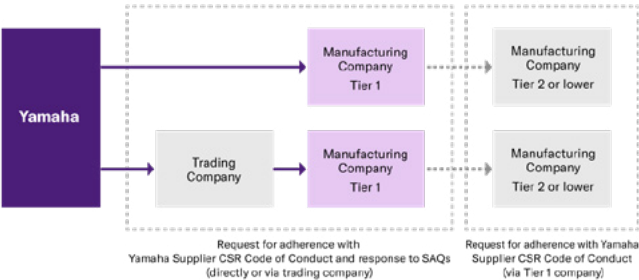
Retention of passports or other identification documents; insufficient space in dormitories; lack of explanation regarding pay deductions

On-Site Audits

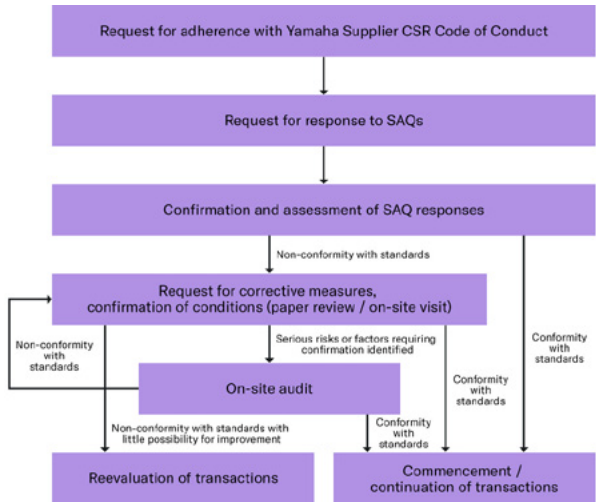
Retention of passports or other identification documents; expiration of business licenses; insufficient management of employment contracts, attendance records, or payment records; non-conformity with minimum wage or working hour regulations; lack of evacuation routes or disaster prevention equipment at dormitories or other facilities; inappropriate management of hazardous or chemical substances; insufficient grievance mechanisms



Management Based on Supplier Risk



Scope of Supplier Assessment Applicability (As of March 31, 2026)



Supplier Assessment Procedures

Survey forms (Yamaha Supplier CSR Self-Assessment Questionnaire)

■ Response to Claims and Reports of Human Rights Violations in the Supply Chain (Grievance System)

The Yamaha Group is proactive in its response to consultations and reports regarding human rights violations across the supply chain. For example, we joined the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) in October 2022 and are accepting claims filed through its Engagement and Remedy Platform. As of March 31, 2026, the Company had received four reports of human rights violations (two through the JaCER platform) and took measures in response to these reports. Going forward, we will continue accepting reports through this platform while promoting understanding regarding the platform.

Reports Received Regarding Human Rights Violations (As of March 31, 2026)

Timing	Report filer	Reporting venue	Country	Report details	Response measures
April 2024	Representative of the rights holders	JaCER	Malaysia	Human rights violations amounting to forced labor for migrant workers (payment of recruitment fees by workers, insufficient dormitory facilities, etc.)	Requests for corrective measures and remedy measures for victims submitted, fees paid by workers repaid, dormitory facilities improved, etc.
August 2024	Representative of the rights holders	JaCER	Malaysia	Human rights violations amounting to forced labor for migrant workers (payment of recruitment fees by workers, retention of passports, etc.)	Requests for corrective measures and remedy measures for victims submitted, repayment of fees paid by workers, passports returned
March 2025	Representative of the rights holders	Email	Malaysia	Serious occupational accidents at supplier and human rights violations amounting to forced labor for migrant workers (payment of recruitment fees by workers, retention of passports, etc.)	Provided compensation for occupational accidents, determined the cause, and confirmed that measures to prevent reoccurrence have been implemented. Fees paid by workers repaid, passports returned
March 2026	Representative of the rights holders	Email	Malaysia	Human rights violations by suppliers amounting to forced labor for migrant workers (payment of recruitment fees by workers, retention of passports, etc.)	Requests for corrective measures and remedy measures for victims submitted, repayment of fees paid by workers underway, passports returned

[Japan Center for Engagement and Remedy on Business and Human Rights \(JaCER\) >](#)
[JaCER Grievance Submission Form >](#)

■ Training and Education

The Company is committed to education and training programs to promote responsible procurement practices that take into account environmental and social impacts. The Yamaha Group promotes internal training on topics that include the Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators (the “Proper Transactions Act”), laws related to contracts, and various regulations related to trade and procured goods. In addition, the Group provides training on preventing and reducing the negative impact in the supply chain on human rights and the environment. In fiscal 2026, under the Procurement CSR Training program, 500 employees in procurement-related divisions across domestic and overseas Group companies completed e-learning courses, while 220 practitioners and other relevant employees attended seminars covering practical content. Briefings related to sustainable timber procurement, which include confirmations of timber legality, are held each year for employees involved in procurement of timber. In addition, e-learning modules on the theme of business and human rights were made available to employees via the Company’s intranet. More than 1,000 employees deepened their understanding of human rights and environmental risks across the supply chain, as well as trends in relevant laws and regulations.

Meanwhile, suppliers are requested to demonstrate environmental and social responsibility by adhering to the Yamaha Supplier CSR Code of Conduct and SAQs. In fiscal 2025, external instructors were invited to conduct workers’ human rights seminars for suppliers in Japan focused on the measures that can be taken in relation to business and human rights. Going forward, Yamaha plans to roll out other e-learning materials with specialist topics related to responsible procurement, including overseas suppliers.

| Responsible Raw Material Procurement

In the procurement of natural resources and other raw materials, it is important to practice responsible procurement out of

consideration of the potential impacts on the environment and society. The Yamaha Group is focused on themes that include green procurement and the sustainable procurement of timber, an important material for instruments and other products.

[Timber Resource Initiatives >](#)

[Eco-Friendly Design and Green Procurement >](#)

■ Responsible Mineral Procurement

The Yamaha Group works to procure minerals that play no part in the violation of human rights or environmental destruction. We respond to customer requests to conduct due diligence activities, and also ask suppliers to take similar steps based on the Yamaha Supplier CSR Code of Conduct.

Policies were revised in fiscal 2026 and the scope was expanded to cover additional minerals beyond tin, tantalum, tungsten, and gold. The Yamaha Group has been working together with suppliers to conduct surveys using the Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT) of the Responsible Minerals Initiative (RMI). The Group is currently aggregating and analyzing the results of these surveys.

| Communication with Business Partners

The Yamaha Group promotes communication with business partners and subcontractors. In Japan, we share information about management, production, and sales trends to suppliers that provide us with raw materials, parts, and equipment and to subcontractors that supply distribution, construction, and other services. We also work together with these partners to contribute to worker safety and environmental conservation while striving to foster an atmosphere in which it is easy to share thoughts through relationship-building activities. Furthermore, we confirm the status of compliance and CSR measures at the waste treatment subcontractors used by domestic production sites through site visits and other measures. We have also joined the Shizuoka Industrial Waste Association of Shizuoka Prefecture, where we

have production sites, as a waste producer. As a member of this organization, we engage in communication through exchanges of waste treatment information and support for facility tours and other events.

■ Partnership Declaration

Yamaha Corporation has announced its Partnership Declaration, which details its commitment to building harmonious partnerships with suppliers to heighten value across the supply chain. This declaration reflects our endorsement of the aims of the Cabinet Office’s committee for promoting the establishment of future-shaping partnerships.

This committee’s membership includes the chairman of Keidanren (Japan Business Federation), the chairman of the Japan Chamber of Commerce and Industry, the president of the Japanese Trade Union Confederation, and the heads of the Cabinet Office; the Ministry of Economy, Trade and Industry; the Ministry of Health, Labour and Welfare; the Ministry of Agriculture, Forestry and Fisheries; and the Ministry of Land, Infrastructure, Transport and Tourism.



[Partnership Declaration](#)

(registered on January 1, 2021) (in Japanese only) >

■ Socially Responsible Logistics

Endorsing the ideals of socially responsible logistics advocated by the Ministry of Land, Infrastructure, Transport and Tourism; the Ministry of Economy, Trade and Industry; and the Ministry of Agriculture, Forestry and Fisheries, Yamaha Corporation submits its Declaration of Voluntary Action for Realizing Sustainable Logistics. This declaration puts forth our policies for working with suppliers and logistics business operators to improve logistics activities in pursuit of higher productivity and reformed workstyles.

[Declaration of Voluntary Action for Realizing Sustainable Logistics \(in Japanese only\) >](#)

Safety and Quality of Products and Services

| Quality Assurance

■ Quality Management System

The Yamaha Group has formulated the Group Quality Management Policies & Rules to help it continue to provide satisfying customer experiences through products and services, and a plan-do-check-act (PDCA) cycle is implemented to drive improvements in product and service quality.

Under the oversight of the Board of Directors, the Quality Strategy Committee, which is chaired by an executive officer, has been established as an advisory body to the President and Representative Executive Officer. This committee discusses Groupwide quality policies and objectives as well as important quality-related measures and reports its findings to the President. Based on guidance from the President, business divisions and Group companies set their own targets based on Groupwide quality policies and objectives. The Quality Assurance Division of Yamaha Corporation conducts monitoring to confirm the degree

to which these targets are met and to perform quality audits, and reports on these matters to the Quality Strategy Committee.

In addition, we have established regulations stating that serious quality issues and their responses are to be managed in a concentrated manner by the head of the Quality Assurance Division of Yamaha Corporation in order to strengthen Groupwide quality assurance governance.

■ Quality Audits

Auditors of the Yamaha Corporation Quality Assurance Division conduct regular quality audits of business divisions and Group companies. Quality audits go beyond confirming the levels of compliance and effectiveness of quality management systems to inspect the safety, effectiveness, and labeling appropriateness of principal new products sold by the Yamaha Group (approximately 20 products a year). Audits are performed of divisions that handle products as well as divisions that provide services, such as those associated with our music schools and resorts, from the perspective of customer safety. The issues and best practices

identified through quality audits are shared with business divisions and Group companies to refine and improve the effectiveness of quality management systems and ultimately to heighten customer satisfaction.



Quality audit

At the same time, divisions that handle products issue instructions to and perform audits of the Group companies they oversee, both inside and outside Japan, in pursuit of higher product quality.

■ Quality Management System Certification

Certification has been acquired under the ISO 9001 standard in relation to the Yamaha Group's core businesses, including its musical instruments and audio equipment businesses. For automobile interior wood components, we have acquired certification under IATF 16949, an international standard developed specifically for the automotive industry.

As of March 31, 2026, quality management system certification had been acquired for 77.8% of the Group's operations (on an employee number basis).

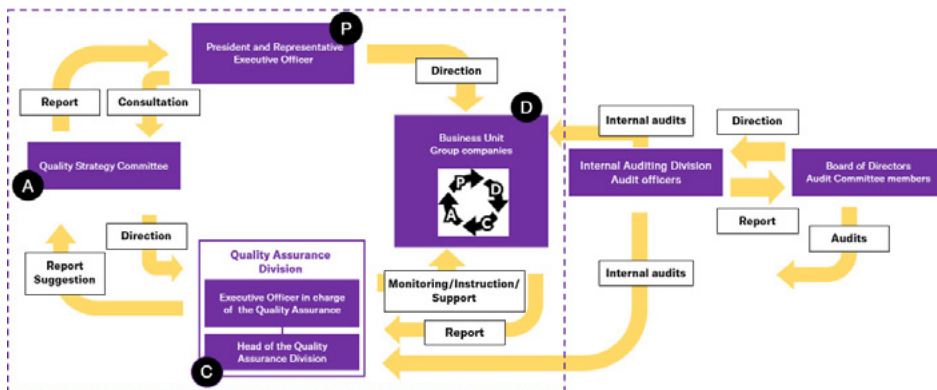
| Product and Service Safety

In order to protect the safety of customers, a top priority, the Yamaha Group endeavors to ensure and improve product and service safety through safety-conscious product design, product testing, compliance with relevant laws and regulations, and regular inspections of and improvements to the facilities and furnishing of music schools worldwide.

■ Safety-Conscious Product Design

The Yamaha Group practices safety-conscious product design, and its efforts include incorporating a product safety risk assessment process into design reviews at the development phase. Through the risk assessment process, we identify and project potential risks related to products and their use. We are thereby able to examine methods for the minimization or removal of these risks during the product design process.

To facilitate these efforts, we are entrenching the R-Map risk assessment method* as we move ahead with activities to further enhance the effectiveness of our risk assessments.



Quality management system

* The R-Map risk assessment method proposed by the Union of Japanese Scientists and Engineers entails mapping risks on a 6 x 5 matrix. This method is utilized for reducing risks during design processes and for evaluating product risks. The Ministry of Economy, Trade and Industry and the National Institute of Technology and Evaluation also evaluate risks using the R-Map method.

■ Product Reliability and Safety Evaluation

The Yamaha Group has constructed a testing building within the premises of its headquarters equipped with safeguards against fires and explosions for the purpose of ensuring the long-term reliability of products. The Group has also developed a diverse range of evaluation facilities, including specialized testing rooms for endurance tests, environmental tests, and mechanical stress, for the same purpose. Utilizing these facilities ensures that a full range of tests can be carried out in-house, including reliability assessments that simulate long-term use, environmental resistance assessments, and structural integrity assessments under external force.

Furthermore, by engaging in clarification of the deterioration mechanisms of components and materials, conducting research on life-expectancy prediction models, and integrating evaluation data and basic research, Yamaha is strengthening the technological foundation that ensures products can deliver stable performance over the long term. Through these initiatives, the Company is continuously advancing the enhancement of product quality, which is at the center of reliability.



Testing building



Researcher at work

■ Response to Regulations and Standards of Different Countries for Products and Services

The Yamaha Group monitors trends regarding regulations, formulates internal policies, and implements systems to guarantee full compliance with the regulations and standards of relevant countries pertaining to product quality and safety as well as environmental protection, cybersecurity, data protection, and software (including AI).

Internal standards are established and revised in reflection of regulatory expansions and revisions and the introduction of new voluntary standards. In addition, information is shared among overseas subsidiaries to facilitate swift and accurate response to changes in the regulatory environments of countries of operation while frameworks for managing regulatory information are reinforced.

In response to the recent global tightening of wireless regulations following the expansion of products equipped with wireless communication functions and regulations applying to electromagnetic compatibility and safety, Yamaha Corporation has installed wireless and electromagnetic wave measurement equipment and various other kinds of measurement, analysis, and evaluation equipment at its facilities. This equipment is used to evaluate compliance with regulations from the prototype stage.

Furthermore, cybersecurity has been increasing in importance in recent years and Yamaha is advancing the creation of an assessment framework with a view to achieving conformance with the regulations and guidelines of the target markets. By incorporating risk assessments and threat analysis processes into the design phase and clarifying and verifying security requirements, the Company is promoting efforts to ensure security throughout the entire product life cycle.

Yamaha has established its own Standards for Chemical Content in Products and has established and operates a management

system for chemical substances contained in products. These standards have been used to manage data across the supply chain during the initial design and development phases and are involved in facilitating legal compliance while reducing environmental impacts.



Anechoic chamber used for electromagnetic wave measurement

■ Immediate Action in the Event of Product Safety Issues

The Yamaha Group takes steps to prevent safety issues involving its products and services and has put in place a system to ensure that it places top priority on the safety of customers as a precaution for the unlikely event of a safety issue. When an employee becomes aware of a safety issue, they will quickly report it to the relevant division. The division that receives the report will immediately notify the quality assurance division for the respective business. Steps will then be taken to respond to the affected customers, notify the appropriate government authorities, and initiate measures aimed at preventing recurrence. Regarding serious issues that require swift judgment and action by top-level management, a report will be submitted to senior management and the head of the Quality Assurance Division of Yamaha Corporation shall assemble representatives from the relevant divisions from across the Company to conduct a response meeting as soon as possible.

| Product and Service Information Disclosure

The Yamaha Group conducts advertising and promotions that accurately convey the details of products and services to customers. At the same time, we strive to provide accurate information related to our products and services in accordance with laws and regulations. We have stated these principles in our Compliance Code of Conduct.

Furthermore, the Group provides and discloses safety information in a timely and appropriate manner to ensure that the products, services, and facilities it offers do not have an adverse impact on the lives, health, or assets of people.

[1-3 Proper Advertisement and Publicity and Accurate Presentation of Information >](#)

■ Appropriate Disclosure of Product and Service Information

To ensure appropriate disclosure of information on its products and services, labeling confirmation processes have been incorporated into quality management systems.

Instruction manuals, catalogs, websites, and other accessible mediums provide product and service specifications and other basic information as well as information on the use of these offerings in order to educate customers on safe and secure usage methods and to prevent accidents. In addition, we provide information about safe and secure usage of school instruments and equipment on our corporate website and in catalogs.

The Company has defined procedures and workflows for use in the unlikely event that a product defect or product or service-related accident occur, which include notifying the relevant authorities as legally required and promptly providing recall and other information necessary for ensuring customer safety in the appropriate manner. When such issues are deemed particularly serious or urgent, the Company will take the necessary steps to inform customers via the channels viewed as appropriate based on sales and usage trends. Such channels may include announcements via websites, press conferences, newspapers, specialized magazines, social media, direct mailings, and telephone calls.

Yamaha has recently recalled (exchanged with a free replacement)

the PA-300C AC adapter (produced between July 2010 and May 2012) due to melting, smoke, and fire risks. To keep customers informed, Yamaha will continue to provide updates on the matter through various channels.

[Notification of Free Replacement for PA-300C AC Adapter, Including Those Supplied with Applicable Products \(Risk of Melting, Smoke, and Fire\) \(in Japanese only\) >](#)

[Notification of Free Inspection Program and Component Replacement for Yamaha CLP-430, SCLP-430B, and CVP-601 Electric Pianos \(Risk of Smoke\) \(in Japanese only\) >](#)
[Safe Music Instrument Usage \(School Instruments and Equipment Catalog\) \(in Japanese only\) >](#)

Training and Education Related to Product and Service Quality and Safety Management

The Yamaha Group provides regular training for employees in relation to regulations and social expectations regarding the quality and safety of its products and services. In addition to general training programs for all employees, our training programs include rank-based training as well as specialized training for relevant personnel with the goal of increasing quality and safety awareness and management skills. We have also been encouraging each employee to be receptive of quality and safety by sharing information on actual customer input and quality improvement measures via an intranet site detailing lessons that can be learned from customer experiences and physical displays within development divisions.

Moreover, November has been designated as our annual quality awareness month, during which we arrange quality-related seminars, workplace team meetings, and various other activities aimed at raising employee awareness. In recent years, we have been implementing practical training and seminars based on Failure Studies, which has an established reputation for preventing quality defects and accidents before they occur. In

fiscal 2026, we arranged online seminars for all domestic Yamaha Group employees on Creativity Studies as part of our efforts to introduce the science of learning from failures. More than 300 individuals took part in these seminars, which were focused on applying the science of learning from failures and learning skills necessary for developing new ideas.

Training Programs Instituted in Fiscal 2026

Name	Number of sessions	Target (Category)	Details
Quality awareness month seminar	Once a year	All employees (general training)	Creativity studies
Practical training on Failure studies	Four times a year	Representatives from divisions electing to participate (general training)	Failure analysis methods (practical training with case studies)
Product safety risk assessment courses	Once a year	Product safety staff (specialized training)	Overview of R-Map and application methods
Basic data analysis courses	Once a year	Development staff, production engineers, and quality assurance staff (specialized training)	Basic data and statistical analysis techniques
Statistical Quality Control (SQC) course for production	Once a year	Production staff, production engineers, and quality assurance staff (specialized training)	Statistical quality management techniques (mainly utilized during production)
Compliance training	32 programs per year	Division compliance representatives (specialized training)	Awareness, knowledge, processes, and systems (e-learning)

| Product and Service-Related Legal Violations, etc.

■ Defects and Legal Violations Involving the Safety of Products and Services

In fiscal 2026, there was one new defect in relation to product safety.

A small number of units for Yamaha's Piano Bench No. 5 was discovered to contain sections that had not been properly secured with screws. In response, the Company issued a safety advisory through its website. Meanwhile, there were no legal violations resulting in punishment.

[Piano Bench No. 5: Important Safety Instructions and Safety Check Guidelines \(in Japanese only\) >](#)

■ Serious Quality Issues (Including Recalls)

From the perspectives of safety and product-related regulations, the Yamaha Group defines serious quality issues as those that can potentially or necessarily have serious or widespread impacts on customers or on society. Measures are implemented to minimize the impacts on customers and society from such issues.

In fiscal 2026, one serious product issue resulted in a recall (the previously mentioned missing screws in Piano Bench No. 5).

[Important Product-Related Notifications for Customers \(in Japanese only\) >](#)

Improvement of Customer Satisfaction

| Customer Experience Initiatives

Under the Yamaha Philosophy, the Yamaha Group tries to think from the customer's viewpoint, to consistently provide high-quality products and services that exceed the expectations of its customers, and to create excitement and cultural inspiration together with people around the world. Our commitment to

customers is defined in the element of "Customer Experience."

In their business activities, all Yamaha Group employees remain constantly aware of the fact that their daily work is connected to the principles expressed in "Customer Experience." In our quest to accommodate the diverse needs of customers, we are adopting universal design principles, proposing products and services that contribute to the resolution of social issues, and helping achieve sustainability through these efforts.

[1-1 Realization of Customer Satisfaction >](#)
[Yamaha Philosophy >](#)

| Customer Satisfaction Initiatives

■ Collection and Utilization of Customer Input (VOC Methodology)

The Yamaha Group adopts a voice of the customer (VOC) methodology in which customer input is gathered through questionnaires pertaining to musical instruments and audio products and is shared via the intranet. In addition, information on inquiries received from customers around the world via telephone or email at domestic and overseas sales companies is collected and regularly communicated to divisions involved in product planning and development.

We also use various customer contact points to administer customer satisfaction surveys to individuals centered on users of Yamaha products and services, and the results of these surveys are utilized to pursue improvements.

Since 2022, we have been administering global surveys aimed at users of Yamaha Group member services to measure our Net Promoter Score (NPS®).^{*1} We are using the survey results to guide improvements at domestic and overseas sales companies as well as each business division.

Ratings, messages, and other direct input from customers are

invaluable assets that allow us to determine whether or not we are successfully delivering the value we aspire to provide and whether or not this value is satisfying customers. Going forward, we will continue to take an open and earnest stance toward customer input so that this input can be used to drive improvements to help us craft even better customer experiences together with customers.

^{*1} NPS® is a registered trademark of Bain & Company, Inc.; Frederick Reichheld; and NICE Systems, Inc. NPS® is an indicator that quantifies customer loyalty based on the degree to which users would recommend a specific company, brand, or product.



Intranet site compiling customer input received through questionnaires

■ Mindset Building for Improving Customer Awareness

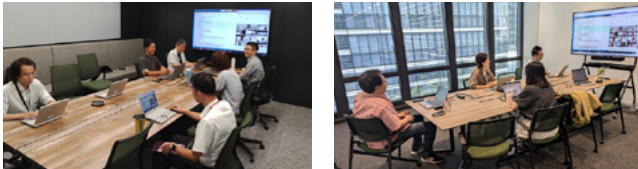
The Yamaha Group conducts unique training programs aimed at fostering interest and sensitivity toward customer experiences. Through these programs, we train around 3,000 Group employees a year. These programs see groups of employees thinking about what type of people use Yamaha Group products, the experiences they seek from our products, and how they actually feel when using these products on voice recordings of actual inquiries while interacting with the articles in question. Through the free

Human Rights | Promotion of Diversity, Equity, and Inclusion | Human Capital Development | Promotion of Work-Life Balance | Communication Between Labor and Management | Employee Health and Safety
 Promotion of Social Responsibility in the Value Chain | Safety and Quality of Products and Services | [Improvement of Customer Satisfaction](#) | Intellectual Property | Contribution to Regional Community Development

exchange of opinions, participants become aware of customer sentiments that they could not have imagined on their own and think about what Yamaha Group employees can accomplish if they unite in their quest to serve customers. In this manner, these training programs help foster a corporate culture of valuing customer experiences.

In addition, newsletters are issued to production staff working overseas to provide feedback from customers around the world with regard to the products manufactured in their respective regions. Furthermore, intranet sites offer examples of improvements made to products and input from customers with regard to those products. This information helps improve employees' sensitivity toward quality by making them aware of the discoveries their colleagues have made based on customer input and how they responded to this input.

Through these efforts, our aim is to foster a corporate culture that utilizes a customer-oriented approach and that is committed to earnest engagement with every customer.



Unique Yamaha Group training programs featuring both online and offline participation



Intranet site offering examples of customer input being used to improve products

Newsletter distributed to production staff in China

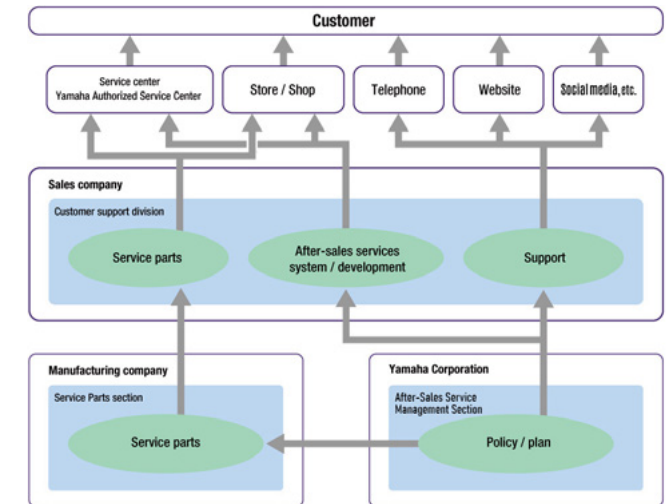
Customer Response and Support Improvement

Customer Response and Support System

The Yamaha Group has established an after-sales service structure for customers through which it is working to respond to customer inquiries and requests with integrity. At Yamaha Corporation, the After-Sales Service Management Division exists to formulate after-sales service policies regarding the entire Yamaha Group, monitor quality in customer responses and support, and promote improvements.

Sales companies have developed systems, including customer support divisions, through which they offer after-sales services. These divisions develop customer support systems that make use of telephones, websites, and social media in order to facilitate smooth responses to inquiries. Some of the divisions have developed after-sales systems by introducing customer management systems using cloud computing. Region-specific after-sales service networks are also developed that allow for swift and accurate consultation to be received through sales company service centers, Yamaha-authorized service centers, distributors, and contracted engineers. Furthermore, manufacturing companies with parts centers have established divisions for procuring and managing service parts to facilitate quick supply of such parts and effective inventory management. These divisions continuously contribute to smooth after-sales services.

[1-6 Offer of After-Sales Services and Response to Customer Inquiries >](#)
[Instrument Maintenance and Repair Service Systems >](#)



Customer support system (After-sales services)

After-Sales Service Management System

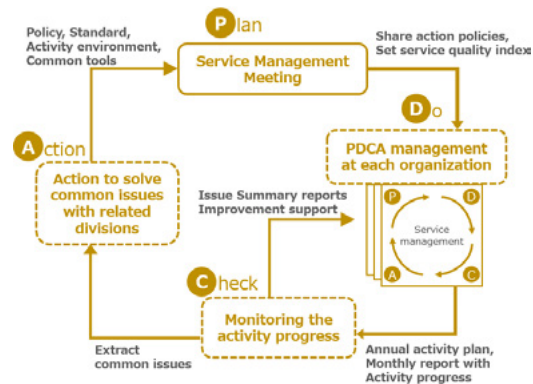
Based on its slogan of "ONE YAMAHA," the Yamaha Group has established the Group After-Sales Service Management Policies & Rules to guide the provision of global standard after-sales services to customers that are of a uniformly high level of quality and to shape its after-sales service management system. On an annual basis, Yamaha Corporation's After-Sales Service Management Division arranges international after-sales service management conferences for representatives of after-sales service divisions at Group companies and global technical service seminars for technical staff members.

The conferences are used as an opportunity to share Groupwide policies and discuss common issues, and participants take part in setting targets and formulating action plans pertaining to after-sales services. Group companies advance after-sales service activities based on these action plans while Yamaha Corporation's

Human Rights | Promotion of Diversity, Equity, and Inclusion | Human Capital Development | Promotion of Work-Life Balance | Communication Between Labor and Management | Employee Health and Safety
 Promotion of Social Responsibility in the Value Chain | Safety and Quality of Products and Services | [Improvement of Customer Satisfaction](#) | Intellectual Property | Contribution to Regional Community Development

After-Sales Service Management Division monitors and provides feedback on these activities in order to drive improvements in Groupwide after-sales service quality.

The global technical service seminars are held with the aim of improving maintenance skills and sharing information between domestic and overseas sales companies. In fiscal 2026, a total of 29 engineers from the after-sales service divisions at 19 sales companies worldwide participated in the seminars. Participants learned product maintenance methods and key skills through in-person hands-on sessions with actual equipment, and strengthened collaboration under the concept of “ONE YAMAHA” through group discussions on improvement tactics for the future and other activities.



After-sales service management system



International after-sales service management conference discussions



Global technical service seminar

Product and Service Enhancement

Music Education Business

The Yamaha Group desires to contribute to the realization of an enriched society in which people around the world are able to enjoy and share in the joy of music. This desire inspires us to develop a music education business on a global basis. The predecessor of Yamaha Music School was a music class that started in Tokyo in 1954. Since then, the Group has continued providing music education to help enrich the growth of children while establishing and developing the Yamaha Music Education System, a unique education method. To date, this method has been used to teach more than 5.5 million people in Japan. Our overseas music education forays began with the establishment of music schools in the United States in 1964. After this, we proceeded to expand our education programs into new markets, integrating local cultures and characteristics into these programs, and we have thus come to offer such programs in more than 40 overseas countries and regions today.

Based on its philosophy of “To foster the musical sensitivity that everyone is born with, to develop the ability to enjoy creating and playing the music of their own and ultimately share the joy of music with anyone,” the Yamaha Group provides services that meet the needs of all generations to make sure that people of all ages, ranging from small children to senior citizens, have the opportunity to enjoy music.



Comprehensive music school for children



Instrumental music lesson

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Countries with Yamaha Music Schools (As of March 2026)



■ Universal Design Initiatives

The Yamaha Group aims to create an environment in which all people can enjoy the pleasures of music, and we promote universal design to help realize a society that is both rich in communication and that allows people of diverse backgrounds to live comfortably and harmoniously. The Group is moving forward with initiatives that give employees such as product developers and designers a better understanding and greater awareness of universal design. We are also installing universal design principles into products in forms such as the voice readout functionality introduced into digital musical instruments.

In fiscal 2017, we began participating in the “Company UD Visiting Lectures” universal design program that is part of the efforts of

Hamamatsu City, Shizuoka Prefecture, to promote community development through universal design.

[Support for Fostering Future Generations >](#)

SoundUD Sound Universal Design Support System

Yamaha Corporation is developing and advocating its SoundUD collection of cloud technologies and platforms for supporting universal design in sound. The SoundUD Consortium, an organization in which Yamaha Corporation is serving as the secretariat, acts with the objective of helping create a sustainable society in which there are no concerns about language or hearing ability. Yamaha Corporation is promoting the creation

of innovation and new business models originating from Japan while helping facilitate the standardization and popularization of SoundUD technologies together with the more than 370 member companies and organizations (as of March 2026).

Omotenashi Guide is one example of services that utilize SoundUD technologies. This service is capable of providing multilingual text from audio information that includes announcements, interphone communications, and receivers and can be installed in facilities ranging from train stations and airports to commercial facilities, tourist spots, and sports stadiums. Furthermore, Omotenashi Guide can be used by senior citizens who may have difficulty hearing announcements, people with hearing impairments, and non-Japanese individuals who may not understand Japanese. This concept and the success of this service have earned praise from numerous institutions.

In fiscal 2026, this service was introduced to various transportation services and facilities for Expo 2025 Osaka, Kansai, Japan, 25th Summer Deaflympics Tokyo 2025, World Athletics Championships Tokyo 25, and other international events to provide information to a range of customers, including non-Japanese individuals who may not understand Japanese as well as individuals with hearing impairments.

[SoundUD Website \(in Japanese only\) >](#)



Certificates of appreciation from Expo 2025 (left) and Summer Deaflympics Tokyo 2025 (right)

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 Promotion of Social Responsibility in the Value Chain | Safety and Quality of Products and Services | [Improvement of Customer Satisfaction](#) | Intellectual Property | Contribution to Regional Community Development

Daredemo Piano (Auto-Accompanied Piano)

Developed jointly by the COI Site of Tokyo University of the Arts and Yamaha Corporation, the Daredemo Piano (Auto-Accompanied Piano) allows anyone to produce exquisite performances as they can play a melody (righthand part) with just one finger while being supported by automatic accompaniment (lefthand part) and pedal movement that is matched to the timing and pace of the melody. The Daredemo Piano was originally designed to fulfill the dream of a high school student with a disability affecting their hands and legs who sought to play Chopin's Nocturnes. Today, it has evolved into a system that makes it possible for anyone to have fun playing as they desire, regardless of their physical ability, skill level, or age, making the Daredemo Piano a tool for the enjoyment of all, including aspiring new piano players.

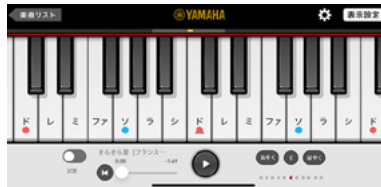
In March 2025, Yamaha unveiled the beta version of the Daredemo Piano app, which allows users to enjoy the latest Daredemo Piano functions at home using their digital piano or keyboard.*² Going forward, we will continue working to make the essence of the experience of playing the piano more accessible.

* 2 Digital pianos or keyboards must feature MIDI ports or Bluetooth compatibility

[Daredemo Piano App Website >](#)



Daredemo Piano



Daredemo Piano app (beta version)

■ Resolution of Social Issues with Sound Technologies Ideal Sound Environments for Remote Communication

Demand for remote meeting systems is on the rise for applications including remote meetings at offices, hybrid classes with both online and in-person participation, and remote communication when teleworking. Amid this rising demand, the Yamaha Group has been turning its attention toward office sound environment issues, leveraging its accumulated technical and product expertise to propose ideal office sound environments that allow for conversations and remote meetings to be carried out without fear of being overheard or concern for noise from the surrounding area.

One offering used for this purpose is ADECIA, a one-stop acoustics solution providing microphones and speakers that are optimized for the rooms in question, whether these rooms need to be used for remote meetings or classes. Our lineup of ADECIA products can flexibly accommodate various remote meeting environments as these environments grow more diverse based on applications. For example, the system can be customized based on the number of participants and seating layout to create an environment that can deliver the voices of all participants clearly to remote locations. In addition, we offer a lineup of speakers that can be selected based on the scale of the room to clearly broadcast the voices of people in remote locations to everyone in the room.

Yamaha has also been providing audio support for remote classes at schools by utilizing its web conference microphone speakers and other audio communication equipment. Specific undertakings on this front have included joint classes between different schools, special exchange classes between sister schools, and collaborative classes for isolated islands and underpopulated areas that lack specialized teachers.

[Remote Meeting Portal Site \(in Japanese only\) >](#)



ADECIA remote meeting sound solution



Office remote meeting system

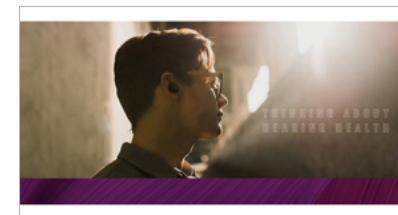
Headphones Equipped with Listening Care to Protect Users' Hearing

To ensure that music lovers can continue to enjoy music through quality sound, the Yamaha Group will continue to advance business and product development activities and offer advice on how to enjoy music while protecting hearing health.

As part of these efforts, Yamaha has equipped all its consumer wireless headphones with its proprietary Listening Care*³ technology for reducing the strain on listeners' ears. We have also constructed the Thinking about Hearing Health website (in Japanese only), which supplies information on how to enjoy listening to music and other audio while caring for one's hearing. Through these efforts, we hope to help ensure that people are able to continue to enjoy sound and music for as long as possible.

* 3 A proprietary Yamaha technology that allows for music to be enjoyed at lower volumes without losing any of the details by adjusting output in line with volume while maintaining the overall balance of low- and high-pitched sound

[Thinking about Hearing Health Website \(in Japanese only\) >](#)



Thinking about Hearing Health website

■ Solutions Utilizing Sound and New Technologies

Since successfully manufacturing its first piano in 1900, the Yamaha Group has been manufacturing sound-generating products and pursuing superior sounds through technological development focused on listening to sound, including research and development regarding sound fields and related control systems. We have also been proposing solutions utilizing technologies such as the sensor technologies cultivated through product development and delivering the content that the Group proposes in the current environment.

[Research and Development >](#)

[DISCOVER TRUE SOUND Website \(in Japanese only\) >](#)

SYNCRROOM Online Remote Ensemble Performance Service

SYNCRROOM is a service that allows users in up to six locations to connect via the internet to enjoy remote ensembles. This service uses a Yamaha proprietary technology to minimize the latency resulted from two-way transmission of audio data via the internet to allow for satisfying ensemble performances to be performed without any sense of irregularity despite members being in remote locations. We have continued to expand this service since it was introduced in Japan in 2020, even going as far as to launch SYNCRROOM in South Korea in 2023. Today, SYNCRROOM is helping users across Japan connect through sound to enjoy performances with colleagues separated by physical distance.

[Official SYNCRROOM Website >](#)



SYNCRROOM

Technology for Faithfully Preserving the Authentic Experience of Music and Other Cultural Assets

In 2017, Yamaha began conducting R&D and business development initiatives aimed at faithfully preserving the authentic experience of music and other cultural assets, such as concerts. Examples of our successes on this front include Real Sound Viewing, a system for automatically reproducing instrumental music performances in a physical space; Distance Viewing, a next-generation live viewing service that records the full impact of live performances by artists and faithfully reproduces a virtual replica of these performances on stages; and general purpose audio protocol (GPAP), which supports the two aforementioned technologies by recording and replaying audio, video, lighting control signal, stage effects, and other data in different file formats in a uniform audio data format. Such new services and technologies make it possible to preserve performances and reproduce that experience at a different time and place so that they can be viewed by those who wanted to see them but could not attend the original performance. These offerings are not only applicable to modern music; they are also a way to help preserve traditional music at risk of extinction to be enjoyed by future generations.

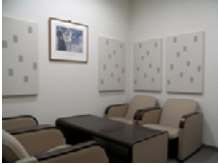


Distance Viewing next-generation live viewing service

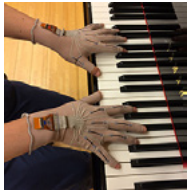
Human Rights | Promotion of Diversity, Equity, and Inclusion | Human Capital Development | Promotion of Work-Life Balance | Communication Between Labor and Management | Employee Health and Safety
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■ Example Products

Products for Creating Better Sound Environments

Products	Sustainability features	Related pictures
VSP-2 Speech Privacy System (in Japanese only)	Camouflages conversation with an “information masking sound” synthesized from human speech	
Acoustic Conditioning Panel (in Japanese only)	Alters reverberations in rooms and provides clear and comfortable acoustic environments	 Conference room built using acoustic conditioning panels
Avitecs soundproof room (in Japanese only)	Easily realizes a reverberant and soundproof space	
CS series video collaboration system (in Japanese only)	Comfortable remote meetings made possible even in noisy spaces	
YH-L700A headphones (in Japanese only)	Features Listening Care, Advanced Active Noise Cancelling for removing interference while faithfully replaying music, and Listening Optimizer for automatically optimizing playback in real time based on listeners' ear shape and usage conditions	

Sensor Technology Application Proposals

Products	Sustainability features	Related pictures
Thin-film strain sensors	Monitors human motion in real time by mounting sensors on body supports or training wear	 Sensors in use
Hydrogen leak detector	Features high-speed response and high sensitivity over a wide, dynamic range and supports various forms and leakage volume	

Sound Technology Application Proposals

Products	Sustainability features	Related pictures
SilentBrass (in Japanese only)	Makes practicing and performing possible anywhere at any time	
TransAcoustic piano (in Japanese only)	Enables volume adjustments to be made just like an electric piano	
In-vehicle communication module for automotive emergencies	Enables automatic notification during emergencies and hands-free calling	-

| External Recognition

■ Manual for MONTAGE M Music Synthesizer Awarded Highest Honor, Manual of the Year, in Japan Manual Awards 2025

The manual for the MONTAGE M music synthesizer received the highest honor, Manual of the Year, in Japan Manual Awards 2025 (held by the Japan Technical Communicators Association) as part of efforts that contribute to customer understanding and enhanced performance experience. This is Japan's only award for manuals and marks the first time the Yamaha Group has won. This award highly praised Yamaha for the way it reexamined the role of the manual and meticulously implemented changes to enable users to operate and play the synthesizer exactly as they wished, which contributed to improved customer satisfaction. Through continuous customer analysis and restructuring of the manual to best suit its target users, Yamaha has created a manual that is easy to follow, progressing in stages from an outline of the product to detailed explanations.

Furthermore, the manuals for four other products received excellence awards and honorable mentions, and the Yamaha Group's customer-focused approach to manual creation has been well received.

■ No. 1 Domestic Share for Routers for Small and Home Offices for 21 Consecutive Years

In the figures for shares of the domestic network equipment market for 2024 announced by International Data Corporation Japan in June 2025, Yamaha held the No. 1 share in routers for small and home offices, which are also used for the small satellite offices of companies of all sizes as well as in stores. We have maintained the No. 1 share in this market segment for 21 consecutive years.

In 2025, the Yamaha Group celebrated 30 years since entering the network equipment market in 1995. Yamaha has continued

to expand its lineup of switches, wireless LAN access points, unified threat management appliances, and other products with a focus on corporate-use routers. These efforts, coupled with our ongoing development of products that match customer needs and expectations, have prompted customers ranging from individuals to companies to use our products. In addition, we offer support by supplying an extensive range of information on our corporate website and by pursuing improvements with regard to our customer consultation centers. Yamaha also makes efforts to enhance communication with customers through the Yamaha Network Engineer Association, a social media service that allows for exchanges of information between engineers.

■ First Place in the Network Device Category of Nikkei Computer Partner Satisfaction Survey 2026 for Fourth Consecutive Year

Yamaha Corporation won first place in the network device category of Nikkei Computer Partner Satisfaction Survey 2026 of Nikkei Business Publications, Inc. This is our fourth consecutive year receiving this honor.

The survey evaluates satisfaction levels in relation to hardware manufacturers and software vendors, specifically system integrators, consulting firms, and other partner companies, in nine product and service categories. Yamaha was able to claim first place based on an overall strong evaluation in all five categories, with particularly high scores in relation to products, price competitiveness, technical support and information provision, and delivery schedule responsiveness.

■ First Place for Second Consecutive Year in the Network Device Category of Nikkei Computer Customer Satisfaction Survey 2025-2026

Yamaha Corporation won first place in the network device category of Nikkei Computer Customer Satisfaction Survey 2025-2026 of Nikkei Business Publications.

The survey reflects the satisfaction ratings of chief information officers, information systems division leaders, and others involved in network product and service introduction with regard to IT vendors in 20 corporate IT product and service categories. Our receipt of this honor was a result of the high evaluation of performance and features, reliability, operational efficiency, and support for our products.

Intellectual Property

| Intellectual Property Initiatives

The Yamaha Group views intellectual property as one of its key intangible assets, and believes that proper protection and use of the intellectual property belonging to both the Group and other parties is essential for accelerating innovation and inspiring creativity and also making social development faster and healthier. Based on this belief, the Group has proceeded to protect its business through the appropriate acquisition and utilization of intellectual property rights. We have also been fostering a culture of respecting the intellectual property rights of others and developing an organization that is built on this respect.

The Yamaha Group has established the Group Intellectual Property Policies & Rules to define its basic policies for the management of intellectual property. These policies guide our efforts to appropriately acquire, protect, and utilize important intellectual property created during the course of our business activities, such as those pertaining to new technological concepts, designs, products, or services. At the same time, we respect the intellectual property rights of others as set out by the Compliance Code of Conduct, and ensure that when using such rights we obtain them through legitimate means and procedures.

Through the efficient and effective management of intellectual

property, we strive to maximize the earnings generated by our intellectual property. Meanwhile, we are exhaustive in our efforts to minimize risks associated with intellectual property rights in order to improve the economic viability of management while ensuring social responsibility.

[6-3 Respect for Intellectual Property Rights >](#)

Promotion System and Intellectual Property Strategies

Yamaha Corporation continuously reinforces the alignment between business and technology strategies with intellectual property strategies through dialogue and collaboration with business divisions, and is comprehensively advancing the acquisition and use of rights, reduction of risks, and protection and enhancement of brand value.

Furthermore, the Yamaha Group is developing a Groupwide intellectual property management system to steadily realize these strategies. Intellectual property managers have been appointed at each Group company to ensure the proper management and utilization of intellectual property. Additionally, the Intellectual Property Division at Yamaha Corporation supports the appropriate implementation of Groupwide intellectual property management, such as through regular monitoring of Group companies and reporting to the Board of Directors.

Intellectual Property Management

■ Patents

The Yamaha Group actively utilizes patent data to provide greater insights to members of management and business divisions, thereby improving the quality of technology and development strategies based on medium- to long-term business prospects while promoting value creation in line with these strategies.

In particular, the Yamaha Group strives to achieve both efficiency and high-quality analysis in patent and other research and analysis activities by advancing intellectual property analysis that utilizes AI tools and other methods. At the same time, the Group is advancing an approach to ambidextrous management from an intellectual property perspective, such as building a patent network that contributes to strengthening product competitiveness in key fields (adding dimensions to intellectual property) and researching potential applications of patented technology in new business fields (researching intellectual properties). The Group also endeavors to further enhance intellectual property risk management, including patent clearance.

In addition, the Yamaha Group conducts analysis and revisions of rights held both in Japan and overseas from perspectives including the current state of utilization and future business possibilities in an effort to advance the creation of evaluation standards to improve the effectiveness of its intellectual property investments.

Through these initiatives, the Yamaha Group is working to improve the value of intellectual property by making rational decisions on the role of intellectual property management, and contributing to the development of unique Yamaha products and to the establishment of a competitive advantage.

The total number of patents and utility models for practical use held by the Yamaha Group in Japan as of March 31, 2026, was 1,692. The total number held overseas, principally in the United States, Europe, and China, was 2,252 on March 31, 2026, making a global total of 3,944.

■ Designs

The Yamaha Group views designs as an important element of product differentiation and branding. As such, the Group is promoting the appropriate protection of products and other assets by acquiring and utilizing design rights while striving to strengthen the Yamaha brand

and its business and product brands. As part of these efforts, led by Yamaha Corporation, the Group has been advancing the acquisition of design rights in countries and regions where there are many victims of counterfeiting and exercising design rights in a timely and appropriate manner in coordination with local Group companies and other parties.

As of March 31, 2026, we held 1,409 design rights, with 469 in Japan and 940 overseas.

■ Trademarks (Brands)

Yamaha's logo has been an important intellectual property, and a symbol of our trust and responsibility toward customers and society, since the establishment of the Company. The Yamaha Group has implemented rules governing brand display methods and is working to maintain and improve brand value through appropriate use based on management standards related to Yamaha brands and under the guidance of the Brand Strategy Committee, a Companywide brand management organization chaired by the President and Representative Executive Officer

Furthermore, the Yamaha Group has trademarked its brand in almost every part of the world and conducts preliminary surveys and acquires rights via the appropriate methods for the names of its products, services, and technologies.

As of March 31, 2026, the Yamaha Group held 2,182 trademarks in Japan and 7,629 trademarks overseas, which combined make for a global total of 9,811 trademarks.

■ Copyrights

In addition to patents, designs, and trademarks, the Yamaha Group has produced a large number of copyrighted works in the sound, music, and other fields. Copyrights used in digital musical instruments are a particularly important form of intellectual property that increases added value to products and services, and the Group manages and utilizes these rights, taking legal action when necessary.

Furthermore, as copyrights for creation, analysis, and manner of usage expand due to advancing digital technology such as generative AI, the Yamaha Group places importance on appropriate and trustworthy business activities based on trends in Japanese and overseas rules and guidelines. To address such changes to the business environment, the Group has developed Guidelines for Handling Copyrights that demonstrate the procedures for copyright usage and approaches to clearance, making continuous revisions, including points related to topics such as AI development, learning, and model use. Meanwhile, thorough steps are taken to ensure the proper use of copyrighted works by improving intellectual property literacy at all Group companies via methods that include Group education and training programs and provision of related information.

■ Use of Intellectual Property and Counterfeit Product Countermeasures

The Yamaha Group regards intellectual property as key intangible assets of its businesses and promotes its wide-ranging use, including through licensing and other means, from the perspective of enhancing the value of products and services and supporting business development.

Accordingly, to protect brands and market integrity, Yamaha is implementing ongoing countermeasures for combating unauthorized usage of Group intellectual property and counterfeit products in order to eliminate the disadvantage for consumers while ensuring their safety and maintaining their trust in the Yamaha brand.

In June 2025, Yamaha announced that the first-instance judgment has been upheld on appeal, finalizing penalties for businesses that contributed to the manufacture, sales, and distribution of counterfeit Yamaha PA analog mixers (such as the MG16XU). Additionally, the Yamaha Group is monitoring the online distribution of counterfeit goods that has expanded in recent years, taking swift action to address such violations of its intellectual property rights via coordination with relevant authorities and local Group companies.

| Education and Training

The Yamaha Group conducts employee education and training programs to promote the appropriate use and management of intellectual property.

In addition to holding annual copyright seminars for employees whose duties involve musical works and other copyrighted materials, the Yamaha Group provides targeted training as necessary for divisions such as development and marketing, tailored to each unit's responsibilities on topics including intellectual property strategy, patents, and copyright, with the aim of improving employee literacy on intellectual property. Furthermore, regulations and reward systems are in place with regard to the rights (patents, designs, etc.) to new inventions produced as part of work. The Group also holds educational sessions for employees to ensure they are able to appropriately use intellectual property held by the Group or other parties, striving to instill awareness of respect for intellectual property.

| External Recognition

In fiscal 2026, Yamaha Corporation received an invention award in the 2025 National Invention Awards program sponsored by the Japan Institute of Invention and Innovation for inventions related to its AFC (active field control) Enhance sound field support system. This invention was developed to meet the needs of users who want optimal control of reverberation for each location they perform in through technologies that control reverberation in a space using audio equipment. AFC Enhance has been used in a total of more than 200 facilities around the world, and is contributing to the invigoration of the audio equipment industry by driving the introduction of numerous new amplifiers and speakers.

The Yamaha Group protects and utilizes the results of such research and development as intellectual property rights while also promoting the filing patent applications for Yamaha technologies that lead to the growth of existing business.

Contribution to Regional Community Development

| Responsibility to Local Communities

The Yamaha Group recognizes that it has certain responsibilities as a member of society. We therefore engage in various activities to popularize music culture, promote youth development, and support social welfare while communicating with local communities with the aim of contributing to the development of society as a good corporate citizen. To support these activities, the Working Group for Social and Cultural Contributions, which is chaired by an operating officer, has been established under the Sustainability Committee, a body chaired by the President and Representative Executive Officer. This working group is tasked with discussing directives for promoting music culture, coexistence with communities, and social and cultural contributions, as well as with monitoring activities and their results at business sites around the world.

The Yamaha Group engages in ongoing communication with the communities that are home to its business sites to foster good relationships with these communities.

■ Communication Activities Conducted at Business Sites

- Regular information exchange sessions with neighborhood councils
 - Factory tours, hands-on workplace experience programs, and workplace tours
 - Signing of memorandums to open up facilities to the public during disasters
 - Support for local events and celebrations (lending of facilities, parking lots, etc.)
 - Cooperation with and participation in community activities (safety patrols, cleanup activities, disaster drills, etc.)
 - Donation of items gathered through charity bazaars and donation campaigns to local organizations
 - [Donation of food from disaster stockpiles to food banks](#)
- [4-3 Harmonization with Society >](#)

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Information exchange session at local neighborhood council meeting



Regional cleanup effort



Donation of food from disaster stockpiles to a food bank

■ Public Opening of Facilities and Factories

The Yamaha Group opens some of its facilities and factories to the public with the goal of facilitating understanding with regard to the history of the Group's products and services and letting people experience the appeal of musical instruments and music.

One such facility is Innovation Road. This corporate museum allows visitors to learn about products and services from the Company's founding until today and the Company's vision for the future via audio, visual, and hands-on exhibits. Meanwhile, at the Kakegawa Factory, a domestic piano manufacturing site, visitors see how we use modern techniques and some traditional, more than 100-year-old manufacturing processes in the making of grand pianos.

At these facilities and factories, we accommodate a plethora of visitors on an annual basis, including local elementary school students on field trips, business organizations, and professional and amateur musicians.

[Corporate Museum >](#)

[Piano Factory Tour \(in Japanese only\) >](#)

■ Contributions to Communities Through Yamaha Ladies Open Katsuragi

Every year, Yamaha Corporation and Yamaha Motor Co., Ltd., jointly host the Yamaha Ladies Open Katsuragi women's golf tournament at the Katsuragi Golf Club located in Fukuroi City, Shizuoka Prefecture. This event is made possible thanks to the diligent efforts of community members and volunteers (an aggregate total of 1,432 individuals in 2026) and with support from local government agencies. Moreover, the Company has donated Yamaha PAS electrically power assisted bicycles to the Shizuoka prefectural government and the five municipalities (Hamamatsu City, Iwata City, Fukuroi City, Kakegawa City, and Mori Town) that have continued to support the event. These bicycles are a token of our appreciation for this support and an expression of our desire to further strengthen these ties.

We take steps to manage the event in an eco-friendly manner through means such as sorting garbage and encouraging visitors to use public transportation.

[Yamaha Ladies Open Katsuragi \(in Japanese only\) >](#)



Tournament winner Sayaka Takahashi together with volunteer staff members

| Regional Contribution Activities Through Music

The Yamaha Group aims to make contributions to communities to help their invigoration and promote the popularization of music by planning and holding music events in various regions around the world. In addition to proposing ways of enjoying music to a wide range of music and instrument lovers, we are also advancing music popularization and support activities

that are rooted in the communities where we position business sites. For example, Yamaha Corporation is a proponent of the Hamamatsu City government's efforts to create a city with music at its core. The Company supports and sponsors the Hamamatsu International Piano Competition and other competitions, helps arrange the annual Hamamatsu Jazz Week event as a joint sponsor with Hamamatsu City, and organizes Promenade Concert performances by the Yamaha Symphonic Band, a band comprised of Yamaha Group employees. Through such proactive participation in community events, we are contributing to the development of music culture.

[Hamamatsu Jazz Week \(in Japanese only\) >](#)

[Yamaha Symphonic Band >](#)



Yamaha Jazz Festival



Promenade Concert in front of Hamamatsu Station

| School Music Education Support

■ School Project—Empowering the Future Through New Music Education

Yamaha began promoting the School Project in 2015 with a focus on emerging countries to help children gain the skills needed to live well in the future by learning music and musical instruments. Through the School Project, we are supporting the development of new music education approaches in countries where music education is still evolving. Instead of rolling out Yamaha's own program, we aim to design music classes optimized for each country or region. Working with local ministries of education, efforts toward this end are advanced through a phased approach

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that includes the organization of pilot classes, training of instructors, support for curriculum building, and provision of teaching materials and instruments. To date, we have advanced the School Project in 10 countries (Malaysia, Indonesia, Vietnam, the Philippines, India, Brazil, Colombia, Mexico, the United Arab Emirates, and Egypt) and thereby provided music education opportunities to 5.04 million children.

In fiscal 2026, Yamaha implemented activities, including observations of music education in Japan and the ASEAN region by the Philippines Department of Education (DepEd), as part of EDU-Port Japan Supported Projects selected by the Ministry of Education, Culture, Sports, Science and Technology of Japan and based on public-private coordination with the Japan International Cooperation Agency (JICA). As a result of such collaboration between relevant institutions, Yamaha has signed a Memorandum of Agreement (MOA) at the Philippine national government level. Going forward, Yamaha will contribute to improving the quality of education through collaboration with various institutions.

*EDU-Port Japan is operated through public-private coordination among Japanese entities with the aim of introducing Japanese-style education, which is garnering attention around the world, into other countries. Entities involved in the operation of this platform include relevant government ministries, JICA, the Japan External Trade Organization, municipal government agencies, educational institutions, private companies, and NPOs. To date, Yamaha's projects in six countries (Vietnam, India, Brazil, Egypt, Colombia, and Kenya) have been selected to receive support through the EDU-Port Japan platform.

[School Project >](#)



Music class in Colombia



Music class in the Philippines



Signing ceremony for MOA with the Philippines DepEd



We support the Sustainable Development Goals



Community Building with Music—Activities to Create Opportunities for People to Connect Through Music

The Yamaha Group is promoting “Community Building with Music,” an initiative to create opportunities for people to connect through music. By “creating opportunities to experience the joy of making music together,” “supporting the establishment of music communities for playing together,” and “supporting the self-sustaining growth of music communities,” the Group aims to create an environment for even more people to enjoy musical performances for a long time with other music lovers. Under the “Rebuild & Evolve” medium-term management plan, the Groupwide implementation target has been set as 12,000 times.

■ LovePiano Street Piano Events—Making People More Familiar with Pianos

Yamaha Music Japan Co., Ltd., has been conducting LovePiano activities that involve providing casual performance spaces based on the concept of feeling more familiar with pianos and enjoying them more. Centered on the theme of LovePiano, these activities include placing colorfully painted pianos in open spaces such as train stations, airports, and commercial facilities, where they can be played by anyone, to allow a wide range of people to form a connection with the piano. To date, such pianos have been placed in more than 200 locations across Japan, providing casual opportunities to play and creating spaces for forging connections with people through the piano and the surrounding excitement.

In 2022, Yamaha began expanding the scope of its LovePiano activities to include Asia and other overseas regions.

Furthermore, in fiscal 2026 the Yamaha Group implemented Street Piano: EXPO 2025—Uniting the EXPO in Harmony at Expo 2025 Osaka, Kansai, Japan, which involved installing a street piano on



[Empowering the Future through New Music Education \(Japanese video with English subtitles\) >](#)

the Expo site, featuring designs inspired by the mascot character MYAKU-MYAKU.

[Global LovePiano >](#)



LovePiano site at JR Sapporo Station (Sapporo City, Hokkaido Prefecture, photograph provided by The Mainichi Newspapers Co., Ltd.)



LovePiano site at SakaeChika (Nagoya City, Aichi Prefecture)



Street piano whose design included the Expo 2025 mascot character MYAKU-MYAKU

anniversary year by joining together in a large ensemble performance of music that is connected to Kawasaki City.

Brass Jamboree is an event in which anyone can freely participate, regardless of their skill level. The large ensemble performance, in which all participants come together with a shared sense of purpose, offers a valuable opportunity to experience the joy and excitement of playing a musical instrument. Furthermore, the organization of events by local government authorities can generate a vibrant atmosphere through participation by local residents, which in turn attracts more visitors from both inside and outside the prefecture, revitalizing the local economy, raising the profile of the area, and boosting civic pride. By providing opportunities for such performances, the Yamaha Group is expanding activities for creating connections through music that bring vibrancy to each municipality.



Brass Jamboree in Kawasaki to celebrate the city's 100th anniversary

■ Class Band Project

Yamaha Music Europe GmbH has been rolling out the Class Band project since 2018, introducing wind band activities into public schools across Spain. While Spain's specialist music education is recognized as being of a high standard globally, music classes in public schools have traditionally centered on music appreciation, leaving the majority of children with no experience playing a musical instrument.

The project's aim is to give children the opportunity to handle instruments, play music, and experience the joy of making music together with their peers, bringing the pleasure of music closer to

their everyday lives. The project's key feature is that every student begins on an instrument they have never played before, learning together as an entire class from the very first lesson. To ensure that students can enjoy playing together from day one, an extensive repertoire of pieces has been prepared with arrangements that can be performed as an ensemble with just a few notes. The children are also allowed to choose their own instrument, respecting their individual curiosity and interests.

By bringing a fresh perspective to music education in Spain, Yamaha Music Europe aims to help more children discover the joy and pleasure of playing music together, thereby contributing to the expansion of the music-playing population and the advancement of musical culture.



Children enjoying playing music



■ Oto-Machi—Community Development Through Music

Yamaha Music Japan Co., Ltd., is advancing the Oto-Machi Project for Creating Community Development Through Music. The Oto-Machi Project aims to revitalize communities and create shared value for companies and society by harnessing “the power of music to connect people.” To help address the issues faced by municipalities, communities, and companies and create the energized communities that form sustainable community foundations, the Yamaha Group proposes and supports citizen participatory projects, events, and programs that use music as a tool for community development. Through the Oto-Machi Project, we promote new forms of social contribution activities by offering

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focused support for the early stages of community development and creating new opportunities and places that allow for ongoing activities open to free participation by community members.

[Oto-Machi—Community Development Through Music \(in Japanese only\) >](#)



Tokyu Harvest Club Harmony Salon



Music promotion event in cooperation with Fukui Prefecture

■ Basic Audio Technology Seminars at Churches

In Brazil, audio systems are commonly utilized in churches, which are central to local communities. Meanwhile, a major challenge is that many of these systems are operated by volunteers and they often have limited opportunities to systematically acquire audio knowledge and skills. Under such circumstances, Yamaha Musical do Brasil Ltda. (YMDB) is collaborating with local dealers to hold free audio seminars for church sound operators. By supporting practical skill acquisition, the Yamaha Group aims to promote the effective utilization of audio systems in churches, build relationships of trust with church staff, and foster a deeper understanding of the value of sound and music.

Moreover, the Yamaha Group aims to enable churches to experience the effectiveness of Yamaha audio systems through these initiatives.



Basic audio technology seminar for church volunteer sound operators



Basic audio technology seminar at Church Tech Expo

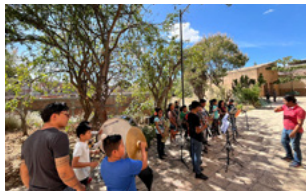
Support for Community Development Through Music Popularization

The Yamaha Group contributes to the healthy development of youths and to the advancement of music education through activities to bring music and musical instruments to local communities, efforts to popularize music, and the provision of music-related spaces and opportunities.

■ Support Activities Through the AMIGO Project

In many countries in Central and South America, crime and poverty as well as social inequality are serious social problems. In order to enable the children in such environments to grow up in a healthy manner, rather than leaning toward crime, delinquency, or violence, music education activities are provided free of charge as a country policy. These activities have led to the formation of regional youth orchestras and band groups. Endorsing such activities, the Yamaha Group has long offered support for activities that draw participation by large numbers of children.

Yamaha works to spread knowledge regarding instrument maintenance to help children learn how to maintain instruments on their own. In addition, we hold technician seminars to foster technicians that can repair instruments and offer other forms of support to aid in the development of an environment in which children can more easily continue to play music. This project is currently active in nine Latin American countries (Mexico, El Salvador, Honduras, Costa Rica, Panama, the Dominican Republic, Colombia, Peru, and Brazil).



Youth development orchestra and band organization (Mexico)



Technician seminar

■ Donation of Musical Instruments to Schools for the Children of Migrant Farmers and Senior Education Facilities

Yamaha Music & Electronics (China) Co., Ltd. (YMEC), together with four manufacturing subsidiaries and major sales agents in China, has been donating instruments to schools for the children of migrant farmers and senior education facilities across China since fiscal 2013. These donations are a show of YMEC's gratitude for local communities and for the growth of its business in China.

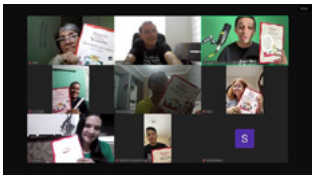
YMEC continues to make such donations with the goal of giving children the opportunity to experience music and learn the wonders of instruments and thereby helping them to develop artistic sensitivity. In addition, digital keyboards are donated to senior education facilities as a way to support senior citizens. By increasing opportunities to engage with music and musical instruments, YMEC aims to help senior citizens live more enriched lives after retirement.



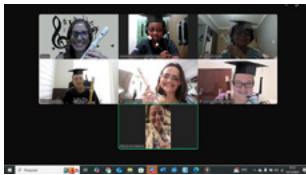
Instruments donated to a senior education facility

■ Recorder Music Popularization Seminar by Sopro Novo

Yamaha Musical do Brasil Ltda. (YMDB) is advancing its Sopro Novo (New Breath) activities through which it holds recorder music popularization seminars for music teachers throughout Brazil. These seminars entail music instruction lessons that comprehensively provide instruments, textbooks, and teaching methods. Starting with how to read music and ending, ultimately, with ensemble performances, seminar members learn music performance techniques so that they can begin giving music instruction to beginners after completing the lessons. In Brazilian schools, there is no regular music education in the compulsory curriculum. For this reason, the cultivation of music instructors plays an important role in granting children their first opportunity to learn music. Since the start of these activities in 2005, Sopro Novo seminars have been held over 1,600 times in 189 cities and have trained more than 5,000 instructors. The number of children taught by those instructors has surpassed 680,000. In 2017, we established the NPO Fundação Sopro Novo Yamaha. At this time, we began to lobby the government to adopt direct music education and started expanding the scope of recorder lessons to provide music teacher training and music education instruction in public schools.



Online recorder lessons



| Support for Fostering Future Generations

■ Support for Young and Aspiring Musicians

The Yamaha Group contributes to the spread and development of music culture at various music contests and workshops both in Japan and overseas, including piano contests held across the world. The Group not only provides musical instruments to those pursuing a

high artistic standard but also assists with the running of the events.

Additionally, the Yamaha Group has set up scholarship systems in different regions of the world to support young and aspiring musicians. The Group also teams up with music education institutions to offer ongoing support through the provision of curriculum and seminars for instructors. Yamaha further maintains dedicated service facilities for piano professionals in major cities around the world, providing meticulous support to help pianists achieve their finest performances, while placing great importance on dialogue with artists and incorporating the insights gained from these interactions into the instrument-making process. In January 2026, Yamaha Music Europe opened Yamaha Artist Services Europe Paris, a dedicated service facility for piano professionals.

■ Support for the Education of Children

As part of our local contribution activities, the Yamaha Group accepts requests from local educational institutions in parts of the world where it has business sites and opens its workplaces to allow junior high and high school students to experience hands-on learning. We also offer internships, corporate interviews, and tours of our factories and help educational facilities prepare exhibits. Through these efforts, we aim to help the young people who will shape the future to feel optimism and hope toward society and to encourage them to pursue their goals.

The Yamaha Group cooperates with the “Company UD Visiting Lectures” universal design education program promoted by Hamamatsu City. Through this program, we dispatch employees to perform classes on Yamaha’s universal design initiatives at elementary and junior high schools.



Universal design lecture at school on Yamaha’s musical instruments and services

■ Baseball Clinics for Youth Teams Provided by the Yamaha Baseball Club

The Yamaha Baseball Club holds baseball clinics for local youth baseball teams in western and central Shizuoka Prefecture, where Yamaha’s headquarters is located, as part of its efforts to contribute to the community and the development of young people in the area through sports. At these clinics, members of the Yamaha Baseball Club provide instructions and examples to teach young baseball players basic techniques. The clinics help nurture the dreams and support the physical and mental development of young people. Furthermore, former members of the Yamaha Baseball Club hold baseball health examinations for children during the clinics. As part of the exams, sports medicine doctors examine children and give them advice to help prevent injuries and accidents.



Baseball lesson



Baseball health examination

■ Smart Education System—Yamaha’s Digital Music Education Solution Utilizing ICT

The Smart Education System (SES) is a digital music education solution that utilizes information and communication technology (ICT) in the educational setting of schools. Capitalizing on the skills related to music it has developed over the course of many years, as well as its knowledge about music education, Yamaha Corporation developed this digital music education solution through repeated trial classes conducted with the help of elementary and junior high schools across Japan.

Primarily aimed at elementary and junior high school students, these materials were designed with a specific focus on sparking

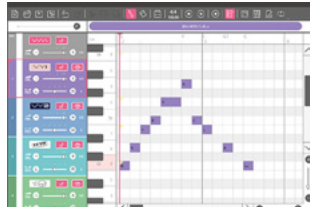
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children's curiosity while taking advantage of the characteristics of digital materials to support music education with both auditory and visual elements. As students can share their discoveries while pointing at the actual SES screen, this system encourages communication while fostering students' imaginative and theoretical skills and spurring self-driven, deep-dive learning. Moreover, SES is not simply a collection of teaching materials, but rather includes content packages covering how to lead classes following course curriculum guidelines, cautionary tips to keep in mind when teaching, and videos on foundational knowledge needed for performance. These packages have been designed to allow teachers to teach easily and effectively.

[Smart Education System \(in Japanese only\) >](#)



Digital materials for Melodica Class



VOCALOID for Education II

| Social Contribution Activities

■ Promotion of Employee Volunteer Activities

The Yamaha Group promotes employee participation in volunteer activities. In addition to establishing various programs, such as special leave for volunteering, the Group introduces opportunities for volunteer activities that directly connect Group employees with society and use the unique skills, experience, and expertise regarding sound and music they have fostered within the Group.

For example, a volunteer information intranet site was set up in 2023 to share the experiences of employees who have volunteered and provide information on volunteer activities organized by Yamaha. In this manner, we seek to encourage volunteer activities by employees.



Castanet making workshop, which supports children making their own castanets



■ Voluntary Philanthropic Activities by Employees

Yamaha Corporation of America offers the Yamaha Cares employee voluntary philanthropic activity program. Yamaha Cares is aimed at contributing to the regions in which employees live and work by donations, collecting contributions, providing Yamaha products, and conducting other initiatives. One such activity is a donation drive benefiting a children's hospital researching the treatment of Type 1 juvenile diabetes. Every year, employees participate in the Southern California Half Marathon and solicit contributions, which have exceeded U.S.\$110,000 in total. Yamaha Cares continues to support the hospital, which is one of the few institutions researching the treatment of juvenile diabetes.

Major Yamaha Cares Activities

- Fundraising efforts for a children's hospital
- Donations, including donations of Yamaha products, to after-school programs (run by United Sound, Inc.) providing musical performance experiences to children with development disorders
- Participation in Making Strides Walk, an activity supported by the American Cancer Society

[United Sound website >](#)

[American Cancer Society website >](#)

[Making Strides Walk website >](#)



Employees raising funds through half marathon to be donated to Children's Hospital of Orange County



Fundraising activities and Yamaha product donations to various organizations



■ Donation of Food from Disaster Stockpiles to Food Banks

Food banks are organizations that supply food items, free of charge, to organizations or people who need them. The food items supplied are received through donations from companies and individuals of food that is safe to eat but would otherwise be discarded due to reasons such as expiration dates or non-conformance with quality standards. Supporting the aims of these activities, Yamaha Group business sites donate food from their disaster stockpiles to food banks before these items are due to be replaced in order to provide aid to disadvantaged people and combat environmental issues by preventing food waste.

■ Initiatives to Support Areas Impacted by Natural Disasters

The Yamaha Group implements initiatives for supporting the recovery of areas impacted by natural disasters in Japan and overseas.

Furthermore, we offer support for the recovery of areas impacted by disasters through special repair and other services for Yamaha products damaged by disasters available to customers impacted by disasters in regions applicable under the Disaster Relief Act.