

Sustainability KPIs and Targets of the Make Waves 2.0 Medium-Term Management Plan (April 2022–March 2025)

Category	Material issues	Major initiatives	Activities, KPIs, and targets	Progress	
Environment	Response to climate change	Reduction of CO ₂ emissions from business sites (Scope 1 + Scope 2)	<ol style="list-style-type: none"> 1. Reduce CO₂ emissions by 5% (in comparison to fiscal 2018) through energy conservation (primarily air conditioners, compressors, and dust collectors) 2. Increase rate of renewable energy use by 10% through solar power generation equipment and renewable energy purchasing 3. Maintain inclusion on CDP Climate Change A List 	<ol style="list-style-type: none"> 1. Promoted energy conservation measures, including installation of electricity monitoring systems, and achieved 6.1% reduction, surpassing target of reduction of 5% 2. Commenced operation of large-scale solar power generation facilities (Kakegawa), expanded use of renewable energy (Tenryu and India), and achieved rate of renewable energy use of 21.5%, exceeding target of 10% 3. Included on CDP Climate Change A List in 2023 and 2024 	
		Reduction of CO ₂ emissions from procurement, logistics, and product use (Scope 3)	<ol style="list-style-type: none"> 1. Develop system for sharing reduction targets with suppliers and aggregating reductions 2. Improve logistics packing efficiency by 5% through downsizing and container packing measures; form contracts with companies promoting eco-friendly logistics 3. Design energy-saving products targeting improvement of efficiency of amplifier audio products, proposal of solutions for tracking and reducing network equipment electricity use and transmission traffic, reduction of in-vehicle audio equipment electricity use and speaker weight, and certification of 10 Eco-Products (energy saving) a year 	<ol style="list-style-type: none"> 1. Expanded scope of suppliers for which CO₂ emissions reduction figures are included in figures for Yamaha 2. Improved logistics packing efficiency by 5% and defined environmental initiative criteria for use in screening logistics companies 3. Advanced initiatives aimed at incorporating high-efficiency amps into products, increased number of network equipment models equipped with real-time electricity consumption display functions, started shipments of mass-produced energy-efficient automotive audio amps, completed verification of reduced-weight speaker sets for mass production, and revised Eco-Products certification system to introduce frameworks for assessing energy-saving and other environmental impact reduction provisions during product planning phase 	
		Contributions through products and services	<ol style="list-style-type: none"> 1. Expand sales of lithium-ion battery leak testers for ensuring safety among shift toward EVs 	<ol style="list-style-type: none"> 1. Moved forward with development and proposal to manufacturers of lithium-ion battery leak testers in pursuit of order growth 	
	Sustainable use of timber	Sustainable sourcing and utilization of timber	<ol style="list-style-type: none"> 1. Practice extensive timber due diligence; achieve rate of 100% of timber purchases judged as low risks 2. Alter designs to use timber compliant with in-house standards and certified timber standards to expand use of such timber and increase rate of sustainable timber use to 75% 3. Preserve scarce timber resources by developing alternatives (including changing tree species) 	<ol style="list-style-type: none"> 1. Achieved 98.6% rate of timber at low risk 2. Formulated propriety standards for sustainably sourced timber and achieved ratio of sustainably sourced timber of 69.5% (56.0% being certified timber) 3. Applied for patent for techniques for recycling natural African blackwood materials 	
		Promotion of forest cultivation	<ol style="list-style-type: none"> 1. Cultivate and preserve three scarce tree species necessary for musical instrument production; expand target areas in Tanzania (African blackwood); advance activities based on the comprehensive cooperation agreement with Hokkaido Prefecture (Sakhalin spruce); and start basic studies in India (Indian rosewood) 	<ol style="list-style-type: none"> 1. Planted aggregate total of 27,000 African blackwood trees across 13.5 ha area in four villages in Tanzania, continued joint research with universities and research institutions on growth and physical traits of Sakhalin spruce plantation timber in Hokkaido, prepared for production of musical instruments using Sakhalin spruce timber, and formulated Indian rosewood preservation plan together with local partners and reached basic agreement with relevant institutions 	
	Resource savings, reduction of waste and hazardous substances	Resource savings and improved resource recycling of products and packaging	<p>Develop foundations for avoiding new inputs of scarce resources and curbing volume of product waste</p> <ol style="list-style-type: none"> 1. Establish 3R design standards and apply to newly developed models (weight reduction, product size reduction, application of renewable or recycled materials, promotion of long-term use, simplification of waste sorting and disposal) 2. Eliminate unnecessary packaging, transition to renewable or recycled materials (elimination of plastic packaging used for newly-launching small products) 3. Formulate and implement Companywide policies for addressing cross-Company resource recycling issue <ul style="list-style-type: none"> •Extend product lifespans through upgrades and durability improvement (pianos, professional audio equipment, etc.) •Expand reused products in Japan and launch reuse trials overseas •Select partners and complete recycling feasibility studies 4. Effectively utilize unused materials 5. Reduce office-use paper and digitize catalogs and other promotional materials 	<ol style="list-style-type: none"> 1. Prepared guidelines and standards for resource circulation design (packaging related) and product reuse (for sales initiatives) 2. Expanded scope of products to reducing Styrofoam packaging to include non-compact products and began replacing certain plastic bags with packaging made from recycled materials, but did not replace packaging for which replacement is difficult due to technical or other factors (procurement feasibility and performance evaluations underway in relation to alternative materials) 3. Advanced resource circulation initiatives <ul style="list-style-type: none"> • Expanded scope of countries in which piano upgrade services are offered • Expanded musical instrument trade-in and rental services (Japan) • Broadened musical instrument subscription service trials (U.K.) • Surveyed recycling-related companies 4. Launched digital piano concept model using keyboard made from unutilized African blackwood materials and exhibited Diversity Clarinet and Upcycling Guitar made by capitalizing on value of unutilized materials 5. Conducted trial of paperless methods for tracking non-current assets 	
		Contributions through products and services	<ol style="list-style-type: none"> 1. Grow ultrasound scanner business for preventing faulty food and medicine packaging and battery laminating 	<ol style="list-style-type: none"> 1. Sold ultrasonic testing devices for food and pharmaceutical packaging applications 	
		Reduction of hazardous chemical substances (VOCs, etc.)	<ol style="list-style-type: none"> 1. Complete development of basic technologies for water-based coatings for plastics and metals 2. Complete development of basic technologies for alternatives to polyester piano coatings 3. Develop new production methods for eliminating use of oil and volatile organic compounds in automotive interior products 	<ol style="list-style-type: none"> 1. Began transitioning to water-based coatings for plastics (Suzhou) 2. Revised policy regarding the development of alternative coatings to polyester for pianos to focus on the development of a new coating system 3. Established basic conditions for eco-friendly manufacturing processes 	
	Society	Contribution to an equal society and comfortable lives	Consideration for universal design and accessibility	<ol style="list-style-type: none"> 1. Develop <i>Daredemo Piano</i> (The Auto-Accompanied Piano) that can be enjoyed by anyone, including senior citizens and people with disabilities 2. Install voice readout and voice command functions in digital musical instruments and apps (Smart Pianist , etc.) 	<ol style="list-style-type: none"> 1. Arranged JOYFUL PIANO performance of Beethoven's Symphony No. 9 played by pianists with disabilities accompanied by an orchestra and choir and released beta version of the Daredemo Piano app 2. Introduced English and Chinese voice guidance functions for certain digital musical instrument models and prepared to expand scope of applicability
			Remote communication	<ol style="list-style-type: none"> 1. Realize high-quality, natural remote communication (companies, schools, etc.) 2. Contribute to comfortable and immersive remote performances and remote lessons 	<ol style="list-style-type: none"> 1. Commenced full-fledged proposal of solutions to customers focusing on both acoustics and remote communication 2. Provided remote Disklavier lessons for linking aspiring pianists to music universities (62 participants at 12 lessons); developed general purpose audio protocol (GPAP), the world's first system for recording and replaying audio, video, lighting control signal, and other data in different file formats in a uniform audio data format; improved ability to reproduce drum performances; and achieved capacity to reproduce electric guitar and electric bass performances
Mental and physical safety and health		<ol style="list-style-type: none"> 1. Install <i>Listening Care</i> function for reducing burden on ears by delivering high-quality sound at low volumes into all new headphones and earphones 2. Deploy acoustics adjustment functions in in-vehicle audio systems (prevent accidents) 3. Reduce traffic accident damages through increased sound quality for emergency communication system (e-Call) 4. Prevent dementia, create motivating activities, and improve quality of life for senior citizens through music 	<ol style="list-style-type: none"> 1. Installed Listening Care function into all wireless headphones and earphones sold to consumers 2. Completed development of acoustics adjustment algorithm for in-vehicle audio systems 3. Increased adoption of emergency reporting system (e-Call) 4. Participated in activities related to art communication co-creation base for promoting social harmony developed through coordination between 39 institutions centered on Tokyo University of the Arts 		
Respect for human rights in the value chain		Increase the level of supplier human rights due diligence	<ol style="list-style-type: none"> 1. Conduct on-site audits of suppliers (60 companies) 2. Perform due diligence activities based on management standards defined for all purchased articles 3. Introduce grievance mechanisms for addressing human rights violations across the supply chain (new target) 	<ol style="list-style-type: none"> 1. Conducted on-site audits of 60 suppliers (five countries) 2. Continued to request and monitor improvements at certain suppliers among approximately 2,000 suppliers of manufacturing supplies subject to prior simultaneous paper audit and expanded scope of requests to adhere to code of conduct and complete paper audits 3. Joined the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) and began accepting claims filed through its Engagement and Remedy Platform to accommodate reports and consultations regarding human rights violations across the supply chain 	

Culture	Spread and development of music culture	Products, services and activities that contribute to the promotion and development of music culture	<ol style="list-style-type: none"> 1. Broaden projects for building communities through music (<i>Oto-Machi Project</i> , 10 new projects over three-year period) 2. Expand piano exhibition activities (<i>LovePiano</i>) for trial playing to make the instrument more accessible to the public (40 activities a year in Japan, three activities a year overseas) 3. Preserve musical instruments and music culture using Real Sound Viewing and AI 4. Provide digital musical instruments and content capable of reproducing local musical expressions (cultivation of content creators and development of production tools) 5. Enhance Smart Pianist digital musical instrument functions and develop functions for automatic accompaniment and difficulty adjustment using AI 6. Conduct campaigns for reviving band activities (provide opportunities for joint performances and content) 7. Provide services for supporting improvement of guitar skills 8. Maximize inspiration via promotion of TRUE SOUND (sponsor event and hold hands-on exhibitions) 9. Cultivate instructors and engineers necessary for developing music culture 10. Explore demand among senior citizens through coordination with educational institutions for senior citizens 11. Expand She's Got The Groove event for female musical instrument performers to Asia-Pacific region sales companies (15 companies) 	<ol style="list-style-type: none"> 1. Held total of 17 new events including Oto-Machi Project in Fukui Prefecture, event at Ishikawa Ongakudo, and Brass Jamboree events in Oyama, Kyoto, and Kawasaki 2. Carried out 102 LovePiano activities (79 in Japan and 23 overseas) 3. Conducted Mongolian morin khuur and Okinawan sanshin exhibitions using Real Sound Viewing 4. Continued to foster an increasingly large number of content creators and produced content matched to local preferences 5. Increased PDF to Score, Score Reader, Backing Conductor, and other performance support functions into the Smart Pianist app 6. Implemented measures for invigorating through production and distribution of tie-up video content with major media companies and held first concert outside of Hamamatsu of special wind band comprised of leading Yamaha artists in Kawasaki 7. Deployed content distribution service offering content such as videos and online lessons for helping people improve at the guitar (Japan) 8. Produced and released DISCOVER TRUE SOUND video content together with artists 9. Conducted Lesson Survey and other online and face-to-face training activities for improving instruction capabilities of music instructors and arranged forward-looking training sessions for cultivating next-generation instruction staff 10. Donated musical instruments to 11 senior education facilities in China 11. Advanced activities at five sales companies including events and content production through collaboration with female artists in Nigeria and Kenya and musical instrument events for testing one's skills in Mexico
		Contribution to the development of the next generation	<ol style="list-style-type: none"> 1. Promote instrumental music education at schools in emerging countries (School Project); provide instrumental music education opportunities to aggregate total of 2.3 million children in 10 countries 2. Increase number of students enrolled at overseas music school by 100,000 3. Contribute to healthy youth development through support of youth orchestras and bands 4. Produce educational materials for schools to support healthy enjoyment of music with higher sound quality as part of efforts to provide acoustics education opportunities 5. Donate instruments to schools for the children of migrant farmers in China (three times a year) 6. Support activities of young musicians and music researchers 	<ol style="list-style-type: none"> 1. Provided music education opportunities to aggregate total of 4.25 million children in 10 countries through the School Project 2. Increased number of students enrolled at overseas music schools by 11,000, despite challenges due to impacts of China's Double Reduction Policy, etc. 3. Fostered 41 certified wind instrument repair technicians and held 138 technique and maintenance seminars to support youth orchestras and bands (Central and South America) 4. Prepared educational materials for lectures and hands-on acoustics classes and held lessons at events for children at public facilities and elementary schools 5. Donated musical instruments to a school for the children of migrant workers in China 6. Provided opportunities for learning and performances to 119 aspiring pianists (16 master classes and five Yamaha Hall concerts)
Human resources	Increase job satisfaction	Human resource development, etc.	<ol style="list-style-type: none"> 1. Continue improving ratio of employees offering positive responses regarding motivation on employee engagement surveys 2. Double human resources investment 3. Cultivate and optimally position leaders for guiding business from a global standpoint 4. Aid growth of employees through support for autonomous career development 	<ol style="list-style-type: none"> 1. Maintained ratio of employees offering positive responses regarding job satisfaction on employee engagement surveys around same levels as seen in the past 2. Increased human resources investment by 60% 3. Utilized talent management system to track employee data and sought to improve human resource fluidity through ideal positioning on Companywide basis and revised management human resource systems 4. Conducted career counseling training for managers, instituted internal open application system for mid-career recruitment, and created education portal site
	Respect for human rights and DE&I (diversity, equity and inclusion)	Initiatives to respect the human rights of people who work with Yamaha (Human rights education and due diligence)	<ol style="list-style-type: none"> 1. Identify human rights priorities and revise scope and methodologies, clarify consultation venues and processes related to human rights, and enhance human rights-related education by bolstering content (hold human rights training for all Group companies) to enhance human rights due diligence in line with the times 2. Globally standardize whistleblowing systems and improve reliability 3. Hold regular harassment prevention training for all employees ranked instructor or above 	<ol style="list-style-type: none"> 1. Developed human rights risk assessment processes, identified material human rights risks, monitored actions of relevant divisions, arranged discussion sessions with external experts for officers and other members of the Working Group for Human Rights, DE&I, completed human rights educational content for all Group companies, and organized human rights training for all domestic suppliers 2. Provided training and counseling for helpline staff in Japan, conducted helpline awareness surveys, and arranged training for helpline staff at all overseas bases while distributing educational content for overseas helpline users 3. Conducted harassment prevention training for all employees of Yamaha Corporation and all managers of domestic Group companies
		DE&I promotion (gender, nationality, etc.)	<ol style="list-style-type: none"> 1. Foster female leaders in a strategic and focused manner to increase ratio of female managers; develop individual career development planning support and mentoring systems 2. Improve ratio of female managers (target global ratio of female managers of 19%); establish and implement diversity, inclusion, and equity action plans on a Group company level; advance diversity, inclusion, and equity initiatives focused on gender equality and company-specific issues; share best practices; and conduct unconscious bias training 3. Clarify core position requirements and systematically implement career development programs to improve ratio of non-Japanese officers 4. Globalize processes and develop local human resources (undertake cross-border positioning of 30 individuals); coordinate with headquarters to implement rotation-based human resources development programs, identify individual needs of corporate divisions, establish international relocation rules, conduct global training program (1-2 years), and introduce internship programs (less than six months) 	<ol style="list-style-type: none"> 1. Advanced ongoing efforts to train and foster female leaders through the Working Group for Gender Equality 2. Formulated and enacted DE&I plans on an individual-company basis, administered unconscious bias training, implemented mentoring programs, and achieved global ratio of female managers of 19% 3. Assessed evaluation criteria for global core positions and provided leadership training at overseas bases for individuals in core positions at Group companies 4. Established rules for international relocations, adopted English for internal systems, and conducted cross-border positioning of 32 individuals
Foster open organizational culture where people can proactively take on challenges	Employee engagement surveys; creation of opportunities for dialogue; promotion of work-life balance, safety, and health; etc.	<ol style="list-style-type: none"> 1. Continue improving ratio of employees offering positive responses regarding workplace comfort on employee engagement surveys 2. Cultivate open workplace environment by providing diverse engagement opportunities, including dialogue between employees and management 3. Support diverse and flexible workstyles (develop frameworks for supporting work-life balance) 4. Redevelop mental healthcare frameworks 5. Entrench safety education (eliminate occupational accidents resulting in lost worktime) 	<ol style="list-style-type: none"> 1. Achieved improvement of two percentage points in ratio of employees offering positive responses regarding workplace comfort on employee engagement surveys 2. Promoted communication between employees and the president through 43 online meetings attended by 543 individuals and 33 site visits in which the president spoke to 556 individuals (the president has spoken with 1,273 individuals via 102 online meetings and 561 individuals via 34 site visits since 2020) and conducted attentive listening training (for approximately 170 individuals) 3. Introduced systems permitting side jobs and allowing family members accompanying employees of Yamaha Corporation on overseas assignments to seek employment in the respective country 4. Commenced full-fledged introduction of new mental healthcare frameworks 5. Enhanced occupational accident prevention measures at production bases through occupational health and safety monitoring and training for relevant staff at bases 	

Note: For details on the scope of data collection, please refer to the ESG Data available on Yamaha's corporate website.