

ESG Data—Governance

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

*1 As of June 20, 2025

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

Breakdown of Compensation (Fiscal 2025)

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

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

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

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

Compliance and Risk Management

Scope of coverage: Group companies
Data collection timing: Fiscal year-end (March 31)

Use of Compliance Helplines

Indicator	Breakdown	Units	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Reports received	Japan	Reports	83	87	114	109	98
	Overseas	Reports	8	32	35	38	40
Type of report	Power harassment	%	—	23	33	18	19
	Sexual harassment	%	—	1	5	4	7
	Labor issues	%	—	44	35	44	49
	Human rights	%	—	0	2	0	0
	Finance and/or accounting	%	—	3	6	4	3
	Information management	%	—	5	1	7	1
	Other violations of laws and regulations	%	—	13	5	12	18
Not applicable	%	—	9	13	11	4	

Political Contributions

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