

ESG Data—Social

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

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

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

Diversity, Equity & Inclusion

Scope of coverage: Consolidated (★ indicates items applying to Yamaha Corporation [non-consolidated])

Data collection timing: Fiscal year-end (March 31)

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

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

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

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

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

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

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

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

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

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

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

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

*1 Management included in calculation figures

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

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

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

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

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

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

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

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

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