

Action Plan of Yamaha Corporation

Yamaha Corporation will enact the following action plan in order to develop a corporate culture and workplace environment that allows all employees to exercise their talents.

1. Period

April 1, 2022–March 31, 2025

2. Challenges for Yamaha Corporation

Challenge 1: Recruitment of Female Employees

Low representation of women among engineers and employees in their late 30's and early 40's is creating a need to effectively recruit the female employees that can shape the future of the Company.

Challenge 2: Development of Female Leaders

Representation of women in management and corporate officer positions is low in comparison to men, and there is thus a need to increase this representation.

Challenge 3: Awareness Raising and Corporate Culture Reforms

Mutual understanding must be cultivated among female employees and their supervisors and workplaces in order to ensure that women do not face restrictions on their opportunities to contribute due to life events.

3. Targets for March 31, 2025 (figures in parentheses are as of March 31, 2022)

- Ratio of women among new recruits 25.0% or more (15.3%)
- Ratio of female employees in management positions 9.5% or more (7.1%)

4. Initiatives and Timing

Initiative 1: Increasing of Ratio of Women Among New Recruits

- Broader candidates will be targeted and understanding for recruitment requirement will be promoted among interviewers (starting in April 2022).
- Medium- to long-term internship programs will be provided to broaden the scope of recruitment avenues and increase recruitment of women with scientific backgrounds (starting in September 2022).
- Post-recruitment training programs, including practical training programs based on specific work processes, will be enhanced (starting in June 2023).

Initiative 2: Support for Training and Career Development Based on Individual Circumstances

- Internal mentoring programs will be introduced to foster female candidates for future management positions (starting in June 2022).
- External mentoring and coaching programs for female managers will be utilized (starting in June 2022).
- Frameworks will be installed for promoting the autonomous career development of all employees (starting in August 2022).

Initiative 3: Workplace Awareness Reforms and Support for Helping Women Network In-House

- Workshops for workplace leaders and division heads will be arranged (starting in May 2022).
- Unconscious bias training will be provided to all employees (starting in May 2022).
- Support will be offered to female managers to help build and utilize in-house networks (starting in May 2022).