

[Human Rights](#) | Promotion of Diversity, Equity, and Inclusion | Human Resources 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

S: 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 Resources 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

The Yamaha Group's basic policies regarding human rights are described in the Yamaha Group Human Rights Policy and in the Yamaha Compliance Code of Conduct. Based on these policies, all Group companies are required to conduct their business activities with integrity and founded on respect for human rights. In addition, 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 was based on advice from experts, opinions from Group companies, and discussion by the Managing Council of Yamaha Corporation.

Moreover, Yamaha Corporation is a signatory of the United Nations (UN) Global Compact and thus endorses its principles regarding respect for human rights.

[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 >](#)

[Support for the UN Global Compact >](#)

System and Initiatives

Yamaha Corporation has established the Working Group for Human Rights, DE&I under the Sustainability Committee to facilitate responsible action for addressing the potential impacts of its business activities on human rights. 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

We assess our activities across the value chain based on international norms on human rights and on the self-assessment items of the UN Global Compact and actively engage in dialogue with stakeholders and experts. Through this process, we identify and specify the human rights risks apparent in our business. Since 2019, the Yamaha Group has worked to identify the material human rights issues faced in different industries through participation in the Stakeholder Engagement Program of Caux Round Table Japan. Our involvement in this project helped us identify themes related to human rights issues pertaining to raw material procurement (illegal logging), workers in the Group and across the supply chain, customers (product and service safety, protection of personal information), and the residents of communities in which the Group has business sites.

At the same time, the Yamaha Group inspects the implementation status of the related rules, incorporates necessary items into regulations and guidelines from a human rights perspective, and carries out comprehensive human rights assessments performed by monitoring the compliance status with such rules.

In February 2022, we began working with experts to improve the Yamaha Group's human rights due diligence processes.

These improvements included the preparation of a long list of potential human rights issues based on international standards and guidelines.* This list was then used to assess risks with consideration given to the characteristics of the Group's mainstay musical instrument, audio equipment, and music school businesses as well as the risks associated with the countries and regions in which it does business. We thereby identified 17 material human rights issues from among the risks present. With regard to these material issues, surveys are administered 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 prevention measures. Moreover, analyses are being carried out to identify human rights issues requiring priority response.

*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.

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 Legal access to remedies	●	●	●	●
3 Consistent procurement practices (transaction 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	●			

[Engagement with Stakeholders >](#)

■ Consultation and Whistleblowing Systems

The Yamaha Group has set up compliance-related consultation and whistleblowing systems for use by employees (including contract employees, part-time employees, and dispatch employees) inside and outside of the organization. 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 department in Japan. Information on the respective consultation venues for these systems is provided on an ongoing basis through internal publications, 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 alleged offender 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, overseas Group companies are instructed to establish external reporting venues and promote understanding among employees while also preparing response manuals and providing training on how reporting venues should accommodate consultations. These measures are being taken to enhance the consultation and whistleblowing systems of overseas Group companies.

[Helpline Operation >](#)

[Human Rights](#) | [Promotion of Diversity, Equity, and Inclusion](#) | [Human Resources 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](#)

Non-employee stakeholders are able to submit opinions and reports through the consultation venues available on Company websites. In addition, Yamaha joined the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) in October 2022 and has begun accepting claims filed through its Engagement and Remedy Platform. This platform is compliant with the stipulations of the UN Guiding Principles on Business and Human Rights and will be used to address the wide range of human rights issues found across various value chains.

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

| Respect for Employees' Human Rights

■ 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 and compensation are made 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 Resources 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, freedom of enrollment or non-enrollment in labor unions, 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.

[Communication between Management and Labor >](#)

■ Appropriate Wages and Working Hours

The Yamaha Group has established regulations stating that wages are to be set that do not fall below the minimum wage or the standard living wage of the respective region. In addition, the Group complies with legal standards when determining working hours and days, and steps are taken to reduce overall working hours in order to prevent long or excessive working hours.

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

■ Prevention of Harassment

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 and institutes training sessions, seminars, and other education programs with the goal of fostering a workplace environment free of harassment. In order to prevent power harassment and other forms 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.

We are also enhancing the education materials we provide to employees through means such as the production of the Yamaha Compliance Essentials, which are training tools for promoting increased understanding of our code of conduct, and the bolstering of monthly compliance-related information communications. In fiscal 2022, compliance questionnaires were administered to domestic Group employees. These questionnaires are conducted once every three years. The results of these questionnaires were used to analyze harassment risks on an organizational level, and the findings were reflected in efforts to address identified issues and improve our corporate culture.

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

■ Human Rights and Labor-Related Compliance Violations

None of the compliance consultations or reports received in fiscal 2023 indicated violations of human rights or labor regulations or other serious compliance violations that are equivalent to such violations.

| Consideration of Human Rights in the Supply Chain

In the interest of furthering its policy concerning human rights throughout its supply chain, the Yamaha Group is making the following efforts. For more information, please refer to the following links.

- Establish CSR measures, including human rights, in the selection requirements for suppliers
- Request that suppliers comply with the Yamaha Supplier CSR Code of Conduct, which defines practices related to human rights and labor (stipulated in basic transaction contracts), and that suppliers carry out self-assessments based on the code of conduct (correction is requested as needed) as part of human rights due diligence

[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.

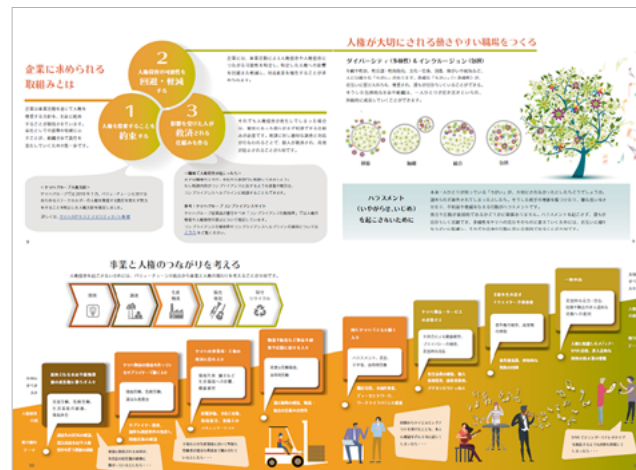
- Confirmation of work credentials of foreign nationals
- Investigation of whether fees are being imposed on workers that create the risk of forced labor
- Prohibition of requests that employees submit passports and other identification documents and restrictions on usage
- Prohibition of inappropriate 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 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 defines our prohibition of forced labor and child labor and requests that our business partners adhere to these requirements. We also ask business partners to perform self-assessments using questionnaires and, based on the results, ask for improvement measures when necessary.

[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, the Yamaha Human Rights Guidebook, which is available in Japanese and English, is used to provide opportunities for all employees to think and learn about potential human rights violations that may occur during their daily business activities and steps to be taken to prevent said violations. Shared e-learning programs are held based on the content of this guidebook, and a total of 3,935 individuals took part in these programs in fiscal 2023. In addition, Group companies are implementing their own unique training programs, and human rights education programs are currently in place at 44 of the 47 Yamaha Group companies worldwide.



Yamaha Human Rights Guidebook (Excerpt)

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 officers and all other Group members

Promotion of Diversity, Equity, and Inclusion

| Yamaha Group DE&I Policy

The Yamaha Group is advancing diversity, equity, and inclusion (DE&I) initiatives based on the following policy.

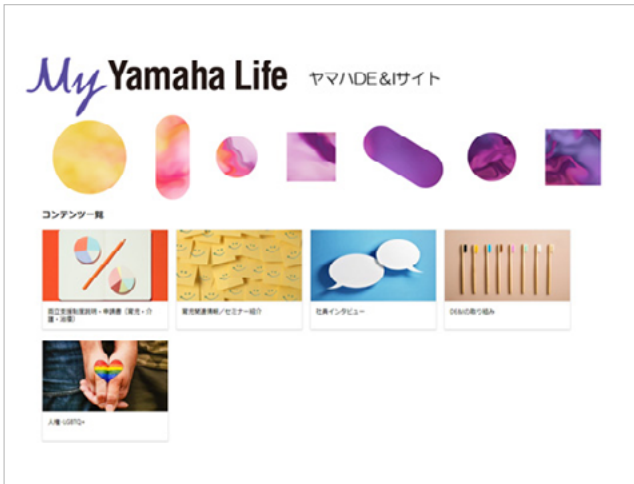
[Yamaha Group DE&I Policy >](#)

| Promotion Systems and Action Plans

Since 2016, the Company's Human Resources Division has led efforts to promote DE&I through the establishment and implementation of three-year DE&I action plans for individual domestic Group companies and the sharing of examples of best practices between companies. In addition, the Working Group for Human Rights, DE&I was established under the Sustainability Committee, an advisory body to the president, in 2021. 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. Overseas Group companies have been establishing and implementing action plans since fiscal 2023. These plans are used to guide DE&I initiatives that are founded on the conditions and cultures of the respective companies and on regional cultures.

In addition, information is provided through intranet sites and unconscious bias and other training sessions are arranged to raise employee awareness and foster a culture committed to DE&I.



Intranet site providing information pertaining to DE&I and work-life balance

For more information on Yamaha's DE&I initiatives, please refer to the following website.

[Diversity, Equity & Inclusion >](#)

Support for Women's Careers

As one facet of its diversity management efforts, the Yamaha Group strives to develop a workplace environment and systems that are conducive to the careers of women.

In 2021, the Working Group for Gender Equality was established under the Human Resources Development Committee as an advisory body to the president. This working group is tasked with offering advice regarding various initiatives for diversifying 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 19% for the ratio of female employees in management positions to be accomplished by fiscal 2025, and progress toward this target is monitored through dialogue with Group companies. Recent initiatives 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 to support the careers of female employees is reported to the Board of Directors.



In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

^{*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 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 >](#)

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 implementing the third phase of the three-year action plan established based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace in March 2022. Domestic Group companies are also developing and implementing action plans based on the aforementioned law.

[Action Plan of Yamaha Corporation >](#)

Major Initiatives

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 based on unconscious bias.

Development of Female Leaders

Yamaha Corporation introduced mentoring programs in August 2022 for the purpose of raising awareness and promoting skill development among female employees. These programs have generated high levels of satisfaction and inspired self-leadership

among participants. We are therefore advancing plans for bolstering the number of mentors in the future.

Enhancement of Awareness and Fostering of Corporate Culture

To develop a workplace environment that encourages women to develop their skills and make greater contributions, the Human Resources Division arranges meetings with division heads and offers support based on the findings of said meetings. Moreover, dialogue-based workshops, buddy meetings, and other programs are implemented to ensure that division heads can advance initiatives with full commitment. In addition, unconscious bias training was provided to all managers over the period from August to September 2022. Post-training surveys indicated clear benefits, prompting the Company to arrange such training for all employees in November of the same year.

Establishment of Work-Life Balance Support Systems

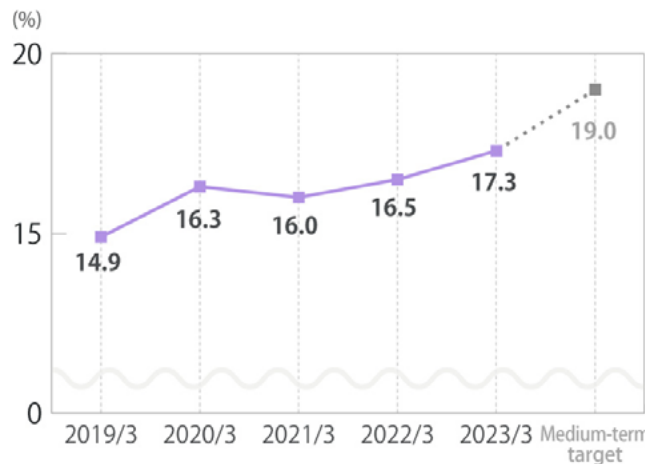
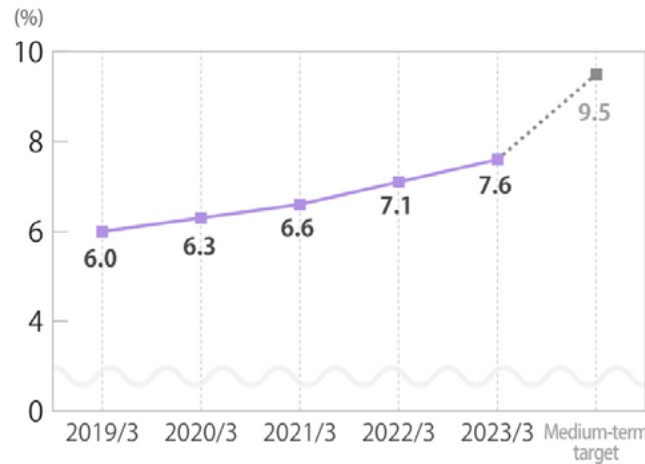
The Yamaha Group has established work-life balance support systems that surpass legal requirements in order to ensure that employees are able to continue their careers even after childbirth and other life events. For more information on Yamaha’s efforts to establish and enhance work-life balance support systems, please refer to the following link.

[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 9.5% for Yamaha Corporation and 19% on a Groupwide basis by fiscal 2025. In fiscal 2023, the respective figures for this ratio were 7.6% for Yamaha Corporation and 17.3% for the entire Group.

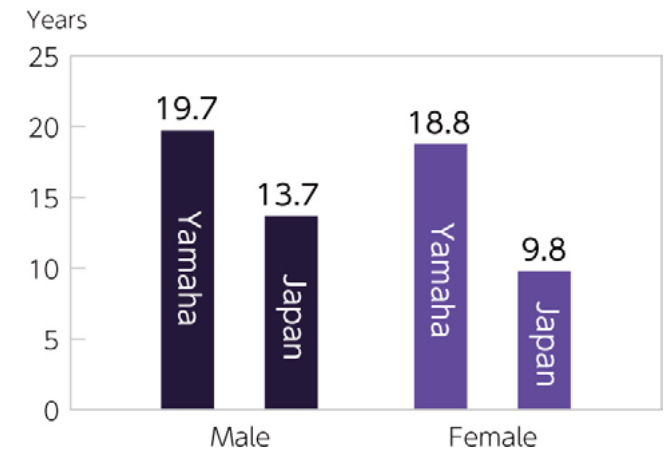


Ratio of Female Employees in Management Positions of Yamaha Corporation (Left) and Yamaha Group (Right)

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

Average Number of Years of Continuous Employment and Ratio of 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 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 approximately 10 years longer than the average for Japan. Moreover, Yamaha Corporation has maintained rates of employees acquiring maternity and childcare leave of 100%.



Average Number of Years of Continuous Employment (Yamaha Corporation*3,4)

*3 Nationwide numbers are from results of the 2023 Basic Survey on Wage Structure.

*4 Statistics for Yamaha Corporation are as of March 31, 2023.

More information on these and other initiatives for empowering female employees is available on the [ESG Data](#) page as well as on the following website.

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

International Women’s Day Initiatives

As part of its initiatives to celebrate International Women’s Day on March 8, 2023, the Yamaha Group has launched "Women Who Make Waves 2023," an interview project on its website to introduce the voices of women engaged in music education activities worldwide. This interview series features 34 female educators and artists from around 20 countries and regions who share their perspectives on music and education, their ideas on diversity, and their messages for the women and girls who will lead the next generation.



[Women Who Make Waves promotional image >](#)

Moreover, each year’s International Women’s Day sees the enactment of various campaigns for casting light on the benefits and challenges of promoting diversity and offering opportunities to think about gender equality. In 2023, messages from members of the Working Group for Gender Equality, based on their respective perspectives, were presented to Yamaha Group employees via the intranet and digital signage.

[Women Who Make Waves 2023 >](#)



Messages from members of the Working Group for Gender Equality

| 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 Group bases around the world. For example, the president of Yamaha Corporation of America is a U.S. citizen, and is also an operating officer of Yamaha Corporation. There are also presidents with German, French, Austrian, and U.S. nationality at companies that

joined the Yamaha Group through acquisitions. To promote the global utilization of human resources, 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. The Company has also put forth a medium-term target of increasing the representation of non-Japanese individuals among corporate officers. 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, 2023, 45 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 employees from outside Japan and disseminating recruitment information in English. As a result of these initiatives, in 2022 Yamaha Corporation 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.

Information on the number of non-Japanese employees is available on the [ESG Data](#) page.

| Utilization of Senior-Citizen Employees

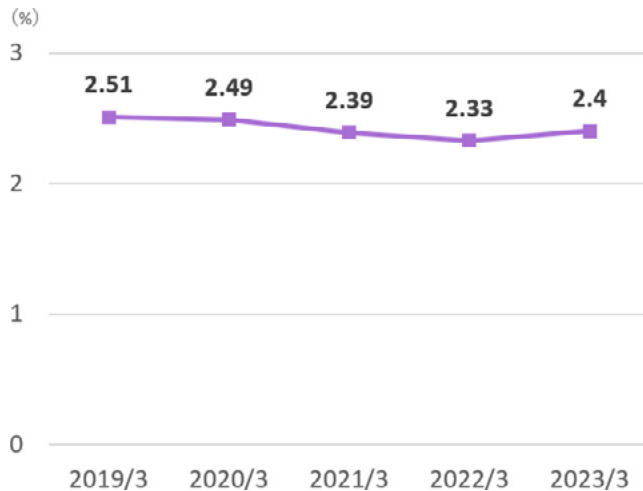
Yamaha Corporation and its domestic subsidiaries offer a system that provides willing employees with the opportunity to continue working beyond age 60. Through this program, employees can continue working until they are 65 (188 individuals were using this system as of March 31, 2023). (Data by year is shown on the [ESG Data](#) page.)

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.

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 it works to increase the skills of such employees and raise awareness within the Company. As of March 1, 2023, 78 people with disabilities were employed at Yamaha Corporation, of which 42 were assigned to Yamaha Ai Works Co., Ltd. The employment ratio of people with disabilities has remained at the level of 2.4%, as stipulated by the revision to the Act on Employment Promotion etc. of Persons with Disabilities scheduled to be implemented in March 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*5, 6, 7



*5 As of March 1 of each year

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

*7 Employment ratio of people with disabilities calculated using formula described by the Act on Employment Promotion etc. of Persons with Disabilities

Special Subsidiary*8 Yamaha Ai Works

Established in 1989, Yamaha Ai Works is contracted by Yamaha Group companies to perform work tasks such as data processing, printing, filling and sealing envelopes, accounting, and benefit program and production-related tasks. Additionally, 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.



Special subsidiary workplace tour and learning session



Hands-on wheelchair training session

*8 Special subsidiaries are subsidiaries that meet the definition of the Act on Employment Promotion etc. 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.

Understanding and Initiatives for LGBTQ+ Individuals

The Yamaha Group is promoting understanding of and offering support for members of the LGBTQ+ community as an ally in Japan in order to build a better place to work for 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 like members of the LGBTQ+ community, for four consecutive years.

Furthermore, in November 2022 Yamaha Corporation declared its support for the Business for Marriage Equality campaign, which promotes marriage equality for same-sex couples via legal recognition. Through this declaration, Yamaha reaffirmed its commitment to contributing to the realization of a more equal and inclusive society, to offering greater support for members of the LGBTQ+ community, and to creating 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 2022

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 2022 iteration of this award program, Yamaha received the highest honor of Best Workplace. This honor was only bestowed upon 128 of the 233 participating companies (547 companies when including jointly applying group companies).



[D&I Award >](#)

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.

*9 "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 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.



Platinum "Eruboshi" certification mark

■ Receipt of Gold Rating in PRIDE INDEX for Fourth Consecutive Year

For four consecutive years beginning with 2019, Yamaha Corporation has been awarded with the highest rating of gold in the PRIDE INDEX,^{*10} 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.

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.

Initiatives in fiscal 2023 specifically included the issuance of an official support statement on our corporate website in June, which has been designated as LGBTQ+ Pride Month and is seen as a time for activities and events for promoting education regarding the rights of members of the LGBTQ+ community. Other activities during the month include the release of interviews, music videos, and other content featuring LGBTQ+ artists. In this manner, we are actively working to empower sexual minorities.

The receipt of a gold rating in the PRIDE INDEX is thought to be a reflection of the evaluation of such initiatives.



PRIDE INDEX gold rating mark

■ Ranking among Top 10 Japanese Companies in Terms of Gender Equality by Equileap

In its 2022 Gender Equality Global Report & Ranking, Equileap ranked Yamaha Corporation No. 8 among Japanese companies in terms of gender equality. A total of 3,895 companies from around the world were surveyed in the compilation of this report.



[2023 Gender Equality Global Report & Ranking >](#)

■ Hamamatsu City Certification for Businesses with an Active Global Workforce

In November 2022, Yamaha Corporation 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.



*10 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 Resources Development

| Human Resources Initiatives

The Yamaha Group believes that diversity in human resources is a major contributor to the creation of new value. In accordance with this belief, we aspire 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 supports all employees in exercising their talents to the fullest and developing professionally while working toward self-fulfillment.

| 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.

We continue to conduct highly effective education and training

programs, even amid the restrictions imposed in response to the COVID-19 pandemic, through the use of e-learning programs utilizing videos as well as discussion-centered programs that take advantage of the characteristics of online meeting tools.

In fiscal 2023, the average number of training hours per employee at Yamaha Corporation was 43.

Major Training and Education Programs (Japan)

- **Training by hierarchical levels:** Improvement of individual skills based on career stages (includes training for new employees, managers, division heads, etc.)
- **Selective training:** Cultivation of base leaders and managers
- **Yamaha Global Management Plan:** Global selective training for local overseas hires and other potential leaders
- **Career training:** Cultivation of autonomous career development-oriented mindset and individuals who can support career autonomy
- **Skill/passion management program:** Acquisition of situational leadership skills
- **Yamaha Advanced Skill School and Yamaha Technology Training School:** Development of production site supervisors and core workers
- **Function-specific training:** Lectures for improving language and technical skills
- **Support training regarding childcare leave:** Training for individuals scheduled to return from childcare leave and their supervisors to support a smooth return to work and career development
- **Study abroad/language learning programs and open TOEIC tests held on Company premises**
- **Yamaha Business School:** Distance learning for supporting self-driven learning efforts of employees
- **Second Life Preparatory Seminar:** Provision of information regarding lifestyles and workstyles for people over 60

| 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.

Once a year, employees meet with their supervisors to confirm their aptitude toward their current position, skills, and career goals. In fiscal 2022, these activities included providing support materials detailing how to carry out meetings as well as information for sparking career development motivation to both employees and their supervisors to facilitate more fruitful meetings. The range of training options offered by the Group was expanded in fiscal 2023 through the implementation of autonomous career development workshops and career development support training. These programs are designed to help foster individuals who are ambitious about autonomous career development and capable of exercising autonomy in making self-driven contributions to their organizations. Plans for launching career counselor training programs for line managers in fiscal 2024 are being formulated with the goal of providing more effective career counseling.

At Yamaha Corporation, training programs for junior employees include meetings with human resources representatives held during employees' second, fourth, and sixth years for the purpose of confirming their degree of growth in comparison with targets and their career plans and sharing opinions. The Yamaha Group provides comprehensive support to all employees to cultivate their fundamental business skills, to heighten motivation, 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 evaluator training for the managers who conduct meetings as well as mentor training for the employees who will be responsible for providing on-the-job training.

We have also developed frameworks for facilitating communication 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.

| 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 resources 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. In fiscal 2023, the Company moved forward with the second phase of hierarchical level-based training for the heads of core and other divisions in order to bolster its training programs for individuals who are central to management. Efforts in fiscal 2024 are scheduled to include the advancement of the third phase of the Yamaha Global Management Plan (see "Major Training and Education Programs (Japan)" for more details) as well as programs targeting individuals in core positions at domestic and overseas Group companies.

| Fostering of Human Resources to Support 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 (From-to Program). Meanwhile, technicians and supervisors from Japan are dispatched to plants 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 plants. Moreover, shared curricula designed to heighten both work skills and interpersonal skills are developed on an area-specific basis for China and Southeast Asia. Based on these curricula, an aggregate total of 100 local employees have acted as lecturers, providing training to the 200 core manufacturing employees in these areas on-site, using actual articles, and under actual work conditions. Through such ongoing training programs, we are reinforcing the foundations of the Yamaha Group's high-quality production bases.

| Engineer Cultivation and Success Support

The Corporate Philosophy of the Yamaha Group is, "With our unique expertise and sensibilities, gained from our devotion to sound and music, we are committed to creating excitement and cultural inspiration together with people around the world." Based on this philosophy, 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. In 2023, we introduced a total of seven new courses for product development engineers with the aim of bolstering the technical synergies between our product development and manufacturing divisions. These courses cover topics such as wood coating, plating, equipment control, and other production technologies.

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.

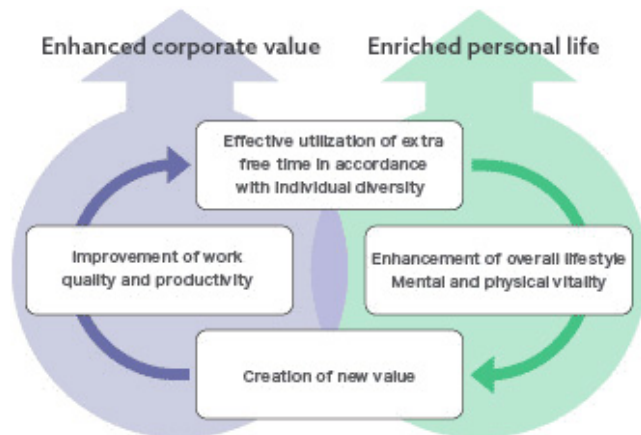
Promotion of Work-Life Balance

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 in many different ways, 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.



Prevention of Excessive Working Hours

The Yamaha Group aims to reduce overtime and weekend work, both causes of excessive working hours, 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 divisions 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 are being reduced in a phased manner. In fiscal 2022, the Company set targets of less than 60 hours of average monthly overtime and less than 540 hours of average yearly overtime. Specific initiatives for reducing working hours include flextime systems, which have been in place for a number of years. In addition, the Company's prior approach of arranging days in which everyone is encouraged to go home on-time every two weeks was revised in April 2022 to designate Saturday and Sunday as days on which employees are prohibited from sending internal emails after 6 p.m. or exceeding the defined working hours in order to encourage autonomous workstyles. In addition, we have set goals for the number of days of paid leave acquired each year and are encouraging systematic leave acquisition through a joint labor-management effort. 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 all employees are 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 2023

Total working hours per person at Yamaha Corporation amounted to 1,937.7 hours in fiscal 2023. In addition, we have set a target of having an average of 15 or more days of paid leave a year acquired from fiscal 2017 onward. Leave acquisition rates are rising every year, and, as a result of these efforts, the average number of paid leave days used in fiscal 2023 surpassed this target at 16.3.

Data on total working hours and other data by year is shown on the [ESG Data](#) page.

Improvement of Motivation and Workplace Comfort

Yamaha Corporation is revising its systems and frameworks with the goal of realizing self-directed, highly productive workstyles while also improving employee motivation and workplace comfort. For example, we are enhancing our telework systems as well as our childcare and nursing care 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. Furthermore, a system was introduced in October 2021 that expanded the range of areas from which individuals can commute should they need to provide nursing care to family members and allowed employees to work in remote locations to accommodate individuals who would normally be forced to live away from their family for work purposes.

Information on Yamaha Corporation's workstyle reform initiatives

are communicated to Group companies through the intranet and other venues, and we have thus seen a rise in domestic Group companies implementing similar initiatives.

■ Establishment and Enhancement of Work-Life Balance Support Systems

The Yamaha Group is establishing and improving work-life balance support systems to respond to the varied circumstances of individual employees. The use of these systems is being promoted by spreading awareness among employees. In addition, Yamaha Corporation has formulated an action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children. The advancement of this plan led to the Company receiving Platinum "Kurumin" certification* in 2016. As for our systems for supporting employees in working while raising children, a flextime system was introduced in June 2019 for employees working reduced hours for childcare purposes, who would have previously still had to work set, albeit shortened, hours. The scope of applicability for this system was then extended from until an employee's child completes third grade in elementary school to until they finish sixth grade.

In addition, the Company introduced systems that allow employees to work fewer days a week or shorten hours for the purpose of receiving medical treatment in fiscal 2021 to support employees in balancing their work with their treatment, and we continue to expand the range of our support systems.

Information on the usage status of the childcare leave system is shown on the [ESG Data](#) page.

Childcare, Nursing, 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
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	Children not yet enrolled in elementary school	Until the end of March of the child's first year in elementary school
Reduced working hours for childcare	Until the child becomes three years old	Until the child completes sixth grade in elementary school
Exemption from overtime hours for childcare	Overtime work limited until the child becomes three years old	Exemption from required overtime work until the child completes third grade in 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)
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

■ Establishment of On-Site Daycare Facilities

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 offers an ever-growing range of programs that can be used to flexibly accommodate employee life events. We have in place the following rehiring programs, and a system was introduced in October 2021 that expanded the range of areas from which individuals can commute should they need to provide nursing care to family members and allowed employees to work in remote locations to accommodate individuals who would normally be forced to live away from their family for work purposes.

Rehiring Program for Family Members 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. The scope of this system, which was previously limited to individuals whose spouses were Yamaha Corporation employees, was expanded in fiscal 2017 to include individuals whose spouses were working for Yamaha Group companies. In addition, this system is available for employees accompanying spouses who do not work for Yamaha Group companies on overseas assignments, with a limit of five years from their retirement. Since the program started in fiscal 2009, a total of 39 employees have submitted applications before retiring. Of that number, 23 (as of March 31, 2023) have been rehired after returning to Japan.

Rehiring Program for Workers Committed to Nursing Care

In July 2016, Yamaha Corporation introduced 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.

| 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" 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.

Acquisition of Certification Related to Support for Developing Future Generations*

Certification	Date acquired	Main measures implemented
"Kurumin"	Aug. 2008	<ul style="list-style-type: none"> • Extension of childcare leave period, etc. • Implementation of more flexible reduced working hours for childcare system • Mandatory Group paid leave program, etc.
	Aug. 2014	<ul style="list-style-type: none"> • Work-life balance seminar • Implementation of All Go Home at the Same Time Day, etc.
Platinum "Kurumin"	Jun. 2016	<ul style="list-style-type: none"> • Encouragement of male employees to take paternity leave • Shortening of working hours, etc.

* "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 the Act for Measures to Support the Development of the Next Generation. 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.



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

[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, freedom of enrollment or non-enrollment in labor unions, 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 >](#)

■ Fostering of Healthy Relationships through Communication between Labor and Management

One of the policies contained in the Yamaha Group Policies 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 Group companies in Japan, 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 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 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, and requests for corrective action are issued when needed. Furthermore, Education Guidelines for Labor and Labor-Management Relations have been established to ensure that the managers of Group companies and others in managerial positions properly understand the rights of workers and are able to build healthy and stable labor-management relationships. Education programs are monitored to confirm that managers are being trained in accordance with these guidelines.

Yamaha Corporation Labor and Management Conferences and Committee Meetings

Name	Frequency	Participants	Main topics
Joint Management Council	Twice per year (August and February)	Company: President, directors in charge of businesses (office head) Unions: 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) Unions: 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 Unions: Branch Executive Committee (Central Executive Committee)	Monthly production and sales trends by division; reports on labor conditions
Allocation Committee	Twice per year (May and November)	Company: Human Resources Division (director in charge of labor administration and personnel in charge of compensation) Unions: 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) Unions: 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

Note: In addition to the above, meetings of the Overseas Work Committee, discussions of annual operation schedules, report briefings on the business outlook for individual departments, 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*1,2 (Fiscal 2023)

Yamaha Corporation (includes employees seconded to other companies)	77%
Domestic Yamaha Group companies*3	52%

*1 Managers are included in the calculated figures.
 *2 The right to collective bargaining of labor unions is respected.
 *3 Scope of statistics: Yamaha Music Japan Co., Ltd.; Yamaha Music Retailing Co., Ltd.; Yamaha Music Manufacturing Japan Corporation; Yamaha Fine Technologies Co., Ltd.; and Yamaha Corporate Services Corporation

Data by year is shown on the [ESG Data](#) page.

Employee Engagement Surveys

In February and March 2023, surveys on employee engagement were administered to the approximately 12,000 employees of domestic and overseas Yamaha Group companies. The response rate was roughly 82%. Administered every year since fiscal 2021, these surveys are designed to track metrics pertaining to organizations and employees and to identify issues so that this information could be used to energize organizations, improve employee motivation and workplace comfort, and ultimately spur the mutual growth of employees and the Company.

Questions pertaining to employee motivation assessed whether employees held pride in working for the Yamaha Group and felt that they were able to grow through their work. Questions pertaining to workplace comfort examined circumstances surrounding team relationships, cooperation with colleagues and supervisors, and organization openness. The findings of these surveys will be utilized going forward in order to shape ongoing initiatives for improving the Company and its organizations.

Employee Engagement Survey Statistics

Timing	Scope	Response rate
Fiscal 2021 (October 2020)	6,663 domestic Group employees	Approx. 97%
Fiscal 2022 (March 2022)	11,777 Group employees	Approx. 89%
Fiscal 2023 (March 2023)	11,547 Group employees	Approx. 82%

| 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,*4 which is formed by the labor unions and employee associations of domestic Group companies, through regular labor and management liaison meetings.

*4 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 signage. The Group magazine, which is issued and distributed by

the Public Relations Division of Yamaha Corporation, offers swift notification of policies and strategies related to management and business activities. This magazine also covers topics from various departments and Group companies in order to share information across the entire Group. In China and Southeast Asia, where the Group positions production sites, regional internal newsletters are issued in Chinese and Indonesian. In addition to information on the Group as a whole, information on a range of initiatives, including operational improvement and health and safety activities at Group production companies, is provided to contribute to the mutual development and sense of oneness of Group companies. We also offer Yamaha Portal, a Group portal site used for the timely transmission of important management information and to consolidate notifications, division-specific postings, and other information for internal use. This portal site also provides introductions of Group activities around the world and functions as a venue for promoting communication among Group employees, making it a vital source of information for Yamaha Group employees.

These information provision initiatives are complemented by efforts for invigorating internal communication and improving employee engagement. Examples of these efforts include the Yamaha Day global event held around the anniversary of the Company's founding, awards presented by the president, and discussions between management and employees.



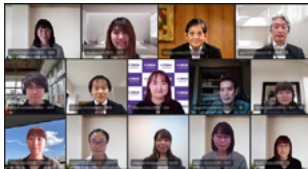
Yamaha Awards program in which awards are presented by the president



Yamaha Day global event

Discussions between the President 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 2023, these discussions took the form of 21 online conversations, in which a total of 268 employees participated, and four workplace visits by the president, during which he spoke with 55 employees. Over the three years since 2020, the president has taken part in 80 online discussions and five workplace visits, speaking with a total of more than 1,000 employees.



Online conference between the president and employees



Social media app (Yamaha Music Manufacturing Japan Corporation)

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 its

employees. The Group promotes health and safety activities based on the Standards and Basic Policy for the Group Occupational Health and Safety Management Policies & Rules, which can be found below, and we aim to continually enhance the level of our health and safety.

Standards and Basic Policy for the Group Occupational Health and Safety Management Policies & Rules

In accordance with the basic policy of prioritizing health and safety over everything, Group companies will work together with all employees to create comfortable workplace environments to ensure the health and safety of all Yamaha Group employees during the course of their work.

Family Factory Tours

Communication between Production Sites and Employees

Yamaha Group production sites inside and outside Japan hold family factory tours for employees' families. In addition to observing workplaces and production processes, these tours provide an opportunity for families to deepen their understanding and interest in the Group through hands-on experience of the products manufactured at factories and through mini-concerts by employees themselves.

Yamaha production sites worldwide utilize in-house social media tools for promoting workplace communication. Messages from management and internal information is shared in real time through these tools in order to heighten employee engagement.



Family factory tour (Hangzhou Yamaha Musical Instruments Co., Ltd.)

Activity Policies, Targets, and Performance

	Activity policies / Key points of activities	Performance for fiscal 2023	Targets for fiscal 2024
Occupational safety	Prioritization of health and safety over everything Creation of frameworks supporting office and business site autonomy	<ul style="list-style-type: none"> 54 total occupational accidents (accomplishment of target of less than 54 total occupational accidents) Zero accidents resulting in fatalities or casualties (accomplishment of target of zero accidents) 	<ul style="list-style-type: none"> Less than 45 total occupational accidents Zero accidents resulting in fatalities or casualties
Transportation accidents	Legal compliance and elimination of serious accidents Improvement of safety awareness, response to changes in road- and transportation-related legislation, and prevention of transportation accidents	<ul style="list-style-type: none"> 63 total transportation accidents (failure to accomplish target of less than 60 transportation accidents) Four serious accidents attributable to negligence during business activities (failure to accomplish target of zero accidents) 	<ul style="list-style-type: none"> Less than 55 total transportation accidents Zero serious accidents attributable to negligence during business activities
Labor management	Prevention of excessive work hours Monitoring of work hours and awareness raising	Target set for fiscal 2024	<ul style="list-style-type: none"> Zero individuals working more than 60 hours of overtime a month for three consecutive months Zero managers working 100 hours of overtime a month
Health management	Promotion of health improvement Promotion of regular health checkups and support for quitting smoking	<ul style="list-style-type: none"> Regular health checkup rate consistently of 100% (maintained for five consecutive years) Prohibition of smoking on premises of all domestic Group companies 	<ul style="list-style-type: none"> Regular health checkup rate of 100% Regular health checkup rate of 100% overseas Individual support for employees wanting to quit smoking

Priority Initiatives under Medium-Term Management Plan (Fiscal 2023-2025)

Theme	Progress in fiscal 2023	Plan for fiscal 2024
Entrench safety education	Support for occupational health and safety activities of Group companies, examination of potential training tools for new hires, and development of danger prediction training tools	Development and expansion of training tools for new hires and implementation of danger prediction training tools
Redevelop mental healthcare frameworks	Trial introduction of new support systems by revising programs for supporting individuals returning to work after leave for mental healthcare issues	Full-fledged introduction of new support systems

Health and Safety Management System

At the Yamaha Group, the Industrial Safety and Health Committee is responsible for health and safety management at all Group companies. Overseen by an operating officer of Yamaha Corporation and comprised of representatives from business sites and major Group companies as well as the head industrial physician, the committee meets twice a year to receive progress reports on and review the Group's health and safety initiatives and to discuss and decide policies and action plans. The committee also reports to the Board of Directors on the status of important occupational health and safety activities, including those pertaining to the prevention of excessive work hours. In addition, at the start of each fiscal year in April, the Groupwide Health and Safety Convention is held. This convention includes the distribution, to domestic and overseas employees, of messages from the president and the heads of labor unions as well as an overview of activities from the previous fiscal year and explanations of policies and targets for the current fiscal year

from the respective managers. The videos distributed as part of the convention reiterate the importance of health and safety in developing workplaces offering peace of mind in accordance with the basic policy of prioritizing health and safety over everything.



Video message from the president



Explanation of fiscal 2023 activities and fiscal 2024 activity policies and targets from respective manager

Acquisition of Certification for Occupational Health and Safety Management System

The Group Occupational Health and Safety 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, dispatch employees, and subcontractors, and the Group is working to acquire certification for its occupational health and safety management system at musical instrument and audio equipment production sites. In addition, internal auditors are fostered through ongoing training so that these individuals can perform audits to assess whether the rules and activities stipulated by occupational health and safety management systems are being properly implemented. Currently, 60 such internal auditors are employed by the Yamaha Group worldwide.

ISO 45001-Certified Sites*1

- Yamaha Music Manufacturing Japan Corporation
- Hangzhou Yamaha Musical Instruments Co., Ltd.
- Xiaoshan Yamaha Musical Instruments Co., Ltd.
- Tianjin Yamaha Electronic Musical Instruments, Inc.
- Yamaha Electronics (Suzhou) Co., Ltd.
- PT. Yamaha Music Manufacturing Indonesia
- PT. Yamaha Music Manufacturing Asia
- PT. Yamaha Musical Products Indonesia
- PT. Yamaha Musical Products Asia
- PT. Yamaha Electronics Manufacturing Indonesia
- Yamaha Electronics Manufacturing (M) Sdn. Bhd.
- Yamaha Music India Pvt. Ltd.

*1 Note: Certification has been acquired for 12 (80.0%) out of 15 musical instrument and audio equipment production sites (as of April 30, 2023).

Formal Labor Agreement Concerning Safety and Health

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 Safety and Health Committee, dangerous and injurious work, medical examinations, and accident compensation.

Occupational Accident Prevention Measures

The Yamaha Group takes steps to prevent occupational accidents by improving workplace safety through risk assessments, monitoring via dedicated staff, self-directed health and safety diagnoses at individual bases, audits of the safety of equipment

and machinery, and chemical substance management. In addition, we perform health and safety training and drills for employees and establish and implement Group standard safety rules.

■ Risk Assessments

The Yamaha Group positions risk assessments as an important practice for preventing workplace danger risks from actualization. Based on this recognition, the Group engages in activities to prevent occupational accidents. These activities focus on assessing risks related to work content and work environments while putting in place measures corresponding to the degree of risk. Also, before commencing new work procedures, all potential risks are assessed, and measures are implemented to mitigate risks and reduce the burden placed on employees. Currently, the Group is providing education on, and ensuring the implementation of, risk assessments at Group companies and production sites in Japan and overseas.



Risk assessment at overseas base

■ Comprehensive Health and Safety 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 Human Resources Division of Yamaha Corporation, which oversees Groupwide health and safety management. Staff possessing expert techniques or certifications related to health and safety conduct checks of workplaces and compliance with health and safety management systems. The sites at which patrols will be conducted are selected

over a cycle of a few years.

Patrol numbers are shown on the [ESG Data](#) page.

Details of Comprehensive Health and Safety Monitoring

- Health and safety level checks based on a health and safety management analysis table (approximately 80 items focusing on the level of health and safety management systems, regulations, and standards)
- Workplace inspections to check health and safety measures and to correct and provide guidance on problematic areas

■ Self-Directed Health and Safety Diagnoses

The Yamaha Group's non-production companies in Japan carry out self-directed health and safety diagnoses that focus on compliance with legal requirements and are based on the number of employees. After examining the results of diagnoses, the health and safety managers of specific bases provide feedback and give support for compliance and improvement measures. In fiscal 2023, diagnoses were carried out at 46 sites.

■ Machinery and Equipment

The Yamaha Group requires that safety inspections be performed by inspection committee members prior to the start of operation of machinery or equipment newly introduced at production sites and of equipment that has been upgraded, renovated, or relocated. These inspections look for defective areas while also providing guidance regarding operating procedures, material processing methods, and handling of solvents and chemicals.

■ 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.



Facility safety survey at overseas production base



Confirmation of safety when repositioning equipment



Evacuation drill at overseas production base



■ Chemical Substance Management

In the production process, there are some tasks that require employees to handle chemicals with the potential to cause bodily harm. Accordingly, Yamaha Corporation is taking several measures to prevent occupational illnesses, such as improving workplace environments and equipment, requiring that workers undergo specialized health examinations, and supplying protective equipment.

Additionally, training is provided to workers to enable them to wear protective equipment correctly. The Company is also conducting regular risk assessments of workplaces that handle chemical substances to promote autonomous management of these substances.

Human Rights | Promotion of Diversity, Equity, and Inclusion | Human Resources 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 fiscal 2023, there were no occupational accidents associated with processes that entailed the handling of chemical substances.

■ Designated Health Examinations

To prevent occupational illnesses, we promote specialized health examinations that effectively and accurately target individuals designated as being at risk of such illnesses. The employees taking part in these examinations are 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

Occupational Health and Safety Education for New Employees

The Yamaha Group conducts health and safety education at the start of each fiscal year for new employees at Group companies in Japan in order to deepen their knowledge of occupational health and safety. In fiscal 2023, these sessions spanned a total of around five hours (over three sessions), covering topics including health and safety, transportation safety, and mental health, and were attended by 101 new employees.

Intra-Group Coordination for Promoting Health and Safety Education and Training

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. In fiscal 2023, we launched rank-based training programs for secretariats and other core health and safety staff. Comprised of awareness, knowledge, and technical courses, these programs targeted production bases in China, Indonesia, and Malaysia. Going forward, we intend to

expand the scope of these programs and administer them to individuals who are not part of the core health and safety staff.

In addition, area safety committees are assembled in Japan, China, and Indonesia with membership from the health and safety staff of the production bases in these areas. Meetings of these committees 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. We are examining the possibility of forming such committees in Malaysia, India, and Europe in the future.

Safety Dojos

The Yamaha Group has set up safety dojos at 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 Group is currently in the process of expanding the utilization of safety dojos with the aim of making such facilities available to all employees working at production bases.



Safety dojos in Indonesia (left) and Japan (right)

■ Establishment and Standardization of Rules

The Yamaha Group has been systematically establishing safety rules relating to people and their surroundings, such as the expected attitude toward health and safety, a basic code of conduct, and equipment standards. These rules have been compiled into tools, such as portable cards, to facilitate their implementation. We are currently working to translate each tool into multiple languages as we head toward the Groupwide rollout of the Group standard rules (regulations and standards) with the aim of improving the level of health and safety and eliminating any gaps in standards among Group companies.

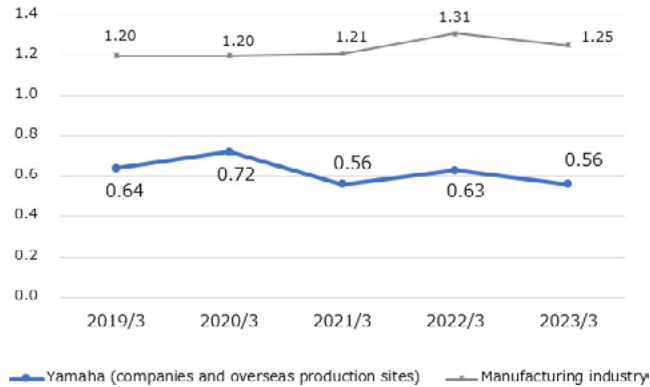
| Occupational Accident Statistics

In fiscal 2023, the number of occupational accidents at domestic Group companies and overseas production sites was 54 (of which 33 required time off from work), compared with the target of 54, and there were no fatalities.

■ Breakdown of Occupational Accidents

- Number of accidents during operation of power tools: 13
Main accident timings: Preparation, cleanup
- Number of accidents due to human error: 19
Main accident timings: Transportation processes, work using hand tools, handling of heavy objects, cleanup, etc.
- Number of accidents due to daily activities, etc.: 22
Main accident timings: Walking

Occupational Accident Frequency Rate



Note: 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

The Yamaha Group places the health of its employees and their families as its top priority. Employee health is linked to higher productivity and motivation and, consequently, to the energization of organizations. Based on this recognition, we implement various initiatives for promoting employee health. The president of Yamaha Corporation issued the Yamaha Group Health Declaration in 2018. The declaration guides us in promoting health management through health checkups, health guidance, mental healthcare, measures for helping employees stop smoking, and other initiatives for building safer and more comfortable workplaces.

Yamaha Group Health Declaration

"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.

Takuya Nakata
 President and Representative Executive Officer
 April 2018

Sound Minds + Sound Bodies = Sound Living



Health Checkups

The Yamaha Group encourages employees to undergo health checkups that help protect and improve health. In addition to

diligently offering general health checkups, which are mandatory under Japanese law, Group companies in Japan 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 2002, in-house health clinics have performed regular health checkups of employees (in the month of their birthday). On the morning of checkups, all employees undergoing checkups are provided with guidance from physicians 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. Additionally, we take thorough follow-up measures based on checkup results. In fiscal 2023, Yamaha Corporation and domestic Group companies had a 100% examination completion ratio, while an industrial physician made work category decisions^{*2} for 100% of cases for both Yamaha Corporation and the Yamaha Group.



^{*2} 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.

■ Mental Healthcare

In order to maintain the mental health of its workers, Yamaha Corporation is taking steps toward disease prevention by implementing a stress check system and promoting other mental health activities based on the policies of the Ministry of Health, Labour and Welfare. Furthermore, a return-to-work support program has been introduced that connects industrial physicians, nurses, and contracted psychiatrists working in coordination with external Employee Assistance Program (EAP)^{*3} counselors as a form of aid for leave takers. This program has been greatly expanded by bolstering counseling systems and introducing training for managers on how to approach individuals taking leave for a mental disorder. As a result, we are now able to maintain rates of more than 80% for employees returning to work after receiving leave for a mental disorder for the first time.

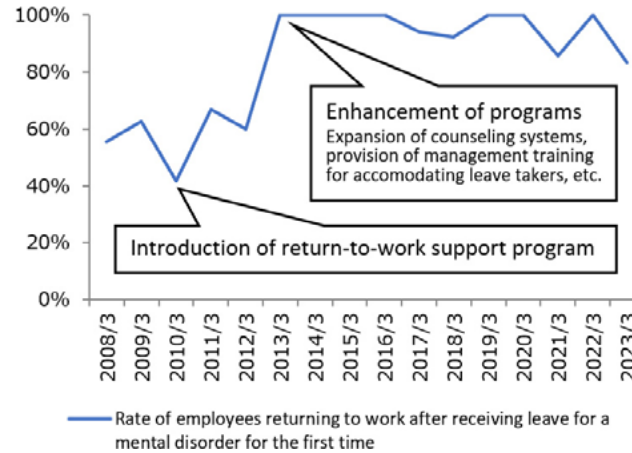
Furthermore, we implemented a stress check system in the first year after such systems became mandatory. In fiscal 2023, 94.0% of employees underwent stress checks.

Major Initiatives

- Stress check system
- Training for managers, supervisors, and new recruits from internal industrial physicians and counselors
- Return-to-work support program that connects occupational health and safety staff, supervisors, managers, and human resources personnel
- Mental health counseling desk staffed by psychiatrists and clinical psychologists from outside medical institutions
- Counseling desk provided by outside institutions through an external EAP

^{*3} An external EAP is an employee support program that utilizes external specialists to provide counseling to employees and their families for mental health issues, help employees return to the workplace after taking leave for mental disorders, and offer training to supervisors to promote healthy workplace environments within their divisions.

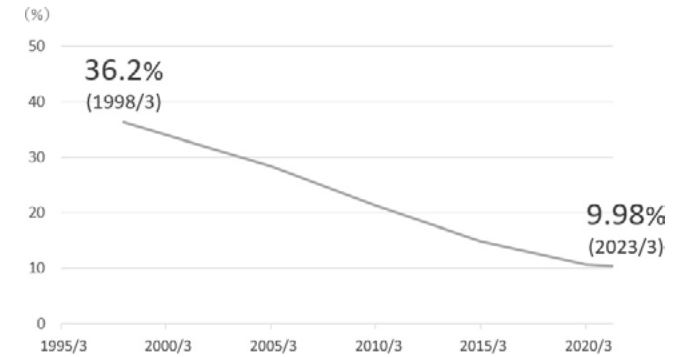
Rate of Employees Returning to Work after Receiving Leave for a Mental Disorder for the First Time (Yamaha Corporation)



■ Measures for Helping Employees Stop Smoking

Yamaha Corporation views encouraging employees to stop smoking as a top priority for protecting the health of employees. Since 1998, we have continued to help employees quit smoking through advice offered during health checkups as well as individualized support for employees desiring such aid. Moreover, smoking is completely prohibited on the premises of all domestic Group companies. As a result of these long-term initiatives, the percentage of smokers among all employees declined from 36.2% in 1998 to 9.98% in fiscal 2023, falling below 10% for the first time.

Ratio of Smokers among All Employees (Yamaha Corporation)



* As of March 31 each year

By prohibiting smoking on the premises of all domestic Group companies and providing advice for quitting smoking and individualized care when desired, the Yamaha Group is seeking to further lower the ratio of smokers and thereby help accomplish Goal 3 of the United Nations Sustainable Development Goals (SDGs): "Ensure healthy lives and promote well-being for all at all ages."

Data on the ratio of smokers, which includes Group companies, is shown on the [ESG Data](#) page.



2022年4月 ヤマハグループ
国内敷地内全面禁煙 スタート

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 immunizations for hepatitis A, hepatitis B, tetanus, rabies, and measles, and other prevention measures are recommended before departure from Japan.

In fiscal 2023, the Yamaha Group continued to promote teleworking and basic precautions for preventing the spread of COVID-19 in response to the ongoing global pandemic. We also provided COVID-19 vaccinations to approximately 2,000 employees who elected to receive their third vaccination at their workplace in April 2022. Elsewhere, we worked together with the government of Indonesia to provide vaccinations for roughly 5,000 individuals including employees as well as for members of their families and subcontractors (factory workers, janitors, cafeteria workers, drivers, etc.) at Group business sites.

[Risk Management >](#)



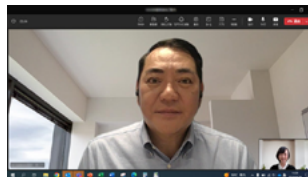
Regular sterilization of outside material storage dock



Cleaning of waterways on company premises

■ Health Support for Employees Stationed Abroad

In fiscal 2023, some employees stationed abroad were once again forced to endure restrictions on their activities as a result of the COVID-19 pandemic. Staff who were unable to return to Japan were provided access to online consultations with health staff to help alleviate the physical and mental burden placed on them by the prolonged restrictions. The scope of employees to which these consultations are provided has been expanded to include those stationed in the Middle East and Oceania.



Online consultation with a Yamaha Corporation industrial physician by an employee stationed abroad (Yamaha Music Australia Pty. Ltd.)

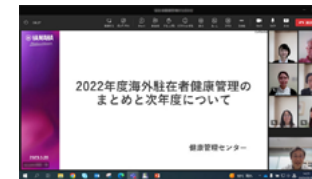


■ Comprehensive Health Management Support for Employees Stationed Abroad

In response to the COVID-19 pandemic, we began to expand the range of opportunities provided for information sharing between personnel department members, local managers, and healthcare staff, and steps have been taken to strengthen systems for providing comprehensive health management support through increased understanding of situations at overseas sites and rates

of employees undergoing regular health checkups.

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.



Online meetings between overseas managers and domestic healthcare staff

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 reminders and business trip regulations. Safety-related education is also provided to employees before being dispatched overseas, while their families also receive separate education programs.

Furthermore, 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.

Fiscal 2023 Training Activities

Content	Target	Number of sessions	Number of participants
Training prior to assignment overseas	Yamaha Group employees	16	42
	Employees' families	5	23
Overseas business trip orientation	Employees such as those going on an overseas business trip for the first time	7	93

has been a priority for the Group; and prohibiting smoking on the premises of all domestic Group companies in April 2022.

- *4 A joint program by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange launched in 2015 and designed to recognize companies that focus on and strategically carry out efforts with regard to their employees' health from a management perspective
- *5 An approach toward strategically carrying out efforts with regard to employee health from a management perspective
- *6 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

Initiative and Promotion Frameworks

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 Group established the Sustainability Committee, which is chaired by the president, and working groups pertaining to procurement and human rights, which are chaired by operating officers, have been formed under this committee. These bodies are responsible for matters related to environmental, human rights, and other supply

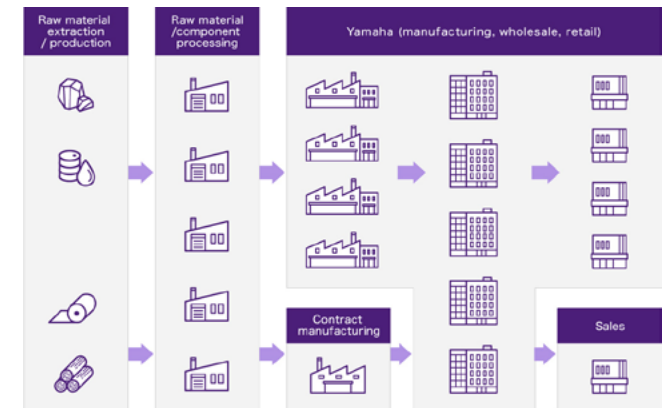
chain sustainability issues including the establishment of internal frameworks, measures, targets, and actions plans; the promotion of initiatives through coordination with the relevant divisions; and the monitoring of these initiatives.

[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. 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 Bases and Major Products Manufactured



	Country				
	Japan	China	Indonesia	India	Malaysia
Products manufactured / Number of production subsidiaries	3	4	6	1	1
Pianos	●	●	●		
Digital musical instruments	●	●	●	●	
Wind, string, and percussion instruments	●	●	●		
Guitars	●	●	●	●	
AV	●	●	●		●
PA	●	●	●	●	●
ICT	●	●	●		●

[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 corporate divisions based on Group regulations and standards. Details on these initiatives can be found below.

- [Respect for Employees' Human Rights >](#)
- [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 and 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. Inspections based on the code are conducted when transactions are commenced with new suppliers and on a regular basis thereafter. Corrective measures are implemented and transactions are reconsidered as necessary.

Moreover, Yamaha Corporation is a member of the Japan Electronics and Information Technology Industries Association and participates in the association's CSR committee as part of its efforts to promote sustainability in the supply chain through industry coordination.

Yamaha Policies Related to Procurement

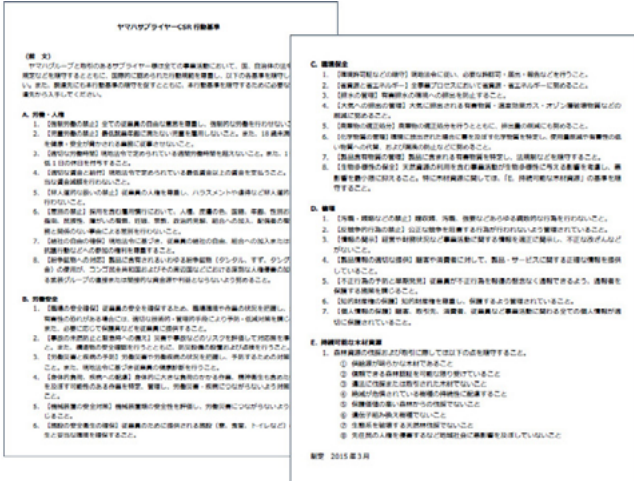
- [Yamaha Group Purchasing Philosophy >](#)
- [Yamaha Supplier CSR Code of Conduct >](#)
- [Yamaha Group Timber Procurement Policy >](#)
- [Yamaha Group Green Procurement Policy >](#)
- [Efforts to Combat Conflict Mineral Issues >](#)

Specific Sustainability-Related Requests to Suppliers*1

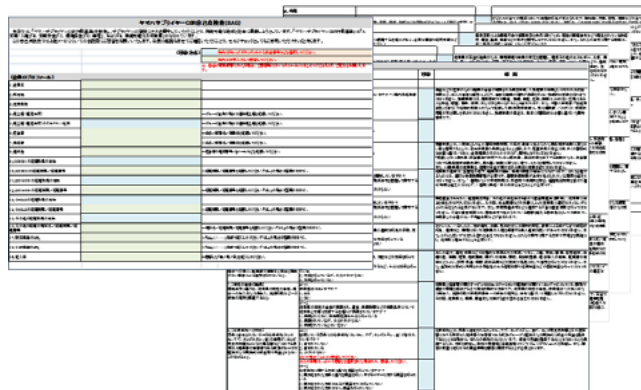
Category	Requests
Labor and human rights	No forced labor No child labor Appropriate working hours Fair wages and benefits No inhumane treatment Non-discrimination Guarantee of workers' rights (freedom of association, right to collective bargaining, etc.) Handling of conflict minerals (responsible sourcing of minerals)
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 preservation	Compliance with environmental regulations Resource and energy saving Wastewater management Air emission management Proper disposal of solid waste Management of chemical substances Management of hazardous substances Conservation of biodiversity
Ethics	Prohibition of all forms of corruption and bribery Prohibition of anti-competitive behavior Information disclosure Provision of appropriate product information Early detection and prevention of fraud Protection of intellectual property Protection of personal information

Human Rights | Promotion of Diversity, Equity, and Inclusion | Human Resources 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

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



Yamaha Supplier CSR Code of Conduct



Yamaha Supplier CSR Self-Assessment Questionnaire

Supplier Self-Assessments

In fiscal 2023, self-assessments were administered to 60 suppliers with which transactions were commenced. In March 2023, a simultaneous supplier self-assessment was administered via questionnaires submitted to 2,312 existing suppliers (when the supplier was a trading company, the relevant manufacturer was subject to the assessment), and responses were received from 2,179 suppliers. Roughly 40% of the surveyed suppliers were located in Japan while 30% were in China and 15% were in Indonesia. The remaining suppliers were positioned in countries such as Malaysia, India, Germany, and the United States. Requests for corrective actions were submitted to 418 companies that had low scores for any of the 19 items deemed to be of high materiality among the approximately 40 total items. The progress of corrective actions had been confirmed via paper assessment at 304 companies as of March 31, 2023. We will continue to submit requests for corrective action and confirmation to the companies from which such confirmation has yet to be received. Furthermore, we will keep submitting requests for assessment results to companies that have yet to report their results while determining whether or not transactions should be continued out of consideration for our responsibility as a purchaser. Looking ahead, the Yamaha Group intends to improve the effectiveness of its inspections by complementing questionnaires with on-site audits by third-party institutions.

Items Associated with a Large Number of Requests for Corrective Action

- Evaluation training (based on "2. Accident Prevention and Emergency Preparedness" under "B. Occupational Safety" in the Yamaha Supplier CSR Code of Conduct); corrective action requests submitted to approx. 5% of respondents
- Tracking, management, and treatment of hazardous substances in wastewater (based on "3. Wastewater Management" under "C. Environmental Conservation" in the Yamaha Supplier CSR Code of Conduct); corrective action requests submitted to approx. 4% of respondents

Consultation Venues (Grievance Mechanisms)

To provide a venue for consultation and reporting regarding human rights violations across the supply chain, Yamaha joined the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) in October 2022 and has begun accepting claims filed through its Engagement and Remedy Platform.

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

Education for Employees Responsible for Procurement

The Yamaha Group promotes internal training for its employees responsible for procurement to ensure fair trade. Topics of this training include the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors (the "Subcontractors Act"), laws related to contracts, and various regulations related to trade and procured goods. In addition, responsible procurement training is provided to employees charged with assessing the status of compliance with the Yamaha Supplier CSR Code of Conduct at suppliers. Briefings related to sustainable timber procurement, which include confirmations of timber legality, are held each year. In fiscal 2023, such briefings were conducted in Japan, China, and Indonesia.

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.

[Protection of Biodiversity >](#)
[Environmentally 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.

In fiscal 2023, a simultaneous assessment of suppliers was used to assess conditions regarding the procurement of tin, tantalum, tungsten, and gold. Based on the assessment results, 481 companies deemed as having the potential to be dealing with conflict minerals were asked to investigate their smelters and the countries of production using the Conflict Minerals Reporting Template of the Responsible Minerals Initiative. Responses were received from 333 of these companies, and we continue to request responses from those companies that have yet to submit them. The future steps to be taken will be determined based on aggregation and analyses of the results of the Conflict Minerals Reporting Template investigations.

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 preservation while striving to foster an atmosphere in which it is easy to share thoughts through relationship-building activities. In addition, we hold lectures on the United Nations Sustainable Development Goals (SDGs) at gatherings of suppliers in Japan in an effort to promote sustainability together with suppliers. During these lectures, we provide overviews of the SDGs and introduce Group initiatives related to human rights and other matters. 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.

Communication Activities

Since fiscal 2021, various communication activities have either been canceled or carried out through alternative means, such as mail-in voting, due to the COVID-19 pandemic. Examples of the communication activities that would take place under normal circumstances include the following.

Annual general meeting: Three times a year (collaborative meetings once each with procurement, distribution, and equipment divisions)

Briefing session on trends in production and sales: Once a year (collaborative meeting with procurement divisions, not held in fiscal 2023 due to the pandemic)

Safety and health inspection patrols: Confirmation of construction work at two business sites in fiscal 2023

Confirmation of compliance status at waste treatment subcontractors: On-site confirmation at 28 companies in fiscal 2023



On-site confirmation at a waste treatment subcontractor

Partnership Declaration

In January 2021, Yamaha Corporation announced its Partnership Declaration, which details our 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, 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 \(registered on January 1, 2021\) >](#)

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 submitted 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 \(last updated on September 20, 2019\) >](#)

Safety and Quality of Products and Services

Product and Service Safety and Quality Initiative

The Yamaha Group manages the quality and safety of its products and services and conducts appropriate disclosure of information with this regard to ensure its products and services can continue to satisfy customers.

Quality Assurance

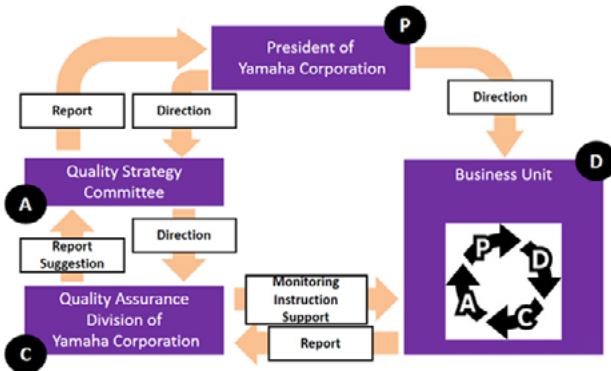
Quality Management System

The Yamaha Group has formulated the Group Quality

Management Policies & Rules to guide quality management oriented toward the ongoing provision of satisfying customer experiences through products and services, and a quality management system has been implemented based on these policies and rules to drive improvements in quality.

Groupwide quality policies and objectives as well as important quality-related measures are deliberated on by the Quality Strategy Committee, which is chaired by an operating officer. Based on these deliberations, the president will issue instructions that will be relayed to business divisions and Group companies via the head of the Yamaha Corporation Quality Assurance Division. 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 are issued 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 Management System Certification

The status of quality management system certification at Yamaha Group sites on March 31, 2023, was as follows. As of this date, certification had been acquired for 77.4% of the Group's global operations (on an employee number basis).

ISO 9001: Acquired in seven business domains*

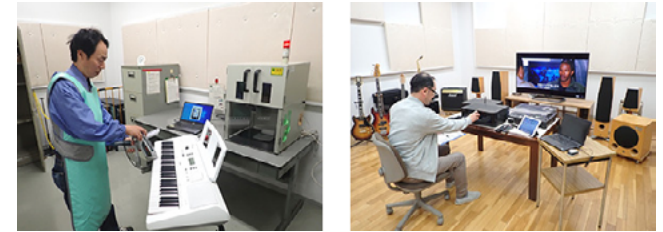
IATF 16949: Acquired in one business domain

* Certification has been acquired in relation to the three core musical instruments businesses, audio equipment business, industrial machinery and components business, and golf business.

Quality Audits

Auditors of the Yamaha Corporation Quality Assurance Division conduct quality audits of business divisions and Group companies to check whether or not their quality management systems and the resulting product and service quality are of a level that is sufficient to ensure customer satisfaction. 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 products sold by the Yamaha Group (approximately 20 products a year). 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 audits are not only instituted in product businesses, as we also conduct quality audits targeting resort and other service businesses from the perspective of customer safety. Based on the results of these audits, improvements are implemented to Companywide quality management systems as deemed necessary.

At the same time, business product business divisions issue instructions to and perform audits of the factories they oversee, both inside and outside Japan, in pursuit of higher product quality.



Quality audits

Product and Service Safety

The Yamaha Group endeavors to ensure and improve product safety through safety-conscious product design, safety inspections, and appropriate compliance with relevant laws and regulations.

Safety-Conscious Product Design

The Yamaha Group practices safety-conscious product design, and its efforts include incorporating a 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.

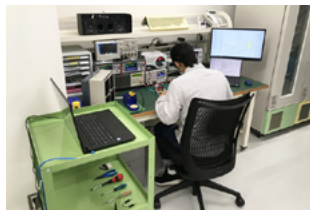
* The R-Map risk assessment method proposed by the Union of Japanese Scientists and Engineers entails mapping risks on a 6 x 5 matrix. This method is utilized for reducing risks during design processes and for evaluating product risks. The Ministry of Economy, Trade and Industry and the National Institute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

■ Product Safety Testing Facilities

The Yamaha Group has constructed a testing building equipped with safeguards against fires and explosions for the purpose of testing the safety of lithium-ion batteries and other components and products. This full range of in-house safety testing facilities has been installed in this building. In addition, the building is also used to advance development of safety verification methods and research projects for predicting deterioration patterns.



Testing building



Researcher at work

■ Response to Product Regulations and Standards of Different Countries

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.

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 international tightening of regulations applying to electromagnetic waves and energy conservation,

Yamaha Corporation has installed electromagnetic wave measurement equipment and various other kinds of measurement, analysis, and evaluation equipment at its facilities. This equipment is used to evaluate product and component prototypes for compliance with the regulations of relevant countries. Regulations for chemical substances have also become more stringent around the world, and in response to this trend the Company has implemented a management system for chemical substances contained in products and established its own Standards for Chemical Content in Products. These standards have been used to manage chemical substances across the supply chain during the product design and development phases and have helped facilitate 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 has put in place a system to ensure that it places top priority on the safety of customers. In the event of a safety issue involving a commercially sold product, the employee who learned of the incident shall immediately report it to the responsible department and to the Quality Assurance Department. The department that receives the report immediately notifies the quality assurance division for the respective business of the issue, and steps are taken to respond to the affected customers, notify the appropriate government authorities, and initiate measures aimed at preventing recurrence. Should the relevant quality assurance division determine that the issue is particularly serious, a report will be submitted to senior management and the head of the Quality Assurance Department shall assemble representatives from the relevant departments from across the Company.

| 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 Product/Service Information Disclosure

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 basic information on products and services, such as specifications, as well as information on the safe use of these offerings in order to educate customers on safe usage methods and prevent accidents. In addition, we provide safety awareness information about school instruments and equipment on our corporate website and in catalogs.

[Precautions Pertaining to Safe and Proper Product Usage >](#)
[Safety Awareness Information about School Instruments and Equipment >](#)
[Safe Music Instrument Usage \(School Instruments and Equipment Catalog\) >](#)

Human Rights | Promotion of Diversity, Equity, and Inclusion | Human Resources 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 Company has defined procedures and workflows for use in the 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.

There were no new recall announcements in fiscal 2023.

Training Related to Product and Service Quality and Safety Management

The Yamaha Group provides training and education in relation to relevant regulations and social expectations as it takes steps to improve the quality and safety of its products and services.

Quality Management and Quality Awareness Training

The Yamaha Group's human resource training programs include specialized quality technique training as well as rank-based training with the goal of improving quality awareness and quality management skills. In fiscal 2023, the Group held quality engineering courses, product safety risk assessment courses (R-Map), and other courses. Going forward, the Group will restructure its quality assurance training programs to facilitate the acquisition of quality-related skills by mid-level employees in the engineering field while revising quality management training to raise quality awareness among management.

In addition, a yearlong training program was implemented targeting all domestic employees in fiscal 2023 as part of our efforts to improve awareness regarding actions that can prevent quality issues.

This program included learning based on examples of quality issues and activities aimed at enhancing prevention-oriented mindsets.

We have also begun implementing initiatives for improving employee quality awareness through increased receptiveness by sharing information on customer input and quality improvement measures via an internal website detailing lessons that can be learned from customer experiences and physical displays on development floors.

Product Safety Training

The Yamaha Group includes product safety risk assessment courses in its human resource training programs. These courses cover a variety of safety-related topics, ranging from examinations of safety issue case studies and risk management practices for all areas of operations spanning from the product development stage to post-development. When including the product safety courses discontinued after fiscal 2019, an aggregate total of 377 employees, primarily from the engineering and development divisions, completed these courses over the 13-year period from fiscal 2011 to fiscal 2023, making for a total of 1,940 hours of training.

Legal Compliance Training

Human resource development programs are implemented to foster compliance understanding among relevant personnel and ensure good legal compliance. As one facet of these efforts, e-learning programs on regulations pertaining to products and Yamaha's response frameworks were launched in fiscal 2022.

Product- and Service-Related Legal Violations, etc.

Legal Violations and Defects Involving the Safety of Products and Services

In fiscal 2023, there were no market response incidents involving product safety defects and no legal violations resulting in punishment.

[Important Information on the Use of Yamaha Products >](#)

Legal Violation Regarding Labeling and Advertising

In fiscal 2023, there were two incidents of legal violations regarding product labeling overseas. These cases involved failures to list an in-border address on products or packaging and failures to label products in accordance with local requirements. The necessary measures were taken to address these issues.

Improvement of Customer Satisfaction

Customer Experience Initiatives

The Yamaha Group has put forth its corporate philosophy structure, the Yamaha Philosophy, to try 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 to Improve Customer Satisfaction (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 internal websites. 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. In fiscal 2023, a global customer satisfaction survey was administered to all customers registered for the member services of domestic and overseas Group companies.

Input from customers is an invaluable asset that is utilized even after the supply of products and services to determine whether we are effectively delivering the desired value and satisfying customers and to improve customer experiences together with customers.



Internal website compiling customer input received through questionnaires

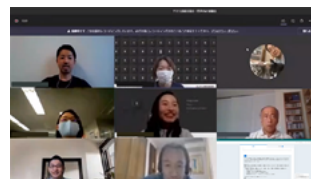
■ Mindset Building for Improving Customer Awareness

The Yamaha Group conducts unique training programs aimed at

fostering interest and sensitivity toward customer experiences. Through these programs, we train more than 3,000 employees a year. These programs see groups of employees thinking about how customers experience Yamaha Group products and services based on voice recordings of actual inquiries while interacting with the articles in question in order to gain an understanding of exactly how customers feel when using our products. Through the free 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, monthly posters are displayed at domestic production bases providing feedback from customers around the world with regard to the products manufactured in Japan. Meanwhile, internal websites 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.



Online iteration of the Yamaha Group's unique training programs



Intranet site offering examples of customer input being used to improve products (left)
 Poster in a Japanese factory (right)

Customer Response and Support Improvement

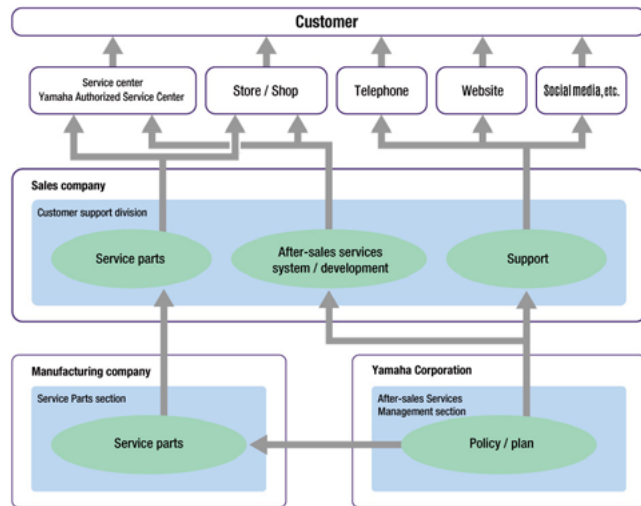
■ Customer Response and Support Improvement

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.

Yamaha Corporation has established the After-Sales Service Management Section, which has formulated after-sales service policies regarding the Yamaha Group and that facilitates the monitoring of quality in customer responses and support. Manufacturing companies have established sections for storing and supplying service parts. Sales companies have developed systems, including customer support divisions, through which they offer after-sales services. In the musical instruments and audio products business, Japanese sales company Yamaha Music Japan Co., Ltd., has established the Customer Support Division along with product-specific customer service venues. Overseas, we have created a region-specific after-sales service network. This network includes Yamaha Group service centers, Yamaha-authorized service centers, distributors, and contracted engineers.

These customer support sections develop customer support systems that make use of telephones, websites, and social media in order to facilitate smooth responses to inquiries. Some of these departments have introduced customer management systems using cloud computing.

[1-6 Offer of After-Sales Services and Response to Customer Inquiries >](#)



Customer Support System (After-Sales Services)



Yamaha Music Japan Co., Ltd.



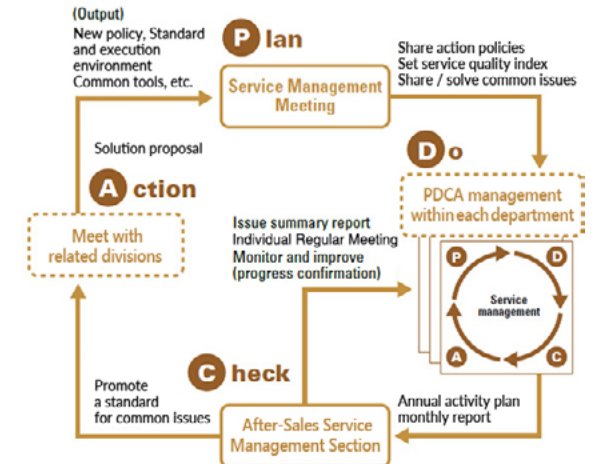
Yamaha Music Europe GmbH

After-Sales Service Management System

The Yamaha Group has created an after-sales service management system for its musical instruments and audio equipment businesses and is working to continually improve the quality of its customer responses and support based on the slogan "ONE YAMAHA."

The Group policy is shared at the annual Service Management Meeting, and Japanese and overseas sales companies and manufacturing companies with service parts centers formulate targets and plans related to after-sales services. Group companies conduct activities according to their plans, and the quality assurance division of each business monitors their progress. In this way, the entire Group works to make improvements to continuously enhance responses to customers and customer support.

In fiscal 2023, the Service Management Meeting was held online using Microsoft Teams in light of the COVID-19 pandemic. At this meeting, customer service representatives from 26 Japanese and overseas companies discussed common issues needing to be addressed by customer service divisions across the Group. Such issues included the need to share information on customer service and support initiatives based on the changing social climate, to contribute to a recycling-oriented society, and to provide information on after-sales service techniques online. Furthermore, in order to provide standardized high-quality after-sales services to customers all over the world, the Yamaha Group established the Group After-Sales Service Policies & Rules, which outline the basic policies to be shared throughout the Group. The Group is also monitoring the implementation status of these policies via check sheets.



After-Sales Service Management System



Service Management Meeting discussions

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 both inside and outside Japan. The predecessor to this business was a music class that started in the Ginza area of 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. 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 courses that meet the needs of all generations. These include Yamaha Music Schools for children between age 1 and junior high school and high school age and Yamaha Music Lessons for Adults for both music enthusiasts and individuals interested in learning to play a musical instrument as a hobby.

Yamaha Music Schools Available in More than 40 Countries and Regions Worldwide

Yamaha Music Schools provide lessons that focus on fostering creativity based on the three features of comprehensive music education, timely education, and group lessons. Our aim is to empower children with the ability to express themselves freely with music through our unique education methods, which include elements such as listening, singing, playing, reading, and creating.

The first overseas Yamaha Music School opened its doors in Los Angeles in 1964. After this, we proceeded to expand our network to locations throughout Asia, Europe, North America, and Central and South America. As a result, we now provide opportunities to learn the joy of music to more than 140,000 students in over 40 countries and regions. Each course offered at these schools is developed with consideration given to the culture and character of the respective region while being based on a philosophy and curriculum for music education developed in Japan.



Furthermore, for more than five decades the Yamaha Group has been holding Yamaha Junior Original Concert events that call upon children under 15 years of age studying at Yamaha Music Schools to turn their feelings into music and perform their own compositions. Activities pertaining to Yamaha Junior Original Concert events are carried out in Japan and around the world. Through the common language of music, Yamaha's philosophy of music education is spreading across the globe.



Yamaha Music School (Japan)



Yamaha Music School (South Korea)

Yamaha Music Lessons for Adults Catering to Diverse Needs

Yamaha Music Lessons for Adults are provided for a wide range of age groups in locations across Japan. With lessons for everyone from beginners looking to have fun while learning how to play an instrument to intermediate and advanced students dedicated to improving their skills, these lessons allow anyone to enjoy the process of learning and refining music techniques without undue stress. These lessons are provided for learners of all ages at roughly 1,200 site locations across Japan. We offer a variety of courses to match various customer needs, ranging from band courses, vocal and choir courses, wind and string instruments for those planning to play in groups, and keyboard courses for those looking to play alone. As of June 2022, we had a total of 39 courses. Solo lessons are available as well as small group lessons that allow students to improve their skills with an instrument while enjoying music with their friends through a curriculum that helps overcome any discrepancies in musical experience and original educational materials.

In addition, we offer "Music and Health" and "Sing for Health" wellness programs that capitalize on the health benefits of music.



Yamaha Music Lesson for Adults



"Music and Health" wellness program

Casual "Seishun Pops" Course for Singing Fun

The "Seishun Pops" course launched nationwide in 2017 is designed to allow even people with no musical background to have fun singing. This course mainly focuses on popular Japanese pop music or folk songs from the 1960s to 1980s that senior

Human Rights | Promotion of Diversity, Equity, and Inclusion | Human Resources 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

citizens enjoyed in their youth. Without using a score, participants can enjoy songs by singing in harmony or step to the music along with their peers while watching originally made videos.



"Seishun Pops" course

■ 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 while also working to enhance employee understanding and awareness. 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.

In 2017, the Yamaha Group established the SoundUD™ Consortium, an organization in which Yamaha Corporation is acting as the secretariat, 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 popularization of SoundUD™ technologies together with the more than 360 member companies and organizations (as of March 31, 2023). Efforts by the consortium to date have included the deployment of a multilanguage announcement system for use by senior citizens, people with disabilities who may have difficulty hearing announcements, as well as non-Japanese individuals who may not understand Japanese. This concept and the success of our activities have earned praise, resulting in the consortium being presented with a number of honors.

Another service of this nature is the Remote Cheerer powered by SoundUD™ remote cheering system developed by Yamaha. This system involves an app that helps users to engage with sports in an interactive manner, even when viewing from home or other remote locations. This service has been used at more than 500 events, including soccer, baseball, and basketball games, relaying over 100 million expressions of support from spectators. In 2022, this service won an award for excellence in the fourth Nihon Service Award, a program organized by Japan Productivity Center and SPRING for the purpose of recognizing innovative services. We have developed a commercial-use interphone service that can be used via smartphone. Named Intercom via your Smartphone, this service employs universal design principles, including the options for text communication via keyboard input and multilanguage support using machine translation, to ensure that it can be used with ease by anyone. A Gold Award was received for this service in the Interaction Design category of IAUD International Design Awards 2022.

Furthermore, awards were received in the 2022 Good Design Award program (organized by the Japan Institute of Design Promotion) for Intercom via your Smartphone powered by SoundUD™, an extension of the aforementioned interphone

service, as well as for the Text and Sound Based Multilingual Announcement System powered by SoundUD™ commercial-use public announcement system developed jointly with USEN CORPORATION, which was also included in the GOOD DESIGN BEST 100 due to its particularly high evaluation.



Intercom via your Smartphone powered by SoundUD™



Text and Sound Based Multilingual Announcement System powered by SoundUD™

Daredemo Piano (Auto-Accompanied Piano)

Developed jointly by Yamaha Corporation and the COI Site of Tokyo University of the Arts, the Daredemo Piano (Auto-Accompanied Piano) allows anyone to produce exquisite performances as they can play a melody with just one finger while being supported by automatic accompaniment and pedal movement.

Yamaha Corporation has been involved in the COI Site of Tokyo University of the Arts, a facility that is part of the COI STREAM innovation creation program of the Ministry of Education, Culture, Sports, Science and Technology and the Japan Science and Technology Agency, since October 2015. Our involvement has included the provision of technical support to this organization. The Daredemo Piano was born out of a project 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. The key to fulfilling this dream was found in Yamaha's Disklavier™ player piano and in its automatic accompaniment technology. Disklavier™ uses a system in which the notes played by one's right hand, generally used for the melody, are instantly translated to MIDI data which is compared with the music database of our

automatic playback system. This system then supplies the notes that would normally be played with the left hand, while matching the tempo of the performer. When combined with control over the pedal manipulation system installed in Disklavier™, this allows for performers to play songs exactly as they envision.

Looking ahead, Yamaha plans to take part in research on the Daredemo Piano in social welfare and medical fields with the goal of helping extend the amount of time in which people are able to live healthily. For example, the Daredemo Piano is expected to contribute to increased well-being for senior citizens and people with disabilities through the provision of ongoing happiness and meaningful activities. We also see applications for this innovation in teaching music to children and students and in providing education on the United Nations Sustainable Development Goals (SDGs).

In 2021, the Daredemo Piano won the Minister of Education, Culture, Sports, Science and Technology Award in the STI for SDGs program, which was established by the Japan Science and Technology Agency with the goal of honoring superior initiatives for resolving social issues through science, technology, and innovation (STI).

[Shaping an Inclusive Future in Which Everyone Can Know the Joy of Playing the Piano—Daredemo Piano >](#)



Daredemo Piano Taira Tairadate © 2019

Resolution of Social Issues with Sound Technologies
Music Education Solution Utilizing ICT—Smart Education System
Remote Classes Using Online Meeting System

[School Music Education Support >](#)

Creation of New Workplaces and Proposal of Teleworking Solutions

The COVID-19 pandemic is transforming the spaces in which we work and learn, giving rise to hybrid workstyles that merge office work and teleworking and HyFlex courses that combine face-to-face and online classes. The needs regarding in-office meeting rooms are also diversifying as companies seek to flexibly change layouts to maintain appropriate distance among participants, to more efficiently utilize meeting rooms based on the number of participants and the purpose of the meetings, and to make the sound environments of meeting rooms, which have traditionally been unsuited to remote meetings due to echoes, more ideal for such meetings.

Amid the resulting rise in remote meeting systems, the Yamaha Group has been turning its attention toward such office sound environment issues, leveraging its accumulated technical and product expertise to propose 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 the ADECIA remote meeting sound solution launched in 2021. This audio system is a one-stop 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 ADECIA system lineup includes the ADECIA Ceiling Solution, which is comprised of ceiling array microphones that allow for flexible adjustments to meeting room layouts and efficient meeting proceedings based on the number of participants; the ADECIA Tabletop Solution, which uses wired tabletop microphones to accommodate compact meetings with few participants; and the ADECIA Wireless Solution, an addition to our wireless microphone system lineup that supports optimal remote meetings during and after the COVID-19 pandemic. We are constantly expanding our lineup of ADECIA products to flexibly accommodate various remote meeting environments as these environments grow more diverse based on applications.



ADECIA remote meeting sound solution

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

Listening Care Earphones and Headphones and Hearing Health Website

Ensuring that people around the world are able to continue to enjoy music throughout their life is an important social mission of a company involved in sound and music. Accordingly, the Yamaha Group will continue to advance business and product development activities aimed at creating new value at the intersection between enjoying quality sound and protecting one's hearing.

A 2019 report by the World Health Organization indicates that around 1.1 billion people aged 12 to 35, or roughly half of this demographic, are at risk of hearing loss, and this number and the associated risks are only expected to increase if steps are not taken to curb this trend.

In order to help address this social issue, Yamaha provides its TW-E and EP-E series of earphones and YH-L and YH-E series of headphones, which are equipped with its proprietary Listening Care* 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.

* 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 >](#)



TW-E5B truly wireless Bluetooth® earphones

■ Solutions Utilizing Sound and New Technologies

Since successfully manufacturing its first piano in 1900, the Yamaha Group has been advancing its technologies to keep up with the changing times while also continuing to develop traditional acoustic musical instruments as well as musical instruments and technologies using the latest electronic technologies. In addition, the Group continues to create better listening environments through research and development regarding sound fields and related control systems while pursuing superior sounds through the manufacture of sound-generating products. We have also been proposing solutions utilizing technologies such as the sensor technologies cultivated through product development and delivering the content that the Yamaha Group proposes under the current "new normal."

In 2021, the Advanced Art Design Laboratory was established jointly between the University of Tokyo's Research Center for Advanced Science and Technology, Yamaha Corporation, and eight other companies. This laboratory has assembled cross-field research groups consisting of staff from world-leading companies, cutting-edge University of Tokyo researchers, and leading art design professionals. These groups are tasked with swiftly implementing ideas born out of their diverse perspectives and fostering balanced human resources that can address the more complex social issues that will emerge in the future as the development of inclusive societies and social design become

increasingly more important, due in part to the push to achieve the targets of the United Nations SDGs put forth for 2030.

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

SYNCROOM Online Remote Ensemble Performance Service

SYNCROOM is an online remote ensemble performance service that allows users in up to five locations to connect via the internet to enjoy remote ensembles.

Standard remote meeting and IP telephony systems are designed for conversations and meetings and thus entail a degree of audio latency that is unacceptable for ensemble performances, which require a high degree of synchronicity. SYNCROOM, meanwhile, uses a 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. Moreover, this service can be used free of charge simply by installing the SYNCROOM app and creating an account. As of March 31, 2023, the number of account holders had risen to 200,000, indicating how SYNCROOM is helping users across Japan enjoy performances with colleagues separated by physical distance.

The SYNCROOM app was expanded in April 2022 with the addition of a new profile function that enables users to publicly display information such as self-introductions, their favorite music genres, the instruments in which they are interested, and their social media accounts. This profile function is combined with user search and favorite registry functions that make it easy to find users with similar interests and thereby facilitate connections between users.

SYNCROOM received the 2020 Nikkei Business Daily Award for Superiority in the Superior Products and Services category in January 2021.

[Official SYNCROOM website \(in Japanese only\) >](#)

[Official SYNCROOM players website \(in Japanese only\) >](#)



SYNCROOM

Distance Viewing Next-Generation Live Viewing Service

Distance Viewing is a next-generation live viewing service that records the full impact of live performances by artists and faithfully reproduces these performances in a virtual environment. Capitalizing on Yamaha's musical instrument, audio equipment, and network insight and technologies, this service was developed with the aim of providing a means of mobilizing concert halls, which continue to face a challenging operating environment as a result of the prolongation of the COVID-19 pandemic. Distance Viewing can be used to reproduce performances in a virtual environment by combining faithful live performance audio with life-sized visuals displayed on large screens and lighting effects that mimic the actual performance.

Going forward, the Yamaha Group will continue to propose means of enjoying music that are suited to the new normal emerging amid the pandemic while delivering solutions that resolve social issues related to sound and music.


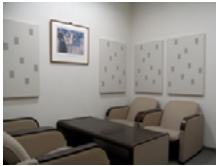




Distance Viewing received an award in the 2021 Good Design Award program organized by the Japan Institute of Design Promotion.



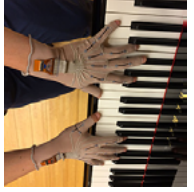

Distance Viewing next-generation live viewing service

■ 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	
YVC-200 unified communications speakerphone (in Japanese only)	Allows for hassle-free remote communication regardless of time or place	
TW-E3B and TW-E5B truly wireless Bluetooth® earphones	Features proprietary Listening Care technology for reducing burden placed on listeners' ears by optimizing sound balance based on volume	
EP-E70A noise cancelling Bluetooth® earphones	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	-

Human Rights | Promotion of Diversity, Equity, and Inclusion | Human Resources 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

External Recognition

■ First Place in the Educational Service Industry in JCSI Survey for Seventh Consecutive Year

In fiscal 2023, Yamaha (Yamaha Music School, English language schools, etc.) won first place in the educational service industry for the seventh consecutive year in the Japanese Customer Satisfaction Index (JCSI) survey. The survey is one of Japan's largest customer satisfaction surveys. In the second iteration of this survey, Yamaha received an exceptionally high evaluation, ranking No. 1 in anticipation felt by consumers toward corporate brand, overall evaluation of quality, and cost performance, all factors that can influence satisfaction, and in customer satisfaction and recommendations via word-of-mouth, which are the result of satisfaction levels.

■ First Place in the Network Device Category of Nikkei Computer Customer Satisfaction Survey for Seventh Consecutive Year

Yamaha Corporation won first place in the network device category of the Nikkei Computer Customer Satisfaction Survey 2022-2023 of Nikkei Business Publications, Inc. This was the Company's seventh consecutive year of receiving this rank. Our receipt of this honor was a result of the high evaluation of factors such as the reliability and ease of use of our products.

To ensure that customers can continue to use our products with peace of mind, we supply a wealth of technical information, long-term firmware support, and ongoing technical support. In addition, initiatives are implemented to help customers improve their skills in relation to our products. For example, we operate the Yamaha Network Engineer Association, a social media service that allows for exchanges of information between engineers. Another such initiative is the Yamaha Certified Network Engineer Program, which was launched in June 2021. We also provide information on

case studies of our products being adopted by various industries on our network product website.

[Yamaha Network Engineer Association >](#)

[Yamaha Certified Network Engineer Program >](#)

[Nikkei Computer Customer Satisfaction Survey 2022-2023 \(in Japanese only\) >](#)

■ No. 1 Domestic Share for Routers for Small and Home Offices for 18 Consecutive Years

In the figures for shares of the domestic network equipment market for 2021 announced by International Data Corporation Japan in June 2022, 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 18 consecutive years.

Since entering the network equipment market in 1995, Yamaha has continued to expand its lineup of switches, wireless LAN access points, 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 through the proactive provision of information via venues such as regular online Yamaha network seminars held to explain product settings and usage methods. Yamaha also makes efforts to improve customer skills through the Yamaha Network Engineer Association, a social media service that allows for exchanges of information between engineers, and the Yamaha Certified Network Engineer Program.

■ Receipt of Award for Excellence in Fourth Nihon Service Award by Remote Cheerer powered by SoundUD™

The Remote Cheerer powered by SoundUD™ remote cheering system won an award for excellence in the fourth Nihon Service

Award, a program organized by Japan Productivity Center and SPRING for the purpose of recognizing innovative services. The Nihon Service Award is a program designed to recognize services offered by Japanese companies that are based on completely unprecedented new approaches or that provide astounding new value inspiring the evolution of other services or the development of industries.

Remote Cheerer powered by SoundUD™ is a service that allows sports fans to transmit their expressions of support to speakers at the site of sporting events via their smartphone, even while at home or some other remote location. This service has also been expanded to allow users to hear the commentary from the site through their smartphone. The receipt of this award is thought to be a reflection of the new value created for various stakeholders involved in sports.



[Nihon Service Award >](#)

[Remote Cheerer powered by SoundUD™ website >](#)

Intellectual Property

| Intellectual Property

The Yamaha Group believes that proper protection and use of intellectual property is essential for accelerating innovation and inspiring creativity and make social development faster and healthier. Based on this belief, the Group has proceeded to protect its business through the proactive 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. These efforts have been aimed at enacting our Corporate Philosophy "Sharing Passion & Performance" and accomplishing our management vision "Becoming an Indispensable, Brilliantly Individual Company."

Intellectual Property Protection Initiatives

The Yamaha Group is proactive in its efforts to acquire, protect, and utilize important intellectual property rights created during the course of its business activities, such as those pertaining to new technological concepts, designs, products, or service names. At the same time, we view respect for the intellectual property rights of others as a basic principle, and the Compliance Code of Conduct contains stipulations pertaining to the protection of such intellectual property rights, which are faithfully observed. When conducting preliminary surveys in conjunction with the announcement of new product development projects or the acquisition of intellectual property rights, the Group strives to avoid infringing on existing rights by improving the precision of its surveys through the implementation of tools that utilize AI technologies.

In addition, regulations and bonus systems are in place with regard to the rights (patents, designs, etc.) to new inventions produced as part of work. The Yamaha Group also holds educational sessions for employees to ensure they are able to appropriately use intellectual property held by the Group or other parties. In addition to training upon hiring, Yamaha Corporation is enhancing its employee training programs through means such as holding training sessions for employees upon joining or being transferred to development and marketing divisions, including sessions related to the themes of patents, copyrights, and general management of intellectual property.

6-3 Respect for Intellectual Property Rights >

Patents

The Yamaha Group has formulated a patent strategy to match the characteristics of its business projected over the medium to long term based on analysis of patent data and other information, and is working to drive the creation of new value and build a strong patent portfolio to protect this value. With regard to specific businesses, we are engaged in patent activities with the main aims of differentiation from other companies as well as the maintenance of a competitive edge, and are moving forward with licensing to third parties as appropriate.

In addition, annual evaluations are conducted on the current state of utilization and future possibilities of all patent rights retained in Japan and overseas, and we rigorously categorize and manage our portfolio of intellectual property with the potential to contribute to the development of unique Yamaha products and to the establishment of a competitive advantage. By optimizing our intellectual property portfolio and numbers of held rights, we are promoting the rational use of intellectual property.

The total number of patents and utility models for practical use held by the Yamaha Group in Japan as of March 31, 2023, was 2,183. The total number held overseas, principally in the United States, Europe, and China, was roughly 2,673 on March 31, 2023, making a global total of approximately 4,856.

Designs

The Yamaha Group views designs as an important element of product differentiation, and we are promoting the appropriate protection and use of designs through design rights and other intellectual property rights accordingly. As part of these efforts, the Group has been ramping up the acquisition and exercise of design rights in countries and regions where there are many victims of counterfeiting. Designs have become an increasingly

important element of branding in recent years, and strategies for acquiring design rights are being advanced based on this trend.

As of March 31, 2023, we held 1,622 design rights, with 535 in Japan and 1,087 overseas.

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. Music-related copyrights are a particularly important form of intellectual property, and the Group manages and utilizes these rights, taking legal action when necessary. Education and training on the proper use of copyrighted works are also provided to employees. In December 2022, training sessions on the theme of education were held for intellectual property managers and other relevant employees at Yamaha Group companies.

Brands

Our brands have been an important asset, and a symbol of our 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 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. Furthermore, the 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 sub-brands of its products, services, and technologies.

Counterfeit Product Countermeasures

Through ongoing countermeasures for combatting unauthorized usage of Group intellectual property and counterfeit products, issues that are on the rise across the globe, the Yamaha Group

continues to take action against these problems in order to eliminate the economic disadvantage for consumers while ensuring safety and maintaining trust in the Yamaha brand. In China, we are stepping up measures, including filing lawsuits and requesting administrative disciplinary action, to combat the recent trend toward the sale of counterfeit products over the internet and social media.

■ Employee Education

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

In addition to holding annual in-house copyright seminars targeting intellectual property representatives, we regularly conduct study sessions that are specially tailored for specific divisions and Group companies. Furthermore, all Yamaha Group employees are administered tests to gauge their basic knowledge on copyrights, patents, and trademarks as part of our efforts to raise intellectual property literacy.

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 communication with local communities and advance various initiatives with the aim of contributing to the development of society as a good corporate citizen. As we continue to make contributions to the popularization and development of music culture around the world, we also aspire to help further the development of the countries and regions in which our business sites are located through support for fostering future generations and welfare programs.

4-3 Harmonization with Society >

| Communication with Local Communities

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

At our business sites, we regularly hold information exchange sessions with surrounding municipalities and solicit opinions and requests at neighborhood council meetings.

■ Communication Activities Conducted at Business Sites and Factories

- Regular information exchange sessions with neighborhood councils (once annual forums for reporting on business activities, sharing opinions, and soliciting requests)
- Factory tours
- Accommodation of community study trips for local elementary school students and hands-on workplace experience programs and tours for local junior high and high school students
- Summer festivals for strengthening relationships with communities
- Signing of memorandums to open up facilities to the public during disasters
- Participation in local events and celebrations
- Exhibition in and cooperation with MUSIC SPOT at Shin-Tomei Expressway NEOPASA Hamamatsu and exhibition at Hamamatsu Station on the Tokaido Shinkansen line
- Lending of facilities, parking lots, etc.
- Cooperation with regional safety patrol activities
- Cooperation with regional environmental activities, including participation in regional cleanup efforts by employees
- Participation in joint disaster drills led by municipalities
- Donation of household goods, sweets, etc., gathered through charity bazaars and donation campaigns to local organizations

- [Donation of food from disaster stockpiles to food banks](#)

- Lending of instruments and holding of concerts

Note: Some activities were canceled in fiscal 2023 in response to the COVID-19 pandemic.



Information exchange session at local neighborhood council meeting (Headquarters)



Summer festival (Tenryu Factory)



Regional cleanup effort (Kakegawa Factory)



Donation of food from disaster stockpiles to a food bank (Toyooka Factory)

■ Piano Factory Tours

At the Kakegawa Factory, a domestic piano manufacturing site, we open our doors to public visitors so that they can observe the process of making grand pianos and thereby experience the appeal of instruments and music. In factory tours, visitors see how we use modern techniques and some traditional, more than 100-year-old manufacturing processes. Visitors also pass through the adjacent showroom, where we display valuable instruments as well as instruments that visitors are invited to try out. In addition, visitors witness the environmental preservation initiatives woven into our product creation activities. We accommodate a plethora

of visitors, including professional and amateur musicians and local elementary school students on field trips, while also opening our doors to general customers and organizations as part of our efforts to foster understanding with regard to product creation at the Yamaha Group. In fiscal 2023, factory tours were held with limits on the number of participants in light of the COVID-19 pandemic, and we also provided remote (online) factory tours for local elementary school students and Yamaha musical instrument sales agents across Japan.

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



Visitors observing the grand piano manufacturing process



Exhibition at the showroom

■ Public Opening of Corporate Museum

Opened in 2018, Innovation Road is a hands-on corporate museum displaying exhibitions on the history of the products and services of the Yamaha Group. This museum allows general visitors to learn about products and services from the Company's founding until today, their development process, and the Company's vision for the future via audio and visual exhibits. Since its opening, many people have visited Innovation Road, including organizations, business partners, and community members.

Information regarding Innovation Road can be found on the following website.

[Corporate Museum >](#)



Entrance of Innovation Road



Exhibition area (History Walk)

■ 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. In fiscal 2023, this event was held with no entry restrictions for the first time in four years. We once again took steps to manage the event in an eco-friendly manner through means such as sorting garbage and encouraging visitors to use public transportation. A number of uniquely Yamaha subevents were also arranged, including opportunities to test out Yamaha golf clubs and special lessons by pro golfers with contracts with Yamaha. Thanks to the diligent efforts of a total of roughly 1,300 volunteers, and community members, and with support from local government agencies, we were able to welcome some 11,000 visitors over the four-day period of the Yamaha Ladies Open Katsuragi.

Since the first tournament in 2008, Yamaha Corporation has given donations to local governments that have backed the tournament (Shizuoka prefectural government and five municipalities) as a token of our appreciation to community members for their cooperation and support of the event and as an expression of our desire to further strengthen these ties. These donations are to be used for regional revitalization and social welfare activities, such as maintaining sports facilities, buying vehicles for volunteer activities, and funding cultural and educational venues.

[Yamaha Ladies Open Katsuragi >](#)



Tournament winner Lala Anai together with members of volunteer staff

■ Regional Contribution Activities through Music

The Yamaha Group aims to make contributions to communities and 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 will also plan and provide opportunities to perform to amateur musicians seeking to take their art to the next level.

■ Community Development through Music

Yamaha Music Japan Co., Ltd., is advancing the Oto-Machi Project for Creating Musical Towns. 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 address the issues faced by municipalities, communities, and companies, the Yamaha Group proposes and supports citizen participatory projects, events, and programs that use music as a tool for community development. The Group aims to help create the independent communities that form sustainable community foundations. Through the Oto-Machi Project, we promote new forms of social contribution activities by offering focused support for the early stages of community development and building schemes for places and times that allow for ongoing activities

open to free participation by community members. In fiscal 2023, we arranged a drum circle facilitator development workshop in Toshima that mobilized a drum circle with the aim of fostering community leaders as one facet of the efforts of Toshima Music Circle, a public-private partnership project launched in commemoration of the 90th anniversary of the establishment of Toshima Ward. This workshop represented the creation of a new approach toward community outreach. In addition, Yamaha Music Japan concluded a three-year partnership agreement with Fukui Prefecture in February 2021. Through this agreement, we will contribute to community development in Fukui Prefecture with music. We are currently engaged in wide-ranging initiatives together with local and prefectural government agencies and other organizations to create opportunities for musicians to perform in urban centers and other locations and along with opportunities to view performances in one's community. These are just some of the activities we are implementing to promote the spread of music within Fukui Prefecture.

[Community Development through Music \(in Japanese only\) >](#)



Drum circle workshop (Minami-Ikebukuro Park in Toshima Ward)



Music promotion event in Fukui Prefecture

Regional Contribution Activities by the Yamaha Symphonic Band

The Yamaha Symphonic Band, which was established in 1961, is an amateur band comprised of Yamaha Group employees. The band's activities include holding regular musical performances and pop concerts, supporting the Yamaha Baseball Club, and

performing regularly and appearing in contests in Japan and overseas. The band also actively participates in events rooted in local communities while helping Hamamatsu City realize its vision for becoming a "city of music." The Promenade Concert held in front of JR Hamamatsu Station is one example of these events.

[Yamaha Symphonic Band >](#)



Promenade Concert

Hamamatsu Jazz Week

Each year, Yamaha Corporation holds Hamamatsu Jazz Week in cooperation with Hamamatsu City and other co-organizers. The event, which was first held in 1992, is part of the Hamamatsu City government's efforts to create a city with music at its core. As one of the new undertakings in the 30th iteration of this event, which was held in 2022, a jazz concert was arranged at a facility for senior citizens for the purpose of promoting senior health. The years of contributions made to the development of music culture through this event have earned recognition, with Yamaha being presented with an event planning award in the popular culture category of the 35th Music Pen Club Awards. Hosted through a joint effort by the government and the community based on the theme of jazz, which can be enjoyed by people of all ages, this unique event has become an entrenched part of the local culture that is beloved by fans of jazz and even people who are not. This event features hall concerts by top-notch domestic and international artists, live performances that allow guests to casually enjoy jazz on street corners, and events held in collaboration with local jazz clubs. In recent years, we have been embarking on new initiatives

for helping grow the number of music fans and contribute to the popularization of music culture. Such initiatives include engaging with municipalities and cultural organizations and broadcasting the appeal of Hamamatsu City and jazz throughout Japan via jazz concerts for families, talk shows led by commentators, and live online streaming. Other activities include arranging events that serve as aspiration for outstanding student big bands from across Japan, holding big band workshops for students from the community, and conducting in-school jazz concerts in which professional musicians are sent to perform at elementary and junior high schools in Hamamatsu City. These events are part of plans for cultivating future musicians by fostering artistic sensitivity and expressiveness in children.



Yamaha Jazz Festival



Next-Generation Jazz Stage workshop for student big bands



Jazz concert at a facility for senior citizens

Wind and String Instrument Performance Contests

Yamaha Music & Electronics (China) Co., Ltd. (YMEC), holds wind and string instrument performance contests every year in locations across China to provide opportunities for wind and

Human Rights | Promotion of Diversity, Equity, and Inclusion | Human Resources 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](#)

string instrument performances. In fiscal 2023, contests were arranged for wind and string instrument enthusiasts. These contests featured solo, ensemble, and band competitions. Given the impacts of the COVID-19 pandemic, the contests were conducted by recording videos of performances at the stores of sales agents, and these videos were then submitted for judging via online voting and by artists. A total of 3,959 individuals participated in these contests.



Wind and string instrument performance contest

| 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.

For example, the Hamamatsu International Wind Instrument Academy and Festival was launched in 1995 as part of our efforts to help make Hamamatsu City into a city of music. Held together

with Hamamatsu City and other co-organizers, this world-leading music festival is centered on wind instruments. In this event, we arrange an academy in which we welcome wind instrument players from around the world to help cultivate young and aspiring musicians looking to become professional performers. Another part of this event is the festival, a concert for enjoying wind instrument performances open to community members. A major goal of this event is to promote music culture exchanges and cultivate globally active performers in Hamamatsu City.

■ Cooperation with On-Site Tours, Hands-On Learning, and Educational Facilities

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 for visitors to experience hands-on learning. We also offer internships and tours of our workplaces and factories for junior high and high school students and help educational facilities prepare exhibits. Through these efforts, we aim to support the young people who will shape the future in formulating goals and developing a passion to work in the future.

Yamaha Corporation has been contributing to exhibits at the Hamamatsu Science Museum since it opened to help develop science-oriented minds. The Hamamatsu Science Museum is an experience-focused museum centered upon active learning that provides children and adults alike with the opportunity to have fun while learning about science in the areas of sound, light, force, and space. Companies representing local communities exhibit their technologies, products, and services at this learning facility.

■ Manufacturing Classes and On-Site Lessons

Throughout each year, Yamaha Corporation works with local educational institutions to offer classes teaching children about manufacturing. For example, we hold handmade guitar classes in which children create their own handmade one-string guitars using

everyday items such as cardboard boxes and toothpicks. Other classes teach children how to make a folk instrument from Africa called a mbira using offcuts from piano manufacturing. Furthermore, we offer classes in which children make mini clappers the size of a keychain so that they can carry them around and form an attachment with the instrument. These classes use musical instruments to offer children a way to experience the process of manufacturing.

In fiscal 2017, we began participating in the "Company UD Visiting Lectures" universal design program that is part of the efforts of Hamamatsu City to promote community development through universal design. Through this program, we dispatch employees to perform classes on Yamaha's universal design initiatives at elementary and junior high schools based on requests from local municipal government agencies and educational institutions. In fiscal 2023, we conducted classes on this topic at two Hamamatsu City elementary schools in which we explained the importance of universal design in city development. These classes looked at the Daredemo Piano, which allows anyone, including senior citizens and people with disabilities, to enjoy playing the piano as a melody can be played with only one finger thanks to support provided by automatic accompaniment and pedal movement.

Looking ahead, the Yamaha Group will continue to cooperate in such initiatives to spread understanding of universal design and the joy of music to children.



Class at school on Yamaha's musical instruments and services

■ Wooden Blocks for Children Made from Piano Offcuts

Yamaha Music Manufacturing Japan Corporation provides wooden blocks made from offcuts produced during the piano manufacturing process to local kindergartens, preschools,

elementary schools, and public facilities. Continuing since 1998, this program is a chance to contribute to the community while simultaneously finding a useful purpose for waste material.



Craft making using offcuts

■ 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 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 ball players techniques such as how to shift their weight when pitching, where to step, basic posture when fielding infield and outfield, play combinations, and how to follow the ball when batting. The clinics help foster healthy young baseball players while nurturing the dreams and supporting the development of young people. Furthermore, the Junior Baseball Instructing Club, primarily made up of former members of the Yamaha Baseball Club, holds baseball health examinations for children during the clinics. As part of the exams, sports medicine doctors help children with baseball injuries and give them advice to help prevent injuries and accidents. Since fiscal 2017, the Company has participated in Hamamatsu City's Top Athlete Partnership Business,* arranging by various sports workshops based on requests from local educational facilities. In fiscal 2023, we expanded the scope of activities by organizing workshops on games played with balls for preschoolers and baseball workshops

for junior high school students as well as sports workshops that saw participation from a total of 270 elementary school students.

* This business has been run by Hamamatsu City since fiscal 2017 and entails holding sports classes by sending local top athletes to sports organizations and schools. By imparting the skills and experiences of top athletes, the objective is to uncover the next generation of top athletes and increase the number of children participating in sports.



Baseball lesson



Baseball health examination

| School Music Education Support

The Yamaha Group supports music education at schools in various regions of the world. Community-rooted efforts are made to contribute to the enrichment of course content by providing instruments, offering courses on methods of instruction to music instructors, and supplying music-related information.

■ Yamaha School Project—Providing Opportunities to Play Musical Instruments

In order to enable more children to experience the joy of playing a musical instrument, the Yamaha Group has been carrying out the School Project since 2015 to support instrumental music education at public schools primarily in emerging countries.

The benefits of instrumental music education are so well documented that such instruction is standard in schools around the world. Conditions regarding such education vary greatly by country, and schools in some countries are often unable to provide musical education at a satisfactory level due to a lack

of equipment or trained teachers or inadequate curriculum. The Yamaha Group hopes to help provide these children with opportunities for quality musical instrument performance experiences during the course of their public education.

As of March 31, 2023, we had provided opportunities for musical instrument performance experiences to an aggregate total of roughly 2.02 million children at approximately 6,200 schools in seven countries (Malaysia, Indonesia, Vietnam, India, Brazil, the United Arab Emirates, and Egypt).

Our involvement in Egypt started with the introduction of instrumental music education courses using recorders at nine elementary schools in November 2021. The scope of these activities were expanded in November 2022 to include 40 schools, and we have also prepared new materials based on Japanese-style education practices to foster non-cognitive skills.

In fiscal 2023, Yamaha's project for introducing Japanese-style music education into primary education in Egypt as well as its projects for introducing Japanese-style instrumental music education into primary education in Brazil and India were selected as 2022 pilot projects to receive support from EDU-Port Japan by the Ministry of Education, Culture, Sports, Science and Technology. We will continue to share and verify the successes and challenges of these projects with the Ministry of Education, Culture, Sports, Science and Technology as we strive to promote Japanese-style education in the respective countries.

Yamaha projects in Vietnam were selected to receive support from EDU-Port Japan in fiscal 2017 and fiscal 2019 and a project in Egypt was selected in fiscal 2021.



[Features >](#)
[School Project >](#)



Music class in India



Music class in Egypt



We support the Sustainable Development Goals

■ Music Education Programs in the Middle East and Africa

Yamaha Music Gulf FZE (YMGF), a Yamaha subsidiary tasked with sales in the Middle East and Africa, regions where western music education has not taken root, is engaged in activities for promoting music education in schools based on the local circumstances of the respective countries.

Countries incorporating music classes into school curricula are incredibly rare in the Middle East and Africa due to cultural differences and a lack of instructors. In 2012, YMGF started a school music education promotion project in order to help foster aesthetic sensibilities and support the growth of children through musical instrument education. YMGF carries out this project in collaboration with local sales agents as it seeks to demonstrate the importance of music education by inviting local education officials to observe classes in Japanese elementary schools and to help foster local instructors.

Since starting the project with one school in South Africa in 2016, YMGF has continued to expand the scope of its activities. As of March 31, 2023, YMGF had conducted recorder lessons for an aggregate total of roughly 10,000 students in 85 schools in seven countries (South Africa, Nigeria, Kuwait, the United Arab Emirates, Kenya, Morocco, and Uganda).



Recorder lesson in South Africa



Recorder lesson in Nigeria

■ School Wind Band Workshops and Instructor Training

Since 2010, Yamaha Music & Electronics (China) Co., Ltd. (YMEC), has been dispatching local and foreign instructors to hold workshops for school wind bands in major and other cities. In fiscal 2023, we were unable to hold these workshops due to the impacts of the COVID-19 pandemic. Under normal circumstances, YMEC would invite instructors from Japan to hold wind band director workshops to improve the wind instrument instruction capabilities of general music teachers in conjunction with the workshops for school wind bands. In fiscal 2023, YMEC arranged online wind band director workshops led by Japanese instructors, which were attended by roughly 260 band directors across Japan, to further its efforts to contribute to the education of band directors.



Wind band director workshop



■ Student Band Maintenance Seminar

In South Korea, band (wind instruments), orchestra, and other music activities are popular among extracurricular activities in

schools. However, students often do not have much opportunity to learn about musical instrument maintenance at local schools, and there arise situations in which the students are unable to properly produce notes despite owning high-quality instruments as these instruments become damaged.

To help schools become an environment more conducive to music performances, Yamaha Music Korea Ltd. (YMK) has been visiting schools with orchestras since 2013 to hold seminars on musical instrument maintenance and offer to repair instruments free of charge. To date, YMK has visited over 350 schools to teach students how important it is to maintain their instruments in good condition, thereby supporting music activities in these schools and contributing to the development of music culture in South Korea.



Maintenance seminar



Musical instrument maintenance

■ K-ONB Program for Offering Musical Instruments and Equipment Support to Nationwide High School Light Music Clubs

Yamaha Music Japan Co., Ltd., has launched its K-ONB program for providing support regarding musical instruments and equipment to high school light music clubs, which are becoming increasingly popular across Japan.

Membership in high school light music clubs has been growing rapidly as a result of the influence of popular anime works and video games. However, this has created a situation in which there are a large number of instructors who lack the necessary knowledge regarding

instruments and equipment as well as numerous students that do not understand the proper methods of tuning and performing maintenance on their instruments. Seeking to support such light music clubs, Yamaha Music Japan visited a total of more than 400 high schools and concert sites in fiscal 2023. This company also arranges workshops on how to use club equipment that are tailored to the specific equipment and environments at different schools, holds technical workshops on musical instruments, offers advice on band performances, and provides other forms of support to accommodate the needs of a given club. In addition, we reach out to high schools through mediums such as Twitter and Instagram, uploading equipment-related content that is beneficial to light music clubs as part of a support approach that takes advantage of both online and offline venues.



Workshop on musical instrument and equipment use and band performance held at high school for light music club



[K-ONB High School Light Music Club Support Website \(in Japanese only\) >](#)

■ Donation of Musical Instruments to Schools for the Children of Migrant Farmers

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 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. To date, 60 schools have received donations, and the aggregate amount of donations has reached approximately RMB5.2 million. In fiscal 2023, donations from YMEC were unfortunately unable to be made due to the COVID-19 pandemic.

In addition, digital keyboards were donated to four senior education facilities as a way to support senior citizens. By increasing opportunities to engage with music and musical instruments, YMEC aims to support feelings of emotional stability and enrichment.



Ceremony commemorating donations to a senior education facility

■ School Music Education Support Websites

Yamaha Corporation is developing tools for supporting school music teachers as well as piano, Electone, and other music instructors. For example, Music pal, a school music education support website, provides information on Yamaha products as well as content for learning fundamental music subjects such as history and compositional rules. Website visitors will also find information on the origins and structures of musical instruments, performance techniques, trivia, and other musical-related topics. In this manner, Music pal is a valuable tool for helping people learn more about the instruments that interest them while also providing

content useful for music coursework and investigative learning. We also offer information on seminars and lectures for instructors, websites featuring videos and case studies that explain instruction techniques, and a concert band portal site that contains information beneficial to the activities of junior high and high school concert band clubs. With this myriad of options, we offer support for anyone seeking an accessible way to better enjoy music.

[Support for Music Instructors \(in Japanese only\) >](#)
[Music pal \(in Japanese only\) >](#)

■ Japan Band Clinic

Yamaha Music Japan Co., Ltd., supports and takes part in the planning of the Japan Band Clinic, which is comprised of lectures and concerts for band directors from across the country. One of Japan's largest comprehensive band training events, the Japan Band Clinic is designed to help improve the capabilities of Japan's band directors and to further the spread and development of band culture. This event was first held in 1970 and is open to school music teachers and all other band directors in Japan. Prominent lecturers and bands from Japan and overseas are invited to take part in this event, which includes lectures on how to instruct and operate bands as well as concerts. In addition, the Japan Band Clinic is an opportunity for sharing information on new music sheets, software, and other topics matched to contemporary needs and for proposing directions for future band activities. In this manner, the Japan Band Clinic contributes to the development of Japan's band culture.



Concert at 2022 Japan Band Clinic

■ Smart Education System Music Education Solution Utilizing ICT

Since 2014, Yamaha Corporation has been developing the Smart

Human Rights | Promotion of Diversity, Equity, and Inclusion | Human Resources 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](#)

Education System (SES), a music education solution that utilizes 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 has repeatedly conducted trial classes with the help of elementary and junior high schools across the country through which it has developed digital classroom teaching materials, which have been positively received.

Primarily aimed at elementary and junior high school students, these materials are not simply teaching materials, but 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 for ease of use by teachers in schools in order to help foster students' imaginative and theoretical skills while simultaneously allowing teachers to teach easily and effectively.

The installation of ICT infrastructure in schools accelerated amid the COVID-19 pandemic, and it now is increasingly common for schools to distribute a learning-use terminal to every student. This situation is stimulating growth in demand for digital teaching materials. In response to the need of schools for digital teaching materials that can be accessed via internet browsers, we enhanced the digital music teaching materials offered through the SES (Soprano Recorder Class and Melodica Class) to allow these materials, which previously had to be installed, to be used through cloud services. Moreover, we expanded the range of operating systems with which our digital teaching materials are compatible and also made it possible to use these materials on iPads.

Through the SES, Yamaha Corporation plans to capitalize on the benefits of digital music classroom materials, namely their ability to be quickly adjusted to adapt to changes in the social climate and trends, to provide support for new forms of music education by promoting the widespread use of cloud services and other digital solutions.



Digital materials for Melodica Class



[Website for communicating music class ideas \(in Japanese only\) >](#)
[Smart Education System \(SES\) \(in Japanese only\) >](#)

■ Distance Learning Using Web Conference Microphone Speakers

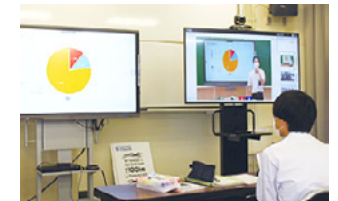
Many schools have been exploring online and hybrid classes as part of their efforts to adapt to the COVID-19 pandemic. High-quality online communication between students and teachers is imperative to the success of such new approaches toward classes. Yamaha has long been engaged in providing ICT-powered audio support for remote classes. 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. Based on this experience, we understand that the voice quality of classes and lectures is imperative to distance learning as interference or interruptions can impede a student's ability to understand classes. For this reason, the ability to deliver a clear, uninterrupted voice is absolutely essential.

In cooperation with prefectural education boards, educational institutions, and other companies, Yamaha promotes the use of voice communication devices, such as web conference microphone speakers, for distance learning programs. Yamaha's

high-quality web conference microphone speakers feature easy installation and configuration and allow for distance learning classes, ranging from small classes with one or two students to larger classes in the area of 40 students, to be held in a hassle-free manner with optimal voice quality not hampered by reverberations or interference.



Online class communicating voices of both teacher and students as well as the atmosphere of classroom (Namiki Junior High School, Ibaraki Prefecture)



Live class streaming scheme using digital blackboard and YVC-1000 unified communication microphone and speaker systems (Tango Ryokufu High School, Kyoto Prefecture)

Support for Community Development through Music Popularization

The Yamaha Group contributes to the healthy development of youths, to the development of music education and culture, and to the preservation of traditional music through activities that include bringing music and musical instruments to local communities in addition to activities to popularize music.

■ 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.

The AMIGO Project was launched in 2014 and entails holding maintenance seminars to spread knowledge regarding instrument maintenance and 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 eight Latin American countries (Mexico, El Salvador, Costa Rica, Panama, the Dominican Republic, Colombia, Peru, and Brazil).



Youth development orchestra and band organization (Mexico)



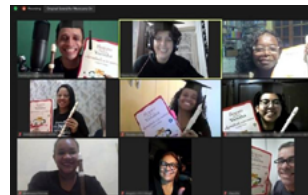
Technician seminar

Recorder Music Popularization Seminar by Sopro Novo

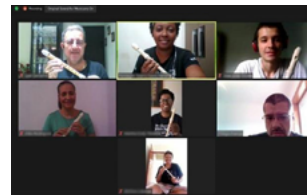
Yamaha Musical do Brasil Ltda. (YMDB) began its Sopro Novo (New Breath) activities in 2005 and has since been holding recorder music popularization seminars for music teachers throughout Brazil.

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. To date, Sopro Novo seminars have been held over 1,600 times in 189 cities and have trained approximately 5,000 instructors. The number of children taught by those instructors has reached more than 610,000.

In 2017, we established the non-profit organization 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



LovePiano Street Piano Events—Making People More Familiar with Pianos

Since 2017, 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 like 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 120 locations across Japan, providing casual opportunities to play and creating spaces for forging connections with people through the piano and the surrounding excitement.

In fiscal 2022, Yamaha Music & Electronics China Co., Ltd. (YMEC), launched its own LovePiano program. Activities through this project thus far have included the placing of four pianos painted by students of Shanghai Theater Academy in open spaces in Nanjing City shopping malls in February 2022. In addition, a virtual piano painting event was held that allowed individuals to design and post the piano of their liking online. This event was meant to give people who cannot play the piano a way to participate in this program.

We intend to continue these LovePiano activities with the hopes of encouraging people to start playing piano while also spurring former pianists to pick up the instrument again and helping address social issues through community building and energization.



Tamagawa Takashimaya Department Store (28th Kineko International Film Festival)



Travelling LovePiano collaboration event with Hoshino Resorts Inc.

**Morin Khuur Real Sound Viewing Exhibition
 Reproducing Traditional Instrument Performances through Video and Authentic Instrument Sounds**

Over the period from October 27 to December 13, 2022, the Hamamatsu Museum of Musical Instruments and Yamaha held a Real Sound Viewing exhibition that reproduced morin khuur (Mongolian string instrument) performances. Following the chikuzen biwa (traditional Japanese lute) exhibition held in 2021, this is the second exhibition to take advantage of Yamaha's Real Sound Viewing system, which we are developing with the goal of faithfully preserving the performances of artists.

Through this system, we digitized the sound from performances and translated this data into vibrations that were transmitted to the instruments to generate sound from the instrument and thereby automatically reproduce the performances of artists. The authentically reproduced performances from the traditional Mongolian instruments on display is combined with life-sized video of performances to make for a vivid virtual performance that feels as though one is watching the real thing. Through such initiatives, Yamaha is committed to broadcasting the appeal of traditional

instruments and music and to preserving music cultural artifacts, both the tangible elements of instruments and the intangible elements of the music they play, for future generations.



[Real Sound Viewing >](#)

- 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 socially disadvantaged 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 an inability to be sold because of packaging or labelling mistakes or damages. 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 help prevent food loss, provide aid to disadvantaged people, and combat environmental activities.

■ Initiatives to Support Areas Impacted by Natural Disasters

The Yamaha Group implements initiatives for supporting the recovery of areas impacted by natural disasters in the domestic and overseas regions in which it has factories and other operating bases. 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.

Support Provided in Fiscal 2023

[Support for the victims and affected areas of the Turkey-Syria earthquake >](#)

| External Recognition

■ Receipt of Medal with Dark Blue Ribbon for Humanitarian Support for Ukraine

In fiscal 2022, Yamaha Corporation was presented with a Medal with Dark Blue Ribbon, one of the honors bestowed by the Japanese government, in response to its donation of U.S.\$300,000 in humanitarian support to Ukraine through the Office of the United Nations High Commissioner for Refugees (UNHCR)* and the United Nations Children's Fund (UNICEF). The Medal with Dark Blue Ribbon is presented to individuals, companies, and organizations that utilize private assets to contribute to the public good. Moreover, Yamaha has been presented with certificates of merit from both the UNHCR and UNICEF.

The Yamaha Group prays for a swift end to the war in Ukraine and the quick restoration of peace.

* Donations to the UNHCR were made through Japan for UNHCR, the official support venue for the UNHCR in Japan.

| Social Contribution Activities

■ Promotion of Employee Volunteer Activities

The Yamaha Group promotes employee participation in volunteer activities. In addition to establishing various programs, we use the Company intranet and other means to share information on available volunteer opportunities while also publicizing examples of previous volunteer activities.

■ Voluntary Philanthropic Activities by Employees

Yamaha Corporation of America launched the Yamaha Cares employee voluntary philanthropic activity program in 2003. 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 benefitting 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