

Human Rights and Labor Practices

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 resource 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.

Respect for 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](#)

Promotion of Human Rights Due Diligence

The Yamaha Group is committed to responsibly addressing the potential impacts of its business activities on human rights and promotes human rights due diligence for this purpose. 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. With a focus on these themes, the 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 regulations. Moreover, in February 2022 we began working with experts to improve the Group's human rights due diligence activities and better identify material human rights issues based on contemporary trends and the characteristics of our business.

In addition, the Working Group for Human Rights, Diversity, Equity, and Inclusion was established in 2021 as part of the Companywide Sustainability Committee. Chaired by the executive general manager of the Human Resources and General Administration Unit and with members from major relevant divisions, this working group is responsible for overseeing human rights due diligence activities.

» [Engagement with Stakeholders](#)

► Consultation and Whistleblowing Systems

The Yamaha Group solicits opinions and issues reports by telephone and through the online inquiry form available on its corporate website. In addition, the Group has set up compliance-related consultation and whistleblowing systems for use by employees (including contract employees, part-time employees, dispatch employees, and subcontractors) 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.

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 offender restrict investigations, the Group will take whatever steps possible to improve its workplace environment as it seeks to rectify the issue and implements measures to prevent reoccurrence.

To ensure that reports can be received from various countries and regions, we have developed multilanguage email forms. We also provide information on consultation systems in compliance with standards booklets and other internal publications to entrench awareness of these reporting options. In addition, Group companies began establishing their own external consultation systems in 2021 with the goal of providing more effective reporting options. Representatives at these Group companies were asked to promote awareness with regard to these systems among employees and to monitor the implementation status of these systems.

We have also established dedicated consultation systems for sexual minorities to provide consultations to help alleviate the concerns and address the issues faced by members of this group.

» [Helpline Operation](#)

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 Diversity & Inclusion 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 and Inclusion

» Human Resources Development

» Yamaha Group Diversity & Inclusion 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 with Employees

► 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 of the names of offenders, 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

► Labor-Related Compliance Violations

None of the compliance consultations or reports received in fiscal 2022 indicated violations of 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:

- 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 (specified in the Transaction Agreement), 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

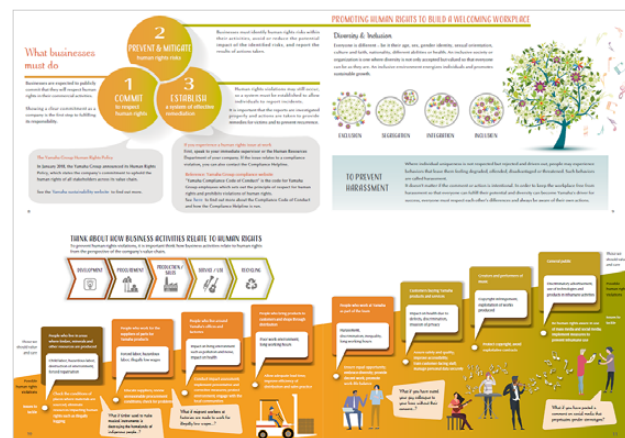
Human Rights Education

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. E-learning programs based on the Yamaha Human Rights Guidebook, which was published in 2019 and is available in Japanese and English, are held at domestic Group companies during the international Human Rights Day and Japan's Human Rights Week. These programs function as 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. In fiscal 2022, 4,950 individuals took part in these programs.

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



Yamaha Human Rights Guidebook (Excerpt)

Promotion of Diversity and Inclusion

Yamaha Group Diversity & Inclusion Policy

The Yamaha Group is advancing diversity, equity, and inclusion initiatives based on the following policy.

Yamaha Group Diversity & Inclusion Policy

The Yamaha Group believes that the diversity of people who differ in age, gender, sexual orientation, gender identity, disability, nationality, race, culture, values, life-style, and career background is the source of new value creation. It also seeks to further strengthen, grow, and develop its corporate competitiveness by respecting and using each individuality.*

* Due to the differences in legislation and customs in different countries, we respect every law and, above all, respect all cultures and customs

Promotion Systems and Action Plans

Since 2016, the Company's personnel department has lead efforts to promote diversity, equity, and inclusion through the establishment and implementation of three-year diversity and inclusion 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, D&I (later renamed the Working Group for Human Rights, Diversity, Equity, and Inclusion) was established under the Sustainability Committee, an advisory body to the president, in 2021. This working group is tasked with deciding directives for Groupwide diversity, equity, and inclusion visions, medium- to long-term targets, and measures and with monitoring the status of promotion of these measures throughout the Group. Meanwhile, overseas Group companies will be expected to establish action plans starting from fiscal 2023. These plans will be used to guide diversity, equity, and inclusion initiatives that are founded on the conditions and cultures of the respective companies and on regional cultures.

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. We are moving ahead with measures for supporting the careers of female employees based on an action plan targeting a Groupwide average of 19% for the ratio of female employees in management positions to be accomplished by 2025.

In January 2021, the Working Group for Gender Equality was established under the Human Resource 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 and with guiding the implementation of these initiatives. Reports are issued to the president with regard to these efforts.

Also in 2021, Yamaha joined the 30% Club Japan, an international campaign aimed at promoting healthy gender balances in boards of directors, managements teams, and other corporate decision-making bodies, based on its support of the goals of this campaign. We also announced our endorsement of the goals of the Women's Empowerment Principles and signed a statement pledging to act based on these principles. Such commitments by senior management shape our efforts to develop workplace environments that allow all employees to realize their full potential.



In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the
UN Global Compact Office

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 biases 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

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

1. Period

April 1, 2022–March 31, 2025

2. Challenges for Yamaha Corporation

Challenge 1: Recruitment of Female Employees

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

Challenge 2: Development of Female Leaders

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

Challenge 3: Awareness Raising and Corporate Culture Reforms

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

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

Ratio of women among new recruits

25.0% or more (15.3%)

Ratio of female employees in management positions

9.5% or more (7.1%)

4. Initiatives and Timing

Initiative 1: Increasing of Ratio of Women Among New Recruits

- Broader candidates will be targeted and understanding for recruitment requirement will be promoted among interviewers (starting in April 2022).

- Medium- to long-term internship programs will be provided to broaden the scope of recruitment avenues and increase recruitment of women with scientific backgrounds (starting in September 2022).

- Post-recruitment training programs, including practical training programs based on specific work processes, will be enhanced (starting in June 2023).

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

- Internal mentoring programs will be introduced to foster female candidates for future management positions (starting in June 2022).

- External mentoring and coaching programs for female managers will be utilized (starting in June 2022).

- Frameworks will be installed for promoting the autonomous career development of all employees (starting in August 2022).

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

- Workshops for workplace leaders and division heads will be arranged (starting in May 2022).

- Unconscious bias training will be provided to all employees (starting in May 2022).

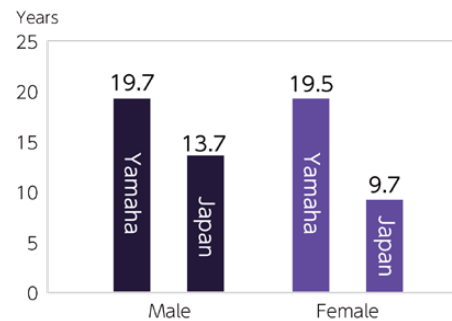
- Support will be offered to female managers to help build and utilize in-house networks (starting in May 2022).



Intranet Website Disseminating Diversity and Work-Life Balance Information

▶ Average Number of Years of Continuous Employment (Comparison between Japan Average*1 and Yamaha Corporation*2)

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.



*1 Nationwide numbers are from results of the 2021 Basic Survey on Wage Structure.
*2 Statistics for Yamaha Corporation are as of March 31, 2022.

▶ Rates of Female Employees Acquiring Childcare Leave Acquisition and Returning to Work After Childcare Leave (Yamaha Corporation)

Yamaha Corporation has maintained rates of female employees acquiring maternity and childcare leave and returning to work from said leave of nearly 100%. Moreover, the Company has maintained Platinum “Kurumin” certification, a system based on the Act on Advancement of Measures to Support Raising Next-Generation Children, in recognition of its efforts to develop systems and a workplace environment that are conducive to working while pregnant and after giving birth.

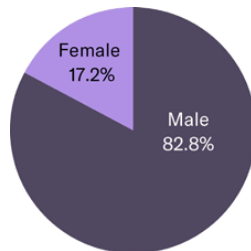
Rates in Fiscal 2022



Platinum “Kurumin” certification mark recognizing support for developing future generations

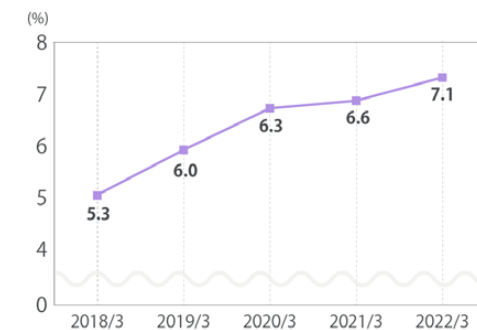
▶ Principal Indicators Related to Support for Women’s Careers

Ratio of Employees by Gender (Yamaha Corporation, FY2022)



Note: As of March 31, 2022

Ratio of Female Employees in Management Positions (Yamaha Corporation)*3



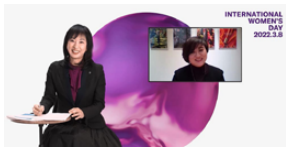
*3 As of March 31 each year

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

International Women's Day Initiatives

In conjunction with International Women's Day on March 8, 2022, Yamaha uploaded a brand promotion video entitled "Women Who Make Waves" onto its corporate website. This video was a celebration of the contributions of women to the music industry and placed a spotlight on the diverse range of women this industry is home to. In addition, the Yamaha Group enlisted three female artists, one for Japan, one from the United Kingdom, and one from Saudi Arabia, to provide messages on their passion toward music and their thoughts about being a woman in the music industry as part of a global project.

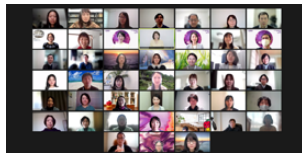
Meanwhile, Miki Oikawa, president of POLA Inc., was invited to take part as a guest in an online seminar based on the theme of sensitivity and gender in management strategies. At this seminar, Ms. Oikawa gave a presentation on the importance of empowering women as part of diversity management, initiatives that can be implemented toward this end, and POLA's history of ambition to the roughly 300 attendees. After the presentation, the employees in attendance took part in an online discussion forum through which they shared their everyday thoughts regarding gender equality and diversity.



Online seminar by President Oikawa (right) of POLA Inc.



Women Who Make Waves promotional image



Online discussion forum

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 succession planning 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. Furthermore, Yamaha Corporation is hiring employees from outside Japan, and as of the end of March 31, 2021, 44 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. (Information on the number of non-Japanese employees is available on the [Social Data](#) page.)

Utilization of Senior-Citizen Employees

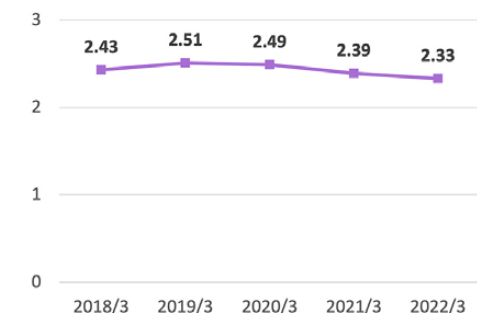
Yamaha Corporation and its domestic subsidiaries offer a system that provides willing employees with the opportunity to continue working beyond age 60. Through this program, employees can continue working until they are 65 (188 individuals were using this system as of March 31, 2022). (Data by year is shown on the [Social 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, 2022, 78 people with disabilities were employed at Yamaha Corporation, of which 41 were assigned to Yamaha Ai Works Co., Ltd. The employment ratio of people with disabilities has remained above 2.3% since fiscal 2015, exceeding the level mandated by the revised Act on Employment Promotion etc. of Persons with Disabilities instituted in March 2021.

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

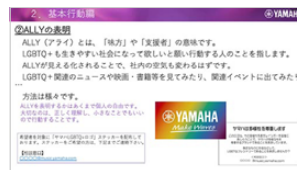
Special Subsidiary*⁸ Yamaha Ai Works

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 (held in 2019)

* 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.



Excerpt from the Handbook at Work



Yamaha LGBTQ+ logo

» External Recognition

External Recognition

► Receipt of Highest Rating of Gold in 2021 PRIDE INDEX

For three consecutive years beginning with 2019, Yamaha Corporation (headquarters in Japan) has been awarded with the highest rating of gold in the PRIDE INDEX,^{*9} an index compiled by work with Pride to recognize the initiatives of companies and other organizations for supporting sexual minorities like members of the LGBTQ+ community. The receipt of this rating was a reflection of the evaluation of initiatives such as the promotion of understanding within the organization through seminars for all Group employees, the production of a logo and 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. Other initiatives that contributed to the receipt of this honor include the establishment of a consultation venue for LGBTQ+ issues and revision of work and other regulations to include same-sex partners in the definition of family members used for Company systems. Initiatives in fiscal 2022 specifically included a global Groupwide campaign conducted 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. During this campaign we actively worked to empower sexual minorities through social media and other venues.

^{*9} 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.

work with Pride



PRIDE INDEX gold rating mark

► Certification of Yamaha Corporate Services as a Platinum "Eruboshi" Company Pursuant to the Act on Promotion of Women's Participation and Advancement in the Workplace

Yamaha Corporate Services Corporation has maintained certification as a Platinum "Eruboshi"^{*10} company since 2016. Platinum "Eruboshi" 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.

^{*10} "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.



Platinum "Eruboshi" certification mark

» External Recognition

Understanding and Initiatives for LGBTQ+ Individuals (in Japan)

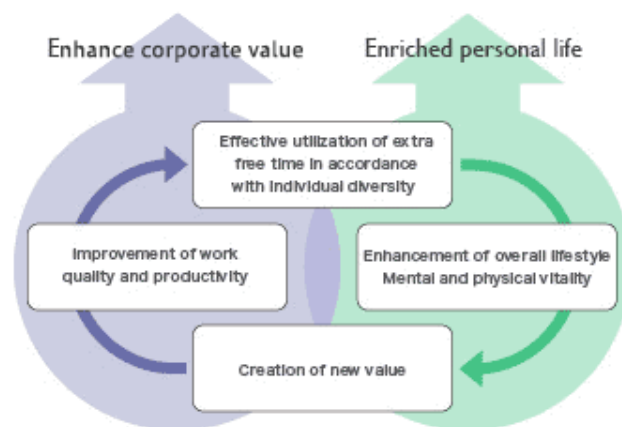
The Yamaha Group is promoting understanding of and offering support for members of the LGBTQ+ community as an ally in Japan in order to build a better place to work for LGBTQ+ individuals and other sexual minorities and ensure that our business activities respect diversity. These efforts have been highly 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 three consecutive years.

Promotion of Work–Life Balance

Basic Policy

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, and serves as a source of continued good work, the enhancement of corporate value, and the realization of an enriched personal life. We will work toward the creation of this type of virtuous cycle at Yamaha.



Promotion System

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. Furthermore, each department formulates a work–life balance action plan and is rolling out activities aimed at realizing workstyles that are self-directed and productive.

Prevention of Excessive Working Hours

The Yamaha Group is promoting awareness and building structures for the purpose of realizing self-directed, highly productive workstyles. Through these efforts, we aim to reduce overtime and weekend work, both causes of excessive working hours, while enhancing our 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 the introduction of flextime systems and arranging days in which everyone is encouraged to go home on-time every week or every two weeks. 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 were 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 2022

Total working hours per person at Yamaha Corporation amounted to 1,940.7 hours in fiscal 2022. 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 2022 was close to this target at 14.8.

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

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 (please see “External Recognition” for details). In fiscal 2021, the Company introduced systems that allow employees to work fewer days a week or shorten hours for the purpose of receiving medical treatment to support employees in balancing their work with their treatment.

Childcare and Nursing 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 third 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
Applicable scope 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

* Information on the usage status of the childcare leave system is shown on the [Social Data](#) page. The rates of use of childcare leave and of return to work by women have been at least 90% in recent years.

► 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)

► Rehiring Programs

Yamaha Corporation offers rehiring programs that can be used to flexibly accommodate employee life events.

► Rehiring Program for Family Members Accompanying Spouses on Overseas Assignment

In fiscal 2009, Yamaha Corporation introduced 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 37 employees have submitted applications before retiring. Of that number, 20 (as of March 31, 2022) 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.

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 allows employees to work in remote locations to accommodate individuals who would normally be forced to live away from their family for work purposes. We also expanded the range of areas from which individuals can commute should they need to provide nursing care to family members. We therefore hope to allow such individuals to continue exercising their skills.

Information on Yamaha Corporation's workstyle reform initiatives are communicated to Group companies through the intranet, and we have thus seen a rise in domestic Group companies implementing similar initiatives.

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 accord 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 with Employees

Basic Policy

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 the Yamaha Philosophy, employees and management strive to achieve favorable relationships based on ample communication.

» 3-3 Favorable Employer-Employee Relationships

Labor-Management Dialogue

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 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 the Yamaha Corporation monitors 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
Company-wide Production and Sales Committee	Monthly	Company: Director in charge of labor administration, 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 (department managers and personnel in charge of compensation) Unions: Central Executive Committee	Pay raises 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 (As of March 31, 2022)

Yamaha Corporation (includes employees seconded to other companies)	77%
Domestic Yamaha Group companies*3	50%

*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 [Social Data](#) page.

Employee Engagement Surveys

In fiscal 2022, the scope of employee engagement surveys was expanded to include overseas employees. Accordingly, in March 2022 surveys on employee engagement were administered to the approximately 12,000 employees of domestic and overseas Yamaha Group companies. The response rate was 89%. These surveys were 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.

Labor–Management Communication**▶ 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

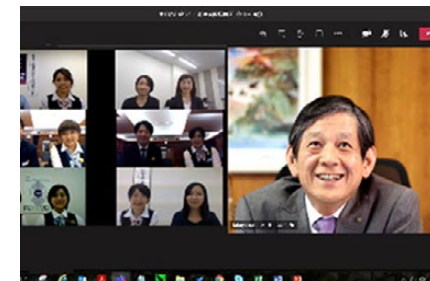
As part of its employee relation activities, the Yamaha Group provides information via internal newsletters, its intranet, and signage. The Group magazine, which is issued and distributed by the Public Relations Division of Yamaha Corporation, offers swift notification of policies and strategies related 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. In October 2021, the Group's prior intranet sites were consolidated and reorganized to form the new Yamaha Portal. This Group portal site is used for the timely transmission of important management information and also consolidates notifications, division-specific postings, and other information for internal use; provides introductions of Group activities around the world; and functions as a venue for promoting communication among 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 and discussions between the president and employees held via online conference systems.



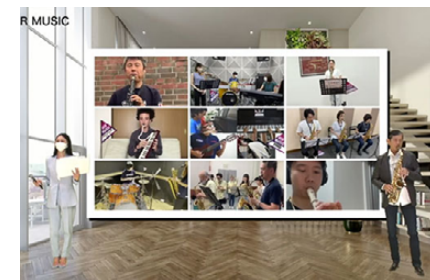
Yamaha Portal site



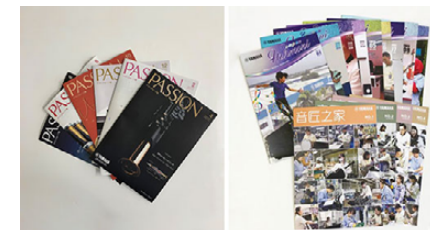
Yamaha Awards program in which awards are presented by the president



Online conference between the president and employees



Yamaha Day global event



PASSION Group magazine Regional internal newsletters

► Family Factory Tours

Yamaha Group production sites inside and outside of 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.



Company introductions and factory tours
(Tianjin Yamaha Electronic Musical Instruments, Inc. (left) and
Xiaoshan Yamaha Musical Instruments Co., Ltd. (right) in China)



Hands-on experience of manufactured products
(PT. Yamaha Music Manufacturing Indonesia (left) and PT. Yamaha
Indonesia (right) in Indonesia)

Health and Safety

Basic Policy

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 Safety and Health 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 Safety and Health Management Policies & Rules

The management and employees of the Group companies shall view maintaining the health and safety of all people connected with Yamaha business activities as a priority in all work and shall work together toward promoting the creation of labor environments that are healthy, safe, and comfortable.

Activity Policies, Targets, and Performance

	Activity policies (Key points of activities)	Targets for Fiscal 2022	Fiscal 2022 Performance
Occupational safety	Prioritize health and safety over everything	<ul style="list-style-type: none"> • Less than 54 total occupational accidents • Zero accidents resulting in fatalities or casualties 	<ul style="list-style-type: none"> • 64 total occupational accidents • 3 accidents resulting in fatalities or casualties
Transportation accidents	Eliminate accidents largely attributable to negligence and practice defensive driving	<ul style="list-style-type: none"> • Less than 48 total transportation accidents • Zero serious accidents attributable to negligence during business activities 	<ul style="list-style-type: none"> • 60 total transportation accidents • 8 serious accidents attributable to negligence during business activities
Health management	Improve health management and workplace environment to ensure safety in the workplace	<ul style="list-style-type: none"> • Regular health checkup rate consistently at 100% 	<ul style="list-style-type: none"> • Regular health checkup rate of 100% for four consecutive years

► 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 a director and managing executive 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. 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 2021 activities and fiscal 2022 policies from a business unit head

► Acquisition of Certification for Occupational Health and Safety Management System

The Group Safety and Health 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.

► ISO 45001-Certified Sites

- 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 Music India Pvt. Ltd.

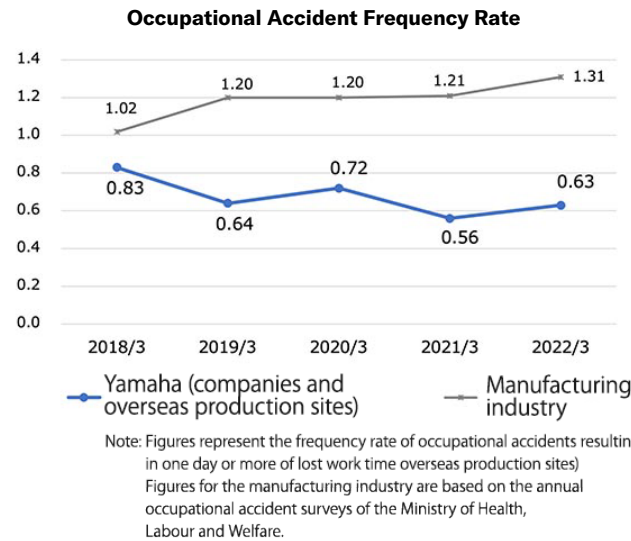
Note: Certification has been acquired for 11 (73.3%) out of 15 musical instrument and audio equipment production sites (as of April 30, 2022).

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 Accidents Prevention Measures

In fiscal 2022, the number of occupational accidents at domestic Group companies and overseas production sites was 64 (of which 36 required time off from work), higher than the target of 54, and there were no fatalities.



Potential injuries that may occur at the Yamaha Group, particularly at production sites, include cuts and scratches as well as employees becoming clamped by or caught in factory equipment or machinery, falling, or being involved in other accidents. Safety inspections of machinery and equipment are performed to prevent such occupational accidents. The Group also conducts risk assessments, safety patrols, and self-directed health and safety diagnoses.*1 In addition, we are taking steps to improve workplace safety through facility and equipment inspections and chemical substance management while also performing health and safety training and drills for employees and establishing and implementing Group standard safety rules. As well, certain jobs present a risk that employees may suffer from lower back pain, cervicobrachial disorders, or poisoning, coniosis, or other disorders as a result of coating, grinding, or polishing processes. With the goal of preventing such disorders, specialized health examinations are administered to employees engaged in specified work processes in a targeted and effective manner. The employees taking part in these

examinations are confirmed twice a year to avoid applicable employees from 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 stringent defined limits than those stipulated in legal requirements.

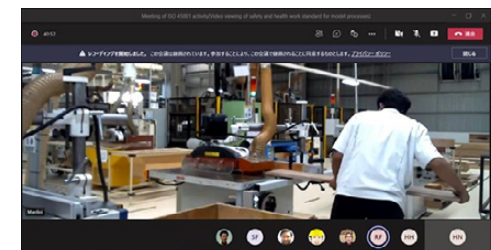
*1 Self-directed health and safety diagnoses entail self-evaluations looking at approximately 80 items to ascertain compliance status and guide self-improvement efforts.

► 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.

► 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 with regard 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.



Remote risk assessment (PT. Yamaha Musical Products Asia)

► Safety Monitoring

In addition to on-site surveys at ISO 45001-certified sites, 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 [Social Data](#) page.

Details of 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

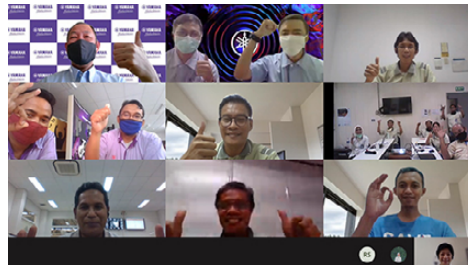
The Yamaha Group's non-production companies in Japan carry out self-directed health and safety diagnoses that focus on compliance with legal requirements and are based on the number of employees. Based on the results of diagnoses, Yamaha Corporation health and safety managers provide feedback and give support for improvement measures. In fiscal 2022, diagnoses were carried out at 46 sites.

Diagnosis numbers are shown on the [Social Data](#) page.

► Health and Safety Education

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 health and safety, transportation safety, and health management. In fiscal 2022, these sessions spanned a total of around two and a half hours (over two sessions) and were attended by 127 participants. In addition, information exchange forums for safety staff are held at overseas production sites (in China and Indonesia) in order to share information on rules and activities and to facilitate standardization with this regard. In fiscal 2022, monthly discussions were held in China regarding matters such as progress in acquiring ISO 45001 certification, frameworks for utilizing information on accidents within the Yamaha Group at other sites, and other activities for preventing accidents.

Meanwhile, three discussion forums were held in Indonesia to share information on COVID-19 cases and infection prevention measures among work sites. In fiscal 2022, all meetings took place remotely for the purpose of preventing the spread of COVID-19 as we continued efforts to share information among work sites.



Remote information exchange forum (Indonesia)

► 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 Corporation regularly conducts evacuation drills and emergency response drills to prepare for disasters.



Facility safety survey in Indonesia

► 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 a number of measures to prevent illnesses, such as improving workplace environments and equipment, requiring that workers undergo legally mandated medical examinations, and supplying protective equipment. Additionally, training is provided to workers to enable them to wear protective equipment correctly. The Company is also conducting risk assessments of workplaces that handle chemical substances in order to mitigate the related risks. In fiscal 2022, there were no occupational accidents associated with processes that entailed the handling of chemical substances.

► Establishment and Standardization of Rules


Yamaha Corporation 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 handbooks and 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 with the aim of improving the level of health and safety and eliminating any gaps in standards among Group companies.

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"

Sound Minds + Sound Bodies = Sound Living



安心して働ける環境
Sound Minds

健康維持増進
Sound Bodies

心身ともに健やかに自分らしく生きる
Sound Living

ヤマハグループ健康宣言

- 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

▶ Health Checkups

In addition to diligently offering general health checkups, which are mandatory under Japanese law, the Yamaha Group uses 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 2022, 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 promoting mental health activities based on the policies of Japan's Ministry of Health, Labour and Welfare. Furthermore, a return-to-work support program was introduced in 2009 that connects industrial physicians, nurses, and contracted psychiatrists working in coordination with an external Employee Assistance Program (EAP)*3 counselor as a form of aid for leave-

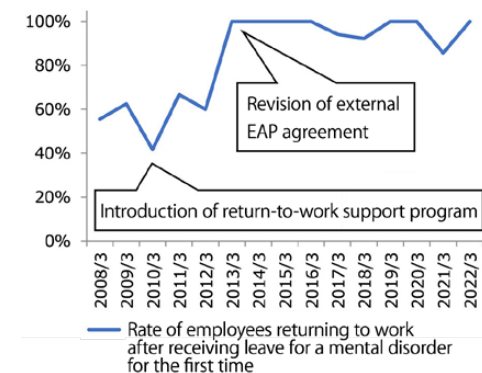
takers. This program was greatly expanded in 2012 by bolstering counseling systems and introducing training for managers on how to approach individuals taking leave for a mental disorder. As a result, we are now able to maintain rates of more than 80% for employees returning to work after receiving leave for a mental disorder for the first time.

Major Initiatives

- 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 leave for mental disorder, and offer training to supervisors to promote healthy workplace environments within their divisions.

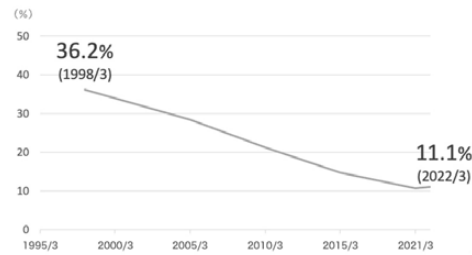
Rate of Employees Returning to Work after Receiving Leave for a Mental Disorder for the First Time (Yamaha Corporation)



► 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 was completely prohibited on the premises of the Company’s headquarters in April 2020 and later on the premise 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 11.1% in fiscal 2022.

Ratio of Smokers among All Employees (Yamaha Corporation)



* As of March 31 each year

By prohibiting smoking at all domestic Group companies and providing advice for quitting smoking and individualized care when desired, the 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 including Group companies is shown on the [Social 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 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 while also taking environment-related steps such as pest extermination. 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 prior to departure from Japan. In fiscal 2022, the Yamaha Group continued to promote teleworking and basic precautions for preventing the spread of COVID-19 in response to the ongoing global pandemic. In addition, we encouraged early vaccination, and approximately 7,500 employees elected to receive COVID-19 vaccinations at their workplace in July 2021. Elsewhere, we worked together with the government of Indonesia to provide vaccinations for employees as well as for members of their families and subcontractors (factory workers, janitors, cafeteria workers, drivers, etc.) at Group business sites. These activities and the relevant information were shared with domestic and overseas Group companies via the intranet to encourage global action as a united “One Yamaha.”

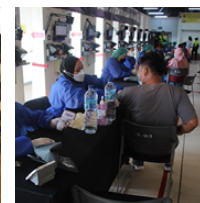
» Risk management



Air curtains for preventing entry by insects



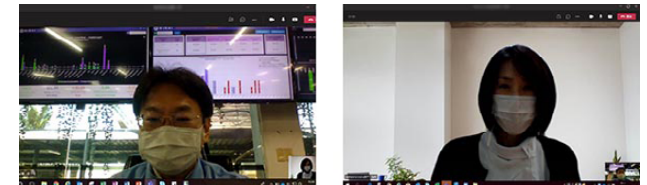
Cafeteria partitions for preventing infection via airborne droplets



Employees undergoing vaccinations at a business site in Indonesia

► Health Support for Employees Stationed Abroad

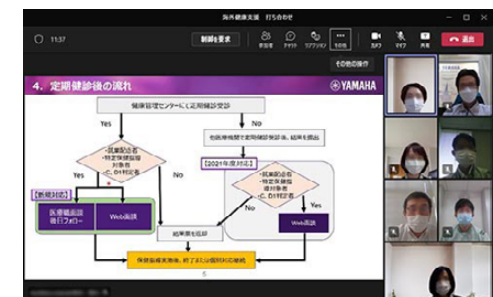
In fiscal 2022, employees stationed abroad were once again forced to endure restrictions on their activities as a result of the COVID-19 pandemic. Staff who were unable to return to Japan were provided access to online consultations with health staff to help alleviate the physical and mental burden placed on them by the prolonged restrictions.



Online consultation with a Yamaha Corporation industrial physician by an employee stationed abroad (PT. Yamaha Musical Products Indonesia)

► Health Management Support for Employees Stationed Abroad

In 2021, we began arranging online health consultations for employees stationed abroad as part of our efforts to help combat the COVID-19 pandemic. Information is shared between local managers and healthcare staff to help entrench this practice, and the results have manifested in the forms of increased understanding of situations at overseas sites and higher 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 health consultation for employees stationed abroad

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 prior to 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 2022 Training Activities

Content	Target	Number of sessions	Number of participants
Training prior to assignment overseas	Employees	15	44
	Employees' families	7	32
Overseas business trip orientation	Employees such as those going on an overseas business trip for the first time	0	0

External Recognition

► Inclusion in 2022 Health & Productivity Stock Selection and Certification as White 500 Enterprise in 2022 Certified Health & Productivity Management Organizations Recognition Program

In March 2022, Yamaha Corporation was included, for the first time, in the Health & Productivity Stock Selection organized jointly by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). Launched in 2015, this program is designed to recognize companies among those listed on the TSE that exhibit excellence in practicing health and productivity management, in which an enterprise focuses on and strategically carries out efforts with regard to their employees' health from a management perspective. In addition, Yamaha Corporation and its subsidiary Yamaha Corporate Services Corporation were certified as White 500 enterprises in the 2022 Certified Health & Productivity Management Organizations Recognition Program organized by METI and Nippon Kenko Kaigi. This honor is thought to be a reflection of the high evaluation of the Group's employee health management initiatives, such as providing regular health checkups (in the month of employees' birthdays) and mental healthcare support at in-house health clinics and greatly reducing the rate of employees smoking through support for quitting smoking.



» External Recognition

Human Resources Development

Basic Policy

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 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.

► 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
- **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 individual taking or scheduled to take childcare leave 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

Training Activities in Fiscal 2022 (Yamaha Corporation)

Training	Time
Total number of training days	768
Average annual training hours per person	38

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.

At Yamaha Corporation, training programs for junior employees include meetings with human resource 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 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 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 2022, the Company launched new hierarchical level-based training in the form of training for the heads of core and other divisions in order to bolster its training programs for individuals who are central to management. Overseas, the Yamaha Global Management Plan, a form of global selective training of local overseas hires, is conducted to systematically develop employees for supporting global management. This program entered its second phase during fiscal 2022 with the transition to online options for all programs, including those for individuals in core positions at 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 to strengthen their foundations as production sites delivering the same high level of quality provided by bases in Japan.

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 fiscal 2022, 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 production divisions. These courses cover topics like 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, nearly 1,000 individuals have completed this program.