



CSR Report 2015
Digest Edition



CSR Management



Message from the President | ➔



**Yamaha Corporation Group
CSR Policy** | ➔



CSR Management | ➔



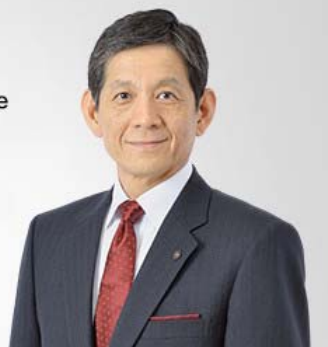
**Engagement with
Stakeholders** | ➔



**CSR Management
Promotion Plan** | ➔

Message from the President

**Aiming to Be a Trusted Enterprise
Necessary for Society
by Being Conscious of Social
Issues and Creating New Value**



Growing and Developing toward the Next Era

Since its founding in 1887, the Yamaha Group, through its business activities that have sound and music at their origin, has had a continuing commitment to creating excitement and cultural inspiration together with people around the world. Today, when business and other activities are becoming even more global and social conditions are changing ever more dramatically, the Yamaha Group, as a leading enterprise in the market for sound and music, must have a shared set of values for the Group as a whole to continue to offer new value to its customers around the world and to society. For this reason, last year we reformulated and clarified our former Corporate Philosophy and positioned it as our Yamaha Philosophy. In preparing the Yamaha Philosophy, we newly added the "Way" that provides guidelines for behavior that would give all Group employees a renewed awareness of Yamaha's traditions and its spirit of taking up new challenges, and, thereby, give the Group new vibrancy and strength. Following the "Way," each and every one in the Group, including management, should first have a base of integrity in conducting business. With high aspirations and a spirit of challenging the new, we should view the "Way" as a re-embodiment of the Yamaha's CSR spirit, which, in essence, is to satisfy our customers and contribute to society and culture. With the Yamaha Philosophy as the base and, as we work for harmony with society and the environment, the Yamaha Group as a whole should seek to contribute to the sustained development of society by creating excitement and cultural inspiration together with people around the world.

CSR Initiatives of the Yamaha Group

Going beyond legal requirements, the Yamaha Group takes initiatives of its own volition to protect the natural environment, as an integral part of our responsibilities as a manufacturing company. We also contribute to cultural development through the promotion of music, and engage in other activities as a corporate citizen rooted in the area that contributes to creating a sustainable society. In 2010, we prepared our CSR Policy, which outlines our CSR activities in written form. The following year, Yamaha signed the United Nations Global Compact, indicating its agreement and support for the 10 principles of the compact, which include the protection of human rights, elimination of improper labor practices, protection of the natural environment, and prevention of corruption. In fiscal 2013, we confirmed the status of our CSR activities in relation to the seven core subjects in the ISO 26000 Guidance on Social Responsibility and identified the CSR issues to be addressed. In fiscal 2014, we clarified the divisions responsible for addressing each issue. We also improved the framework for centralizing activities to reach the goals and monitor progress toward addressing CSR issues other than environment, for which we had not disclosed our targets or progress previously. Going forward, we will coordinate this framework with our medium-term management plans and take it as a guide to specific measures to strengthen

Yamaha Group Issues and Initiatives

The Yamaha Group as a whole, as a manufacturing company, implements environmental measures for preventing pollution around its manufacturing bases, and addresses environmental issues on a global scale, including implementing measures to deal with global warming and preserve biodiversity. Last year, we installed a new effluent treatment facility at our wind instrument factory in Indonesia that makes it possible to recycle and reuse more than 60% of the effluent water discharged. In addition, our "Yamaha Forest" activities, also in Indonesia, which aim to contribute to society, are continuing and have marked their 10th consecutive year. To date, these activities have resulted in the planting of more than 160,000 seedlings on an accumulated basis over an area spanning about 177 hectares. The trees we planted early on have steadily grown to become a forest.

One of the important issues we face is maintaining responsible procurement policies as our supply chain has broadened, particularly providing for sustainable wood procurement. In fiscal 2014, we prepared the Yamaha Supplier CSR Code of Conduct, which aims to prevent human rights abuses and environmental pollution in the supply chain and promote sustainable wood procurement. Additionally, we established a policy for conflict minerals. We have begun to take steps to implement these policies with the cooperation of our business partners.

Among activities to promote diversity and a proper work-life balance, at our manufacturing companies overseas, we are taking measures to provide for passing on skills and nurturing personnel who will become production managers. At our sales companies, we are appointing highly capable local staff to positions of more responsibility to accurately identify market needs and promote sales activities. We are also implementing measures to increase the percentage of women in managerial positions and encourage all personnel to shift their work styles to become more conscious of time. We believe that employees need to fulfill not only their work responsibilities but also give proper care to their lives outside of work to enable them to develop their aesthetic sensitivities. We think this is indispensable for Yamaha, as a company that creates products and services that give people "profound excitement."

To deal with business risks in our activities, with our Risk Management Committee taking the initiative, we are continuing to implement measures to strengthen our business continuity plan (BCP) and provide for proper information security and internal control systems. In parallel with this, we are also working to improve our frameworks as well as our training and education programs for ensuring fairness in business practices.

How Can We Continue to Be Needed by Society?

This year will be the last under our Medium-Term Management Plan, "YMP2016." It will be a time for completing our initiatives over the last three years and formulating a strategy for the coming three years. To continue to be an enterprise that is needed by society, I believe it will be essential for us to work to offer value that always exceeds our customers' expectations. In addition, we must look not only at customer needs but also expand the scope to include the issues confronting society as a whole, as we aim to be a trusted enterprise that is necessary for society by being conscious of various needs and social issues and creating new value. To do this, we must not be bound by the current organization or methodologies but should actively take up the challenges of going beyond the limits, as mentioned in the Yamaha "Way," and work to create value for society.

Music has a power that goes beyond words to bring people together and share the same inspiration. I feel confident that activities and innovative ideas that bring music to more and more people and further its development will contribute greatly to making sustainable society a reality. As the Yamaha Group continues to grow and develop, we will aim to be an enterprise and corporate brand that is admired by people around the world. Please look forward to the contributions that Yamaha can make in the years to come.



Takuya Nakata
President and Representative Director
Yamaha Corporation

The United Nations Global Compact

The United Nations (UN) Global Compact was proposed by the Secretary General of the UN in 1999 and consists of 10 universally accepted principles in the areas of human rights, labour, the environment, and anti-corruption. The top management of companies that become signatories to the Global Compact pledge their commitment and, within the scope of their enterprises, promise to work consistently to achieve the objectives espoused under the 10 principles. Since signing the Global Compact in June 2011, Yamaha has actively worked to cooperate with the Global Compact Network Japan in conducting subcommittees.

The 10 Principles of the United Nations Global Compact

Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labour; Principle 5: the effective abolition of child labour; and Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery



Yamaha Corporation Group CSR Policy

- Our Aim is “ Sharing Passion & Performance ” -

The Corporate Philosophy of the Yamaha Corporation 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, Yamaha conducts its CSR activities according to the following guidelines to further strengthen the bond of trust with its stakeholders through its corporate activities and contribute to the sustainable development of society.

1. Yamaha provides support to people who want to perform music and people who want to enjoy it by contributing to the popularization and development of music and musical culture.
2. Yamaha works to maintain a healthy global environment by understanding the significance of protecting the natural environment, maintaining biodiversity, and reducing the burden on the environment, as well as promoting the proper use of wood resources, and cooperating with forest protection activities.
3. As a “corporate citizen” that is a member of society, Yamaha contributes to creating a better society by actively participating in many kinds of activities that further the development of the community and culture.
4. Yamaha complies with laws and high ethical standards, works to create an environment in which its personnel can draw fully on their sensitivities and creativity, and aims to build a corporate culture that will enable it to offer better products and services.
5. For its shareholders, who support its corporate activities financially, Yamaha aims for a high degree of transparency by disclosing management information and engaging in active and sustained communication. For its business partners, Yamaha conducts transactions fairly and transparently, endeavors to deepen mutual understanding, and works to build strong relationships of trust.

(Formulated in February 2010 and partly revised in line with formulation of the Yamaha Philosophy in June 2015.)

CSR Management

Basic CSR Philosophy

As set forth in the corporate philosophy, the Yamaha Group mission 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. We will continue responsible business activities with the aim of building and maintaining relationships of mutual trust with all stakeholders and contributing to a sustainable society, which is the reason for practicing this philosophy.



CSR Promotion Policy and Initiatives

The Yamaha Group continues to engage in a variety of CSR issues by offering products and services and engaging in business processes and corporate activities in regional societies. In February 2010, we established the Yamaha Corporation Group CSR Policy, a statutory form of the Group's approach toward CSR. Comprised of five key guidelines, this Policy outlines the Company's fundamental stance toward fulfilling its responsibilities to its diverse stakeholders. Yamaha operates with this CSR policy as the common philosophy for the Group.

→ [Yamaha Corporation Group CSR Policy](#)

Using ISO 26000 to Inspect the Status of Activities

In promoting CSR initiatives, it is important to respond as best as possible to the needs and expectations of society in addition to matters on which the Yamaha Group itself focuses. Based on this recognition, in fiscal 2013 Yamaha used the ISO 26000 international guidelines on social responsibility to conduct an inspection of the state of CSR activities in the Yamaha Group. By organizing activities in line with the core subjects of ISO 26000, we verified the way that these activities were positioned and identified the issues we should work on. In fiscal 2014, we set a priority theme and items for future initiatives. Moving forward, Yamaha plans to stipulate specific details and set indicators and numerical values to measure the progress of initiatives for each issue.

Communication with Stakeholders

→ [Engagement with Stakeholders](#)

CSR Education

In promoting CSR, we think it is important to deepen employees' understanding of CSR and to raise their awareness of the environment and social issues. The Yamaha Group engages in education and raising awareness by disseminating CSR information via its website and Intranet, as well as training and seminars for all employees, from managers to new recruits, with the aim of promoting CSR throughout its business operations

Fiscal 2014 Results

Item	Target	Content	Participants
Internal seminar	Managers, departmental administrators and rank-and-file employees	A seminar by experts from outside the company Social Responsibility of a Global Corporation (CSR Procurement)	100
CSR basic training	New recruits and others	Introduction to CSR, explanation of Yamaha Group CSR policy and measures, etc.	Total: 35



CSR education at new recruit training



Intranet CSR website for sharing information with employees



Holding CSR Procurement Seminars – Fiscal 2014 Yamaha Group CSR Seminar –

In February 2015, the fiscal 2014 CSR seminar was held at the head office of Yamaha Corporation. The topic of the seminar was CSR procurement, an issue of increasing importance. We invited Mr. Hidemi Tomita—who was involved in developing the ISO 26000 international guidelines on social responsibility—to hold an internal seminar on CSR procurement. Approximately 100 people including directors of procurement divisions of the Yamaha Group and employees engaged in procurement participated.

Mr. Tomita explained the need for supply chain CSR in the context of recent changes to the CSR environment, and provided examples from other companies. The seminar allowed us to deepen our understanding of CSR procurement, an area that Yamaha needs to strengthen as it continues forward.



CSR seminar with guest speaker Hidemi Tomita

CSR Management Promotion Plan

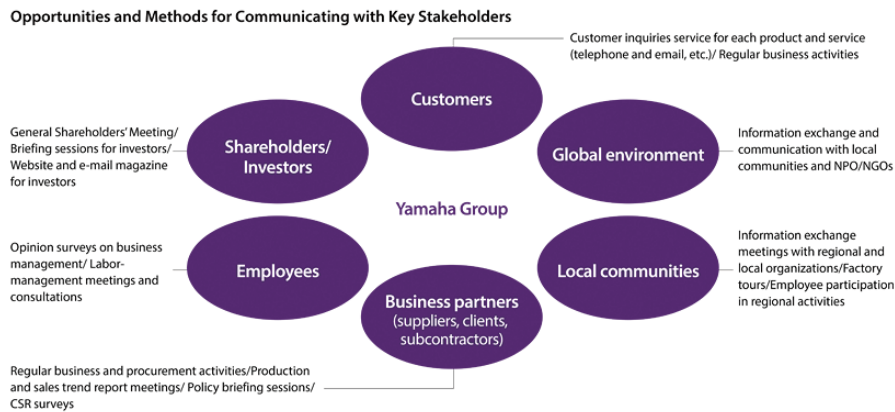
→ [CSR Management Promotion Plan](#)

Engagement with Stakeholders

The Yamaha Group's business activities are conducted through relationships with various interested parties. The management philosophy of the Yamaha Group encompasses "Customer-Oriented and Quality-Conscious Management," "Transparent and Sound Management," "Valuing People," and "Harmony with Society" as promises to its stakeholders. In order to pursue these values and realize the corporate objective of "Sharing Passion & Performance," we use various opportunities for communication that enables us to listen to the opinions and needs of all stakeholders and reflect these in our corporate activities.

We also solicit a third-party opinions on the CSR Report from an expert each year, and work hard to incorporate his/her ideas into our CSR activities and the report. We will continue to examine more multifaceted review systems.

Opportunities and Methods for Communicating with Key Stakeholders



Customers

In offering products and services, we aim to impress and deeply satisfy the customer.

Key Responsibility

Provision of safe and secure products and services of value/Promotion of universal design/Appropriate provision of product information/Appropriate customer response and support/Appropriate protection of customer privacy and personal information

Usual Method of Communication

Customer inquiries service for each product and service (telephone and email, etc.)/Regular business activities

Shareholders/Investors

We disclose management information to and engage in proactive and continuous communication with the shareholders and investors who financially support our business activities.

Key Responsibility

Timely disclosure of accurate management information/Appropriate profit allocation/Maintenance and improvement of corporate value

Usual Method of Communication

General Shareholders' Meeting/Briefing sessions for investors/Website and e-mail magazine for investors

Employees

We respect the individuality and sensitivity of the people who work at Yamaha, we work to create an environment where each and every one of them can display creativity, and we aim to create a corporate culture that allows us to offer better products and services.

Key Responsibility

Fair evaluation and treatment/Respect for human rights and diversity/Application and training of human resources/Support for diverse working styles/Ensuring health and safety

Usual Method of Communication

Opinion surveys on business management/Labor-management meetings and consultations

Business partners (suppliers, clients, subcontractors)

We consider our business partners to be partners we walk hand in hand with toward the goal of achieving our corporate philosophy, and we work to deepen mutual understanding and build and maintain a good relationship of trust with them, based on a foundation of fair and transparent dealings.

Key Responsibility

Selection of business partners by fair and reasonable standards/Fair trade practices/Elimination of dubious business relationships/Prohibition of the abuse of dominant bargaining positions

Usual Method of Communication

Regular business and procurement activities/Production and sales trend report meetings/Policy briefing sessions/CSR surveys

Local communities

Regarding our business activities in different countries and regions, we comply with the related laws, ordinances and international standards, giving ample consideration to environmental conservation and respect for human rights. Moreover, we proactively participate in various activities that contribute to the development of regional society and culture, and we contribute to build a better community as a corporate citizen that is one member of society.

Key Responsibility

Coexistence with the region and contribution to its development (promotion of culture, education of the next generation, welfare, job creation, technology and skill development, etc.)

Usual Method of Communication

Information exchange meetings with the regional and local organizations /Factory tours/ Employee participation in regional activities

Global environment

We understand the significance of environmental conservation and the preservation of biodiversity for the sake of the earth's environment, which is the basis of a sustainable society. We are engaged in various activities to contribute to the environment, including of course reducing the environmental burden of our business activities, products, and services.

Key Responsibility

Prevention of pollution/Conservation of water resources/Management and reduction of chemical substances/Conservation of biodiversity

Usual Method of Communication

Information exchange and dialogue with the local communities and NPO/NGOs

CSR Management Promotion Plan

CSR Management

Subject	Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
CSR Management	PDCA activities to promote CSR	<ul style="list-style-type: none"> • Check activities status using ISO 26000/Establish prioritized initiatives 	<ul style="list-style-type: none"> • Establish CSR promotion targets and plans, and report the state of progress
	Ensuring penetration of CSR throughout the Group	<ul style="list-style-type: none"> • Disseminate CSR information through websites (Intranet/Internet) • Conduct CSR education (new recruit training, expert's seminar, etc.) 	<ul style="list-style-type: none"> • Strengthen dissemination of information on websites • Promote CSR education according to the job and role
Engagement with Stakeholders	Developing a system that reflects stakeholders' input	<ul style="list-style-type: none"> • Confirm the status of communications with stakeholders • Have CSR report reviewed by experts (third-party opinion) 	<ul style="list-style-type: none"> • Investigate the CSR activities review mechanism with stakeholders

Organizational Governance

Subject	Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Corporate Governance	Reinforcing the corporate governance system	<ul style="list-style-type: none"> • Enhance governance of the Board of Directors by appointing outside directors • Enhance management functions and administrative functions through the executive officer system • Ensure fair and highly transparent management through appropriate auditing 	<ul style="list-style-type: none"> • Maintain an appropriate corporate governance System • Continue appropriate operation of the Board of Directors and the Board of Auditors • Maintain system in accordance with Japan's Corporate Governance Code
	Strengthening internal control	<ul style="list-style-type: none"> • Streamline the internal control system and operate appropriately • Streamline the Group policy and monitor compliance 	<ul style="list-style-type: none"> • Follow-up policy compliance by thorough monitoring and remedial actions
Compliance	Thorough observation of the Compliance Code of Conduct within the Group	<ul style="list-style-type: none"> • Streamline compliance promotion system • Formulate Compliance Code of Conduct, streamline manuals and spread throughout the Group (prepared versions for countries) • Education and enlightenment of Group employees (bolster month, etc.) • Streamline and appropriate operation of help line 	<ul style="list-style-type: none"> • Understand state of the Group through Risk Management Committee Compliance Working Group
Risk Management	Strengthening the risk management system	<ul style="list-style-type: none"> • Establish a risk management system (established special working group, etc.) • Establish business continuity plan (BCP) guidelines and individual regulations, and promote disaster prevention measures • Audit safety and environment of the Group in Japan and overseas • Streamline overseas safety system • Set up export control working group and streamline export management regulations 	<ul style="list-style-type: none"> • Spread BCP to each overseas Group company • Implement safety and environment auditing in a planned way
Information Disclosure and IR Activities (Communication with Shareholders and Investors)	Promoting and expanding IR activities to enhance understanding of the Company	<ul style="list-style-type: none"> • Hold investor briefings (quarterly results, separated by business, facility tour, for individual investors) • Upgrade website for investors 	<ul style="list-style-type: none"> • Promote communication with investors (conduct briefing sessions, expand website for investors, etc.) • Increase feedback of investor opinions to the management team

Human Rights and Labour Practices

Subject	Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Promoting of Human Rights Awareness	Promoting human rights awareness throughout the Yamaha Group	<ul style="list-style-type: none"> • Provide educate and enlightenment of employees (compliance education, seminar, Intranet site, etc.) 	<ul style="list-style-type: none"> • Promote education and enlightenment of employees (seminar, Intranet site, etc.)
Initiatives Supporting Employee Human Rights	Promoting initiatives that prevent harassment	<ul style="list-style-type: none"> • Educate and enlighten employees (as a part of compliance education) • Streamline and operate employee help line 	<ul style="list-style-type: none"> • Promote education and enlightenment of employees • Maintain adequate help line operations
Hiring and Employment	Carrying out fair evaluations and treatment	<ul style="list-style-type: none"> • Streamline rules and system for fair evaluations and treatment 	<ul style="list-style-type: none"> • Develop Group rules and system • Improve personnel evaluation systems
Human Resource Development Initiatives	Promoting purposeful, targeted education and training	<ul style="list-style-type: none"> • Streamline purposeful training system (stratified training, strategic personnel development, function-specific training and self-development support/carrier support for employees over 50) 	<ul style="list-style-type: none"> • Streamline training systems in conjunction with personnel system reviews
	Developing an environment that supports manufacturing and fostering human resources	<ul style="list-style-type: none"> • Integrate production sites and clarify roles of those in Japan and overseas • Provide technological guidance for overseas operations • Implement supervisor education (Japan) (advanced skills school, training center, etc) • Initiate management training at overseas production sites (global manufacturing management training) • Promote passing on skills (From-To program, etc.) 	<ul style="list-style-type: none"> • Reinforce roles of manufacturing bases • Ongoing supervisor education (Japan) (advanced skills school, training center, etc.) • Ongoing management training at overseas production sites (global manufacturing management training) • Ongoing promotion of passing on skills (From-To program, etc.)
Promotion of Diversity and Inclusion	Promoting employee diversity	<ul style="list-style-type: none"> • Promote diversity management plans (Japan) (promoting employment and provision of environment for female workers, retired worker continued employment, employment of foreign employees) • Monitor hiring and employment practices in overseas Group companies 	<ul style="list-style-type: none"> • Ongoing promotion of diversity management plans (Japan) (maintaining/improving ratio of women for managerial positions, maintaining ratio of women as executive officers, employment of foreign employees) • Monitoring status in Group operations overseas (ratio of female employees, etc.)
	Meeting employment requirements of society	<ul style="list-style-type: none"> • Expand employment opportunities (female/foreign employees) • Promote employment of people with disabilities • Consolidate senior partner system 	<ul style="list-style-type: none"> • Promote employment of diverse human resources (Japan) • Promote employment of people with disabilities and increase ratio of employees with disabilities (Japan) • Review senior partner system
Promoting a Better Work-Life Balance	Improving work-life balance	<ul style="list-style-type: none"> • Shorten total work hours (Go Home at the Same Time Day, taking paid leave days all together, etc.) • Develop and promote work-family support systems • Provide employee education and enlightenment (seminar to enhance job autonomy and productivity, delivery e-mail for promoting paid leave, etc.) 	<ul style="list-style-type: none"> • Provide enlightenment and information to Group companies in Japan • Survey responding to the General Business Owner Action Plan in the Next Generation Nurturing Support Measures Promotion Law (Japan) Initiatives to reduce working hours (Go Home at the Same Time Day, taking paid leave days all together/single) Maintain/reduce ratio of employees encouraged to fully use paid holidays (single) Maintain ratio of female employees using maternity leave (single) Maintain and upgrade ratio of male employees using maternity leave (single)
Communication with Employees	Enhancing communications between labor and management	<ul style="list-style-type: none"> • Set up labor and management meetings and consultations (Joint Management Council, Company-wide Production and Sales Committee, Branch Office Employer-Employee Relationship Committee, Human Resources System Review Meeting, Allocation Committee, Work-Life Balance (WLB) Promotion Committee, Overseas Work Committee, etc.) 	<ul style="list-style-type: none"> • Promote labor and management communications in each Group company

Health and Safety	Standardizing Group rules and activities	<ul style="list-style-type: none"> • Develop a Group safety and health management system • Implement proactive safety initiatives (risk prediction activities, risk assessment activities) 	• Quickly develop rules and actions for each Group company
		<ul style="list-style-type: none"> • Consolidate safety standards for people and goods • Promote standardization of Group rules and activities 	
	Maintaining employee health	<ul style="list-style-type: none"> • Apply general and specialized health checkups to prevent disease and work-related illness • Promote mental health care • Promote "no smoking" policy 	• Develop in each Group company

The Environment

Subject	Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Environmental Management	Establishing environmental management system	<ul style="list-style-type: none"> Acquire ISO 14001 certification at manufacturing facilities in Japan and overseas Introduce the Yamaha Environmental Management System (YEMS) throughout the Group Introduce environmental accounting 	<ul style="list-style-type: none"> Maintain ISO 1400 certification at each facility Apply Yamaha Environmental Management System (YEMS) throughout the entire Group
	Maintaining environmental management capabilities	<ul style="list-style-type: none"> Conduct environmental education and training for employees (general, special) Train internal environmental auditors Encourage and support environmental activities at home 	<ul style="list-style-type: none"> Promote environmental education according to job and role Hold training and skill improvement seminars for internal environmental auditors
Environment-friendly Products and Services	Creating environment-friendly products	<ul style="list-style-type: none"> Develop environment-friendly products (Introduction of LCA, energy conservation/resource conservation/chemical substances/wood) Conform to the laws and regulations of each country Establish Green Procurement Standards and develop them inside and outside of the Company Examine internal standards for environment-friendly products and in-house verification system 	<ul style="list-style-type: none"> Implement in-house verification system for environment-friendly products Proactively convey information about environment-friendly products to consumers
Climate Change Mitigation and Adaption	Reducing greenhouse gas emissions related to business activities	<ul style="list-style-type: none"> Continue reducing greenhouse gas emissions at facilities in Japan and overseas Reduce CO₂ emissions in shipping 	<ul style="list-style-type: none"> Continue ongoing efforts to reduce greenhouse gas emissions at facilities in Japan and overseas Reduce energy consumption per unit at Japan production bases
Prevention of Pollution	Conducting thorough environmental management at manufacturing bases	<ul style="list-style-type: none"> Set and maintain voluntary standards that exceed legal standards Consolidate wastewater and gas processing facilities Respond to emergency situations (streamline system, training) Conduct environmental auditing 	<ul style="list-style-type: none"> Reinforce environmental management at overseas manufacturing bases Develop a road map that conforms with the Environmental Facility Management Standards for pollution prevention
	Promoting reduction and recycling of wastes	<ul style="list-style-type: none"> Promote zero emission of wastes Promote effective use of wastes (Conversion into valuable resources, etc.) 	<ul style="list-style-type: none"> Maintain zero emissions at Japanese production bases
Conservation of Water Resources	Conserving and effectively using water resources	<ul style="list-style-type: none"> Reduce water consumption (cycling/recycling use, measures for leaking water facilities, etc.) 	<ul style="list-style-type: none"> Promote water recycling at overseas manufacturing bases
Chemical Substance Management and Reduction	Reducing the emission of chemicals from production processes	<ul style="list-style-type: none"> Thorough management of chemicals such as those designated under the PRTR Law Reduce the emission of chemicals from painting processes (use alternative materials, improve processes, develop production methods) 	<ul style="list-style-type: none"> Implement reduction activities based on Chemical Substances Usage Standards (especially for VOCs, activities to use alternative materials and reduce emissions)
Biodiversity Preservation Initiatives	Using wood resources appropriately and effectively	<ul style="list-style-type: none"> Establish Timber Procurement and Usage Guideline Promote efficient use of wood resources Preserve rare wood materials (develop alternative materials) 	<ul style="list-style-type: none"> Promote CSR procurement of wood (considering sustainability) Promote development and use of alternative materials for rare wood materials
	Promoting forest preservation	<ul style="list-style-type: none"> Enshunada coastal forest recovery Plant trees in Indonesia 	<ul style="list-style-type: none"> Develop plans for upcoming forest preservation activities

Fair Operating Practices

Subject	Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Anti-corruption	Preventing corruption and building a deterrence system	<ul style="list-style-type: none"> • Develop rules prohibiting the giving of gifts and entertainment activities • Provide employee educate and training 	<ul style="list-style-type: none"> • Set guidelines for gift giving and entertaining in each Group company
Responsible Political Involvement	Maintaining transparency with respect to political participation	<ul style="list-style-type: none"> • Consolidate systems for preparatory conferences • Implement auditor's audits (reviews) 	<ul style="list-style-type: none"> • Consistently apply systems for dialogue, conferences and audits
Fair competition	Strictly adhering to fair competition and building a deterrent system to eliminate anti-competitive behavior	<ul style="list-style-type: none"> • Consolidate fair competition policies • Provide employee education and training • Consolidate systems for complying with the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors 	<ul style="list-style-type: none"> • Provide employee education and training in each Group company (implement in whole Group within three years)
Promoting Social Responsibility in the Value Chain	Promoting CSR procurement	<ul style="list-style-type: none"> • Set CSR initiatives for supplier selection • Check CSR initiatives of new suppliers • Establish standards for supplier CSR Code of Conduct • Disclosing policies for materials and parts procurement (including conflict minerals) 	<ul style="list-style-type: none"> • Raise standards for supplier CSR Code of Conduct • Combat the use of conflict minerals (establish customer survey response system) • Promote CSR procurement of lumber
Respect for Property Rights (Protecting Intellectual Property)	Managing and appropriately using intellectual property	<ul style="list-style-type: none"> • Establish policies for respecting intellectual property rights • Effectively manage intellectual properties owned by Yamaha • Establish system to prevent infringement of intellectual property rights of third parties • Provide employee education and training 	<ul style="list-style-type: none"> • Establish and manage regulations for handling intellectual properties • Provide employee education and training on the appropriate use of intellectual properties

Consumer Issues

Subject	Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Product Information Disclosure	Appropriately disclosing information on the safety of products and services	<ul style="list-style-type: none"> • Disclose appropriate information on product safety and defects • Provide information for safe product use • Create/enforce internal regulations for appropriate display/advertisement of products 	<ul style="list-style-type: none"> • Apply internal regulations regarding appropriate information disclosure
Ensuring Product Safety	Ensuring product safety and taking immediate action when a product safety issue arises	<ul style="list-style-type: none"> • Incorporate risk assessment initiatives into the product development process • Streamline system and operations for a timely response to product safety issues • Comply with product regulations and standards of each country in terms of product quality, safety and environmental protection • Product safety training for engineers and developers/designers. 	<ul style="list-style-type: none"> • Enhance risk assessment effectiveness and consolidate Group -wide standards • Reinforce tie-ups with local companies with respect to law and regulation information in each country • Revise to enable management of information on laws and regulations in each country
Quality Assurance	Strengthening the quality assurance system and quality management	<ul style="list-style-type: none"> • Establish and apply a Group-wide quality management system • Conduct quality audits by the Quality Assurance Division and other related departments • Acquire and maintain ISO 9001 certification • Conduct quality management training 	<ul style="list-style-type: none"> • Revise Company-wide rules and regulations to enhance the effectiveness of the Group-wide quality management system • Enhance effectiveness quality audit • Revise quality management training systems
Sustainable Consumption	Contributing to sustainability through products and services	<ul style="list-style-type: none"> • Provide information related to environmental consideration with products • Provide products to companies that support the environment 	<ul style="list-style-type: none"> • Start internal verification system for environment-friendly products • Proactively communicate information related to product environmental features to consumers
Enhancing Products and Services	Promoting universal design	<ul style="list-style-type: none"> • Promote a better understanding of universal design to product developers and designers • Introduce universal design to products 	<ul style="list-style-type: none"> • Expand the application of universal design
	Proposing solutions for issues in society	<ul style="list-style-type: none"> • Apply sound technology, such as the Yamaha Speech Privacy System™ 	<ul style="list-style-type: none"> • Promote research and development of new technologies, products, and services to help solve issues in society
Improving Customer Satisfaction	Improving customer satisfaction with products and services	<ul style="list-style-type: none"> • Set up and operate a subcommittee to promote CS activities • Establish and apply a system to that visualizes the voice of the customer • Introduce product usability testing 	<ul style="list-style-type: none"> • Establish a management system for attractive qualities • Expand departments involved in systems for visualizing the voice of the customer
Improving the Quality of Customer Response and Support	Improving the quality of customer response and support	<ul style="list-style-type: none"> • Establish the Group After-sales Service management Policies • Establish global customer support system • Establish/operate after-sales service management system • Conduct global technical service seminar, maintain and expand Yamaha after-sales service network 	<ul style="list-style-type: none"> • Thoroughly adhere to the Group After-sales Service Management Policies • Visualize and reinforce monitoring of customer response quality • Establish and introduce key performance indicators to improve customer response quality • Establish criteria of customer response skills
Personal Information Protection (Customer Data and Privacy)	Preventing accidents by managing the personal information of customers	<ul style="list-style-type: none"> • Establish a policy for protecting personal information and its management • Create and use a manual for managing personal information • Conduct employee education and training 	<ul style="list-style-type: none"> • Preventing the leakage and loss of personal information (achieve zero occurrence rate)

Community Involvement and Development

Subject	Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Connection to Local Communities	Building good relations with communities that are home to our offices and factories	<ul style="list-style-type: none"> • Make ongoing efforts to communicate with communities on a daily basis • Make ongoing efforts to participate in events organized by local governments and other organizations 	<ul style="list-style-type: none"> • Make ongoing efforts to communicate with communities that are home to our offices and factories • Make ongoing effort to participate in events organized by local governments and other organizations
Community Support Activities	Helping communities develop	<ul style="list-style-type: none"> • Contribute to community revitalization through music events • Provide support that helps foster future generations • Implementing support to build communities through music 	<ul style="list-style-type: none"> • Revitalize communities through planning and holding music events • Expand programs helping communities that are home to our offices and factories • Continue ongoing support for creating communities through music
Promoting Music Culture (Promoting Initiatives through Sound and Music)	Help promote and develop music culture	<ul style="list-style-type: none"> • Support music contests and clinics • Support related to scholarships and music education institutions • Support school music education 	<ul style="list-style-type: none"> • Continue ongoing promotion and development of music culture • Support music education (especially countries with undeveloped music education system)
Donations and Social Welfare Activities	Promoting donations and social welfare activities	<ul style="list-style-type: none"> • Support voluntary philanthropic activities by employees • Promote regional welfare activities • Support areas affected by disaster 	<ul style="list-style-type: none"> • Promote voluntary philanthropic activities by employees • Promoting regional welfare activities • Ongoing support for areas affected by disaster

Organizational Governance



Corporate Governance | ➔



Compliance | ➔



Risk Management | ➔



**Information Disclosure and
IR Activities
(Communication with
Shareholders and Investors)**
| ➔

Corporate Governance

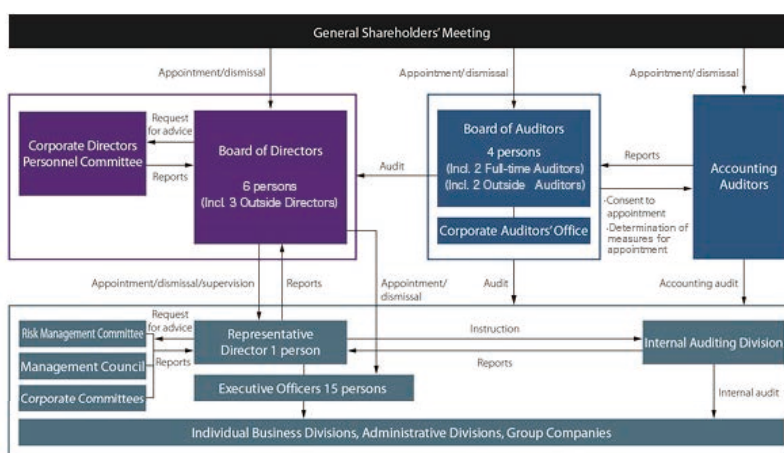
Yamaha positions the enhancement of corporate governance as an important management issue, and is taking proactive steps to strengthen it.

Guided by the Company's corporate slogan "Sharing Passion & Performance," Yamaha formulated its Corporate Philosophy: "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." With this mindset, Yamaha will improve management efficiency and become globally competitive and highly profitable. At the same time, the Company will increase its corporate and brand value by fulfilling its social responsibilities in areas such as compliance, environment, safety and social contributions. To achieve this goal, Yamaha will take steps to create a transparent and high-quality management that is also efficient by improving its organizational structure and system, implementing all necessary measures, and disclosing information in an appropriate manner.

Basic Corporate Governance System

Yamaha Corporation has adopted the form of a company with a Board of Auditors. With the General Shareholders' Meeting as its highest decision-making body, Yamaha has built a corporate governance system centered on the oversight and supervision of management's execution of duties by the Board of Directors, and audits by the Board of Auditors. In addition to establishing the Corporate Directors Personnel Committee, the members of which are more than half from outside of the Company, we introduced the Risk Management Committee and Corporate Committees—convening Management Council meetings twice a month in principle—and established an internal control system. In conjunction with consistent audits conducted by the company's system of full-time auditors, these help raise the effectiveness of governance through fair and equitable audits by independent outside auditors.

Corporate Governance Structure (As of June 24, 2015)



Enhance Governance of the Board of Directors by Appointing Highly Independent Outside Directors

As of June 24, 2015, Yamaha had six directors, including three outside directors. In principle, the Board of Directors convenes once monthly, and is responsible for the Group's management functions, such as strategy planning, monitoring the business execution of each division, and providing guidance.

Outside directors are elected to enhance the supervisory functions of the Board of Directors from an objective standpoint, for increasing the transparency of management, and for giving good advice by utilizing their management experience in different industries and advanced expertise.

In order to clarify directors' management responsibilities, directors are appointed for a term of one year.

Enhance Management Functions and Administrative Functions through the Executive Officer System

Yamaha has introduced an Executive Officer System for the purpose of strengthening its execution of business functions. As of June 24, 2015, the Executive Officer System is comprised of 15 executive officers, including five senior executive officers. Given their significant job responsibilities, the senior executive officers, in principle, preside over divisions and are responsible for their business performance, providing appropriate instructions and orders directly to enhance division performance. Moreover, executive officers are assigned to divisions that are responsible for key management issues in each group.

Ensure Fair and Highly Transparent Management through Appropriate Auditing

As of June 24, 2015, Yamaha had four auditors, including two outside corporate auditors. In principle, the Board of Auditors convenes once monthly. Based on audit plans, auditors periodically perform comprehensive audits of all business divisions, administrative divisions and Group companies, and participate in Board of Directors' meetings and other important meetings such as the Management Council.

The accuracy of accounting audits is determined based on periodic progress reports from the accounting auditors regarding audits of the Company's financial statements.

In Yamaha, at least one person with knowledge of finance and accounting assumes a full-time auditor position. Full-time auditors have many years of experience that enable them to exercise good judgment with respect to the accuracy of business audits and accounting audits. To ensure objectively fair and equitable audits, outside corporate auditors are appointed and include specialists (CPAs and attorneys) who hold positions independent from that of the Company.

Yamaha has also established a Corporate Auditors' Office (with one staff member as of June 24, 2015) that is dedicated to supporting auditors so as to ensure an environment conducive to performing effective audits.

Yamaha established the Internal Auditing Division (1 staff member as of June 24, 2015) as the internal auditing section. The role of this division is to closely examine and evaluate management and operations systems, as well as the execution of operations, for all management activities undertaken by the Yamaha Corporation and Group companies from the standpoints of legality and accuracy. The Internal Auditing Division provides information based on examination and evaluation results, suggestions and proposals for rationalization and improvement. In parallel, Yamaha strives to boost audit efficiency by encouraging close contact and coordination among the corporate auditors and the accounting auditors.

Registration of Independent Officers

Yamaha has registered outside directors Yoshikatsu Ota and Shigeru Nosaka, and outside corporate auditors Hirohiko Ikeda and Junya Hakota as independent officers under the provisions of the Tokyo Stock Exchange.

Activities by Outside Directors and Outside Auditors in the Year Ending March 31, 2015

Outside director Haruo Kitamura attended all 13 of the meetings of the Board of Directors held during the fiscal year ending March 31, 2015. Utilizing his specialized knowledge as a chartered accountant, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside director Hiroyuki Yanagi attended 12 of the 13 Board of Directors meetings held during the fiscal year ending March 31, 2015. Utilizing his extensive experience and specialist knowledge as a manager, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside director Yoshikatsu Ota attended 12 of the 13 meetings of the Board of Directors held during the fiscal year ending March 31, 2015. Utilizing his extensive experience and specialist knowledge as a manager, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside auditor Takashi Miyazawa attended all 13 meetings of the Board of Directors and all 15 Board of Auditors meetings during the fiscal year ending March 31, 2015. He made statements mainly from his specialist standpoint as a chartered accountant.

Outside auditor Hirohiko Ikeda attended 12 of the 13 meetings of the Board of Directors and 14 of the 15 Board of Auditors meetings during the fiscal year ended March 31, 2015. He made statements mainly from his specialist standpoint as a lawyer.

Support System for Outside Directors and Outside Corporate Auditors

The meeting to discuss and confirm management issues is held, in principle, monthly for the purpose of sharing important management proposals between all directors and auditors and gaining a better understanding about management's execution of its duties.

A Business Report Meeting has been set up for reporting by the general managers on the progress of division performance and, when necessary, outside directors are individually provided with explanations about proposals and reports to be submitted to the Board of Directors.

With respect to agenda items at meetings of the Board of Directors and the Board of Auditors to be attended by outside corporate auditors, staff members provide explanations as necessary to enable them to perform a complete preliminary study of the agenda. With regard to other material matters, the Company strives at all times to maintain an effective auditing environment, including by providing information, supplying documentation, listening to opinions, and supporting research and data collection.

Basic Concept of the Internal Control System

Yamaha has established an internal control system pursuant to Japan's Companies Act and the Enforcement Regulations of the Companies Act. Yamaha seeks to achieve optimal corporate governance in order to raise corporate value and the Yamaha brand image. At the same time, the Company works to improve the internal control system to raise business efficiency, increase the dependability of Yamaha's accounting and financial data, and strengthen compliance, asset soundness, and risk management capabilities.

Yamaha established the Group Management Charter to clarify Group management policies, and has requested subsidiaries to establish an internal control system based on the Group's internal control policies. Furthermore, for certain key issues such as management information—which influences Group management—Yamaha has also requested subsidiaries to obtain pre-authorization from and report issues of concern to Yamaha Corporation

Yamaha has developed and put into operation internal controls for financial reporting based on implementation standards for internal control reporting systems (Financial Instruments and Exchange Law). We will maintain and more firmly establish this internal control system to ensure the reliability of our financial reporting.

→ [Corporate Governance Report](#)

Executive Officer's Remuneration

Directors' remuneration

Directors' remuneration is within the compensation range decided in advance at the General Shareholders' Meeting, and is established as follows after considering remuneration levels and employee compensation levels at other companies—primarily companies listed on the stock exchange.

The amount a director receives is determined in meetings of the Board of Directors after discussions and reporting from the Corporate Directors Personnel Committee, more than half of which is composed of outside directors.

Remuneration for internal directors consists of a fixed annual salary, remuneration based on performance assessment and a director's bonus.

Remuneration based on performance assessment evaluation takes into consideration consolidated return on sales (ROS), consolidated return on equity (ROE), consolidated sales compared to the previous year, and level of improved consolidated net operating income compared to the previous year. It can vary in the range of 0-50% of the fixed annual salary.

Director's bonuses can be a maximum of 0.5% of consolidated current net earnings.

Outside director remuneration is a fixed annual salary based on consideration of factors such as the balance with internal directors' compensation and the Group's business scale.

Auditors' remuneration

Auditors' remuneration is a fixed annual salary within the compensation range decided in advance at the General Shareholders' Meeting, and is based on factors such as the balance with internal directors' remuneration and the Group's business scale.

Amounts of remuneration and other compensation provided to Yamaha Corporation's internal directors and auditors (fiscal 2013)

Executive Officer Category	Total Compensation (Millions of Yen)	Total Compensation by Type (Millions of Yen)				Eligible Officer
		Fixed Compensation	Performance-based Compensation	Bonuses	Retirement Bonus	
Internal Directors	281	147	56	77	-	5
Internal Auditors	60	60	-	-	-	3
Outside Directors	32	32	-	-	-	5

Compliance

The Yamaha Group aims to achieve a high level of compliance management not only by conforming with laws and regulations, but also through adherence to social norms and corporate ethics.

Compliance Promotion System

The Yamaha Group began in earnest to implement compliance activities in Japan in 2003 with the establishment of the Compliance Committee, chaired initially by the Company's chairman and thereafter by the president and representative director. At the same time, steps were taken to put in place the Compliance Code of Conduct. Since June 2010, the Compliance Subcommittee has been aiming to implement more dynamic activities as the Working Group for Compliance under the Risk Management Committee following reorganization of the Corporate Governance Committees. A secretariat for the subcommittee has been established in the Human Resources Division. While collaborating closely with each department, the subcommittee is promoting cross-sectional compliance throughout the Group.

In fiscal 2015, plans are to hold four meetings of the Compliance Subcommittee, at which time progress with compliance in the entire Group will be checked.

Compliance Code of Conduct

The Yamaha Group formulated the Compliance Code of Conduct in 2003 and has continued to revise it accordingly since then as the business environment becomes more global and social circumstances change. It is also printed in multiple languages.

Additions were made to the Compliance Code of Conduct in fiscal 2006 in line with global business expansion, including an article regarding the prohibition of forced and child labor, and other information essential for Group companies with overseas business interests. Taking into consideration revisions to various laws and regulations in five-year blocks since 2006 as well as changes in social conditions, the Yamaha Group revised the Japanese version of its Compliance Code of Conduct in April 2011. Detailed explanations were added covering such items as revisions to consumer, antitrust and labor legislation, changes to expectations in companies held by society and the general increase, society-wide, in whistle-blowing.

Additionally, in order to promote compliance with a consistent philosophy and rules across the board worldwide, based on the Japanese Compliance Code of Conduct, 32 overseas companies formulated respective codes of conduct taking local laws and regulations into consideration. Revisions to the Japanese version are referenced, and revisions are made in a timely manner to accommodate changes in each region. The revisions are made with the assistance of local outside experts who confirm content.



Development of overseas versions of the Code of Conduct

[→ Initiatives in Compliance \(Japanese only\)](#)

[→ Yamaha Compliance Code of Conduct \(Japanese only\)](#)

Initiatives in Promoting Compliance

(1) Distributed and promoted third edition of Compliance Code of Conduct booklet

The Yamaha Group publishes and distributes to its employees a booklet that describes in detail the Group's Compliance Code of Conduct. As a part of human resource training according to career stage, compliance has been made a component of training programs, which provide a further look at the content of the Compliance Code of Conduct.

In order to spread awareness of the third revision to the Code of Conduct revised in April 2011, the secretariat held briefings for approximately 800 managers responsible for each division and company. These managers then acted as facilitators at workplace briefings to pass on the information. Around 10,000 people, which covered almost all Japanese Group company employees, took part in the briefings at respective workplaces. In fiscal 2014, we began accepting e-mail inquiries via an outside hotline operated by a corporate law firm. In fiscal 2015 revisions were made to the Compliance Code of Conduct in line with the establishment of the Whistle-blowing Management Regulations.

(2) Promoted October as Month to Bolster Compliance

The Yamaha Group has designated October as the month to bolster compliance every year in line with Keidanren's Corporate Ethics Promotion Month, and is working on initiatives to heighten awareness of compliance. Specific actions taken during fiscal 2013 include communicating to all employees the results of a survey conducted previous fiscal year and conducting six training programs concerning different laws closely connected to our businesses.



Training on Private Information Protection Law (head office)



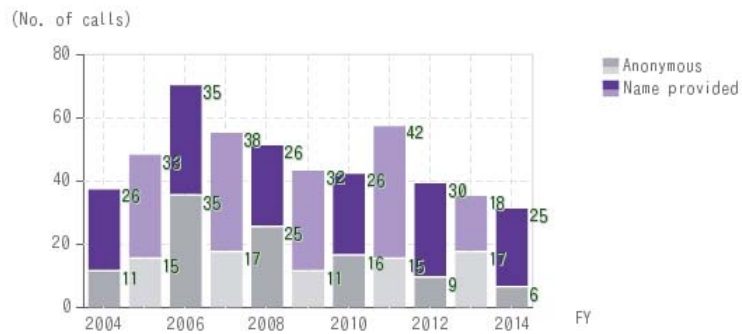
Training on consumer protection laws (Tokyo)

Results from Operation of Compliance Hotline (April 2014 to March 2015)

Yamaha set up and started operating a hotline in April 2003 to provide consultation and take internal reports related to compliance-related matters. In order to make the hotline easier to use, Yamaha is spreading awareness internally through means such as putting up posters during the compliance emphasis period, taking surveys and providing training. Whistle-blowing Management Regulations and hotline operations regulations have been formulated with provisions that concern the non-disclosure of information regarding the reporter and prohibition of unfair treatment. In July 2013, we began accepting e-mail inquiries via an outside hotline operated by a corporate law firm.

From April 2014 to the end of March 2015, the hotline was contacted on 31 occasions, representing a significant decrease over the 48-contact average of previous years.

The Status of Calls to the Compliance Hotline



Risk Management

Basic Policy for Risk Management

The Yamaha Group has formulated its Corporate Philosophy, which 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." The Yamaha Group perceives events that impede the attainment of its Corporate Philosophy as risks and implements risk management based on the following policy.

1. We shall establish a structure and framework for risk management and work to enhance responsiveness to risk and maximize corporate value.
2. We shall identify, evaluate and reduce risk through risk management activities during ordinary times, conduct awareness-raising activities such as education and training, and share information on risks in order to permeate risk awareness and foster risk sensitivity.
3. We shall prioritize people's safety when risk occurs, and coordinate with the local community to ensure sincere, appropriate and speedy response as a means to minimize the impact of risk. In addition, we shall strive to ensure the stable supply of products and services, continue business to the extent possible and contribute to the sustainable development of society.
4. We shall work to prevent reoccurrence of risk that we have resolved

Classification of Risk and Definition of Risk Management

The Yamaha Group classifies the various types of risks related to its business in the following manner and is working on measures to counter each type.

[External Management Environment Risk]: External risk that is difficult for a company to predict

[Business Process Risk]: Risk in which the impact can be reduced through internal control and factor analysis, etc.

[Business Strategy Risk]: Risk associated with business strategy and management judgment

The Yamaha Group broadly defines "risk management" as general activities implemented to properly control the various types of risk that occur in conducting business. In addition, risk management is divided into measures and response at ordinary times and during an emergency in the following manner.

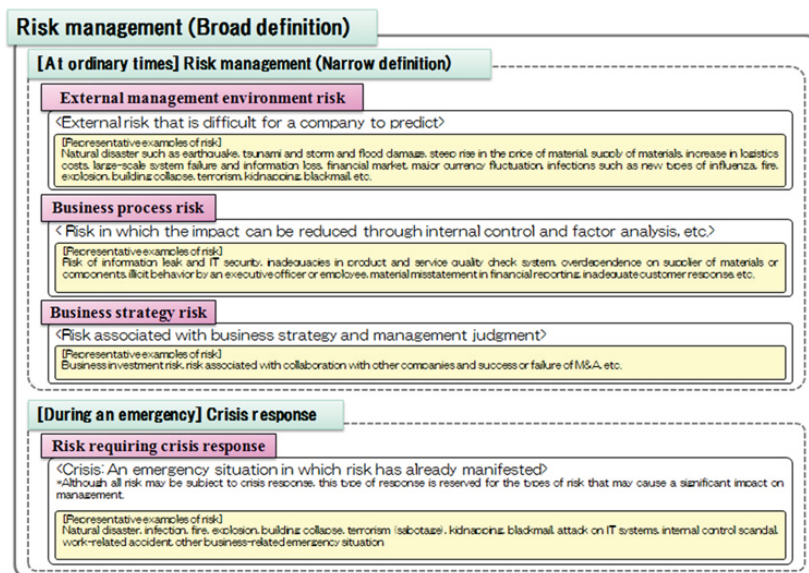
[At ordinary times]: Risk management (Narrow definition)

Yamaha implements measures to prevent the incidence of risk at ordinary times based on a narrow definition of risk in which risk can potentially manifest in any situation.

[During an emergency]: Crisis response

In case a crisis occurs, Yamaha will react quickly and accurately to minimize the impact and ensure immediate recovery based on a definition of crisis as an emergency situation in which risk has already manifested.

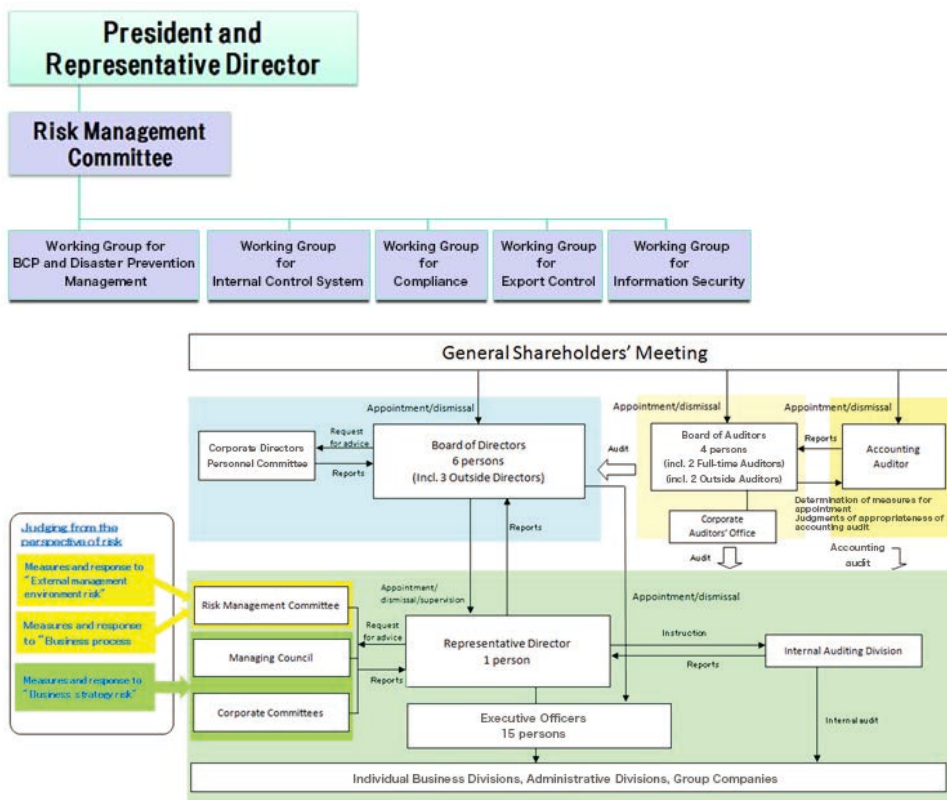
* Although all risk may be subject to crisis response, this type of response is reserved for the types of risk that may cause a significant impact on management.



Risk Management Promotion System

Based on the basic policy for risk management, Yamaha Corporation established a Risk Management Committee as an advisory body to the President. This committee deliberates on matters related to risk management from a Company-wide standpoint and reports its findings to the President and Chief Executive Officer. Working groups for the business continuity plan (BCP) and disaster countermeasures, internal control, compliance, export screening, and information security have been established under the Risk Management Committee to deal with important matters that are difficult for individual business divisions and administrative divisions to cover during the execution of their basic day-to-day duties, and implement risk management activities.

Lately, there have been many accidents involving the leakage of personal information by companies, making it essential to improve management of such information. In November 2014, Yamaha Corporation thus established the Information Security Working Group. The Information Security Working Group sets information management policies, assesses existing management systems, specifies their weak points and provides guidance to improve management standards of the entire Yamaha Group.



Introduction to Concrete Initiatives

•Business Continuity Plan (BCP)

In fiscal 2009, The Yamaha Group formulated the BCP Guidelines, the basic Group-wide policy for a business continuity plan that is designed to enable the immediate resumption of operations in the event of an earthquake in Japan's Tokai region where the Yamaha headquarters is located or another natural disaster such as a fire or an infectious disease outbreak that could cause damage to buildings or facilities. In 2012, Yamaha established various guidelines including the BCP/Disaster Basic Countermeasures, Earthquake Countermeasures, and Fire Countermeasures and Storm and Flood Damage Countermeasures, which update and supersede the BCP Guidelines.

The Yamaha Group has been conducting BCP training assuming an emergency situation since fiscal 2010. In fiscal 2013, Yamaha installed a safety confirmation system that uses mobile phones to check on the safety of employees after a disaster. Centered on this safety confirmation system, Yamaha conducted simultaneous companywide safety confirmation training in May 2013 in which around 10,000 employees in Group companies throughout Japan participated, making it the first such initiative in the Yamaha Group.

To prepare more effective courses of action for the entire Group in light of the threat of the Great Tokai Earthquake, possibly the largest risk faced, in December 2014, the Yamaha Group established the Great Tokai Earthquake Countermeasures Working Group in the BCP/Disaster Countermeasures Working Group.



In addition, the Group has been making efforts to reinforce the earthquake resistance of its factories and other buildings to withstand the Great Tokai Earthquake. In fiscal 2013, it took measures one step further by performing renovations to improve the earthquake resistance of Toyooka Factory Building No. 1, Yamaha Corporation's main production facility.

The Yamaha Group is also conducting production equipment earthquake resistance audits at production sites in Western Shizuoka Prefecture to ascertain risk and minimize damage done to humans and production equipment. To further reinforce the earthquake resistance of its equipment, the Yamaha Group established Yamaha Equipment Earthquake Resistance Standards, which prescribes countermeasure target levels.



Improving earthquake resistance at the Toyooka Factory

•Home DIG

To ensure the security of Yamaha employees and their families and raise awareness of disaster prevention amongst them, the Yamaha Group conducts the Home Disaster Imagination Game (DIG). Using a map of the home, members of the family determine together where is safe and where is dangerous at the time of a major earthquake.

•Safety Abroad

Yamaha is taking steps to ensure the safety of employees that are stationed overseas and that go overseas on business trips, doing so from the perspective of prevention and response in the event of an accident. 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. It is then analyzed and distributed internally in the form of reminders and business trip regulations. Safety-related education is also provided to employees who have been dispatched overseas and those taking business trips.

[Fiscal 2014 results]

- Training prior to assignment overseas:
 - (1) For employees: 49 employees in 12 sessions
 - (2) For employees' families: 29 people in 66 sessions
- Overseas business trip orientation
 - For those going on an overseas business trip for the first time: 78 people in 4 sessions

•Export Control

Yamaha has established provisions for national security-related trade control in its Compliance Code of Conduct as rules pertaining to international trading.

8-3 National security-related trade control

Yamaha hopes for global peace. Yamaha observes the applicable security-related trade control regulations that have been set out to prevent proliferation of weapons of mass destruction and accumulation of other weapons. To that end, Yamaha will develop and comply with internal procedure rules.

A Working Group for Export Screening has been established under the Risk Management Committee at Yamaha Corporation, formulating export control regulations and regulations for import and export procedures among others, and establishing a work process related to export control. Yamaha is also working to educate its employees on and improve their awareness of the importance of export control in the company by conducting export control seminars led by industry experts.

•Environmental Risk Management

As a part of its CSR activities, the Yamaha Group actively works to promote the regional environment by reducing the environmental burden of its business activities, products and services, and effectively using energy and natural resources under the Yamaha Group Environmental Policy. Key initiatives for environmental risk management include regular monitoring, environmental audits and emergency response training.

>>Click [here](#) for details of environmental risk management

Information Disclosure and IR Activities (Communication with Shareholders and Investors)

Information Disclosure Policy

Proper information disclosure is critical to the continued and transparent conduction of business with the true understanding of shareholders, investors, and other stakeholders. In its Compliance Code of Conduct, Yamaha Corporation states that it will truthfully report its financial conditions and business performance to stakeholders such as shareholders and government offices in accordance with laws and other rules, and that it will provide appropriate management information to its shareholders and investors.

Yamaha sets forth rules regarding information disclosure to shareholders and investors in its Disclosure Policy published on its website.

Yamaha Compliance Code of Conduct (excerpt)

2-1 Accurate accounting records and financial reports

Yamaha accurately prepares its accounting books in compliance with applicable laws and regulations and provides a true and accurate report of its financial condition and operational results to the required government entities and to its shareholders. Yamaha hereby declares that it will in no case dress up its reports motivated by unjust reasons, nor will it engage in any inappropriate accounting practices.

2-2 Timely disclosure of information

In pursuit of establishing "transparency" in its operations, Yamaha regularly updates its shareholders and investors with appropriate business information in order to obtain their support for Yamaha's activities. In addition, Yamaha also promptly publishes any information that may have a material impact on its business operations.

→ [Disclosure Policy](#)

Promoting and Expanding IR Activities to Enhance Understanding of the Company

Yamaha Corporation carries out timely and proactive disclosure of information to institutional and individual investors around the world, in line with our Disclosure Policy.

In addition to holding quarterly results briefings for stock analysts and institutional investors, Yamaha conducts conferences and briefings on its management policies and individual business segments as well as factory and facility tours as required. In fiscal 2014, Yamaha conducted facility tours of Yamaha Piano Manufacturing Japan Co., Ltd. (Kakegawa City) and a briefing session for musical instruments and audio equipment businesses at the Company headquarters in Hamamatsu.

For investors outside of Japan, Yamaha provides investor relations information in English. Additionally, the Company's management team—including the president—visits overseas locations several times a year to foster mutual understanding through direct communication that encompasses explanations of the Company's management plans as well as the status of its businesses.

For individual investors, and as a part of the effort to expand its shareholder base, Yamaha began conducting periodic conferences and briefings for individual investors in regional cities in Japan in fiscal 2010. In fiscal 2014, briefing sessions were held at three venues: Tokyo in November, and Yokohama and Toyohashi in March. Yamaha also runs a special benefit plan for shareholders every year.

Yamaha aims to bolster communication with shareholders through these activities as well as share opinions and information gathered with related departments inside the Company to be used for everyday IR* activities and in management execution.

*1 IR: Investor Relations (corporate communication for shareholders and investors)

Major IR Activities in the Fiscal Year Ended March 31, 2014

(Regularly Scheduled Events)

Quarterly results conferences	Each quarter (four annually)
One-on-one meetings	250 times
Visits to overseas investors	(U.S.A., U.K., Asia)

(Other Events)

Conference for the mid-term Management plan	Briefing on the musical Instruments business
Facility tour	Corporate briefing session for individual investors



A conference for individual investors



A conference for institutional investors



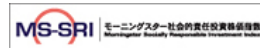
Special products provided to shareholders (who hold 1,000 or more shares)

Inclusion in Socially Responsible Investment Indexes

Socially Responsible Investment (SRI) indexes^{*2} and funds in Japan and other countries evaluate potential investments not only from a financial perspective, but from CSR environmental viewpoints as well. Yamaha Corporation continues to be listed in some of the world's most prominent SRI indexes, including the FTSE4Good Global Index, MSCI Global Sustainability Indexes and the Morningstar Social Responsibility Index (MS-SRI).



2015 Constituent
MSCI Global
Sustainability Indexes



As one way of measuring financial soundness, each year Yamaha Corporation requests a long-term bond credit assessment from bond ratings agencies. The results are shown below.

*2 SRI (Socially Responsible Investment) Index: An index that monitors movements in the share prices of companies grouped together selected for their outstanding financial and CSR qualities.

Credit Ratings (as of March 31, 2015)

Rating and Investment Information, Inc.(R&I)	A
Japan Credit Rating Agency, Ltd.(JCR)	A+

Policies for Retained Earnings and Returns to Shareholders

Yamaha Corporation has adopted a basic profit allocation policy linked to the level of consolidated net income in the medium term that provides for increasing return on equity (ROE) by retaining earnings as appropriate for strengthening the Company's management position through investments in R&D, sales capabilities, capital equipment and facilities, and other areas, while also emphasizing shareholder returns to reflect consolidated performance. Specifically, Yamaha endeavors to provide continuous, stable dividends and has set a target consolidated dividend payout ratio of 30%.



Dividends per Share

Human Rights and Labour Practices



Promotion of Human Rights Awareness | ➔



Promotion of Diversity and Inclusion | ➔



Measures to Prevent Harassment | ➔



Hiring and Employment | ➔



Promoting a Better Work-Life Balance | ➔



Communication with Employees | ➔



Health and Safety | ➔



Human Resource Development Initiatives | ➔

Promotion of Human Rights Awareness

Basic Principles Concerning Human Rights

The Yamaha Group explicitly states in its Compliance Code of Conduct its respect for basic human rights, its prohibition of forced and child labor, its assurance of the three rights of work, and other stipulations, and its commitment to upholding these principles. The Group also became a signatory to the United Nations Global Compact in 2011 and upholds the 10 principles, one of which concerns human rights.

Yamaha Compliance Code of Conduct (excerpt)

4-1 Respect for human rights and prohibition against discrimination

Yamaha respects fundamental human rights and endeavors to observe internationally recognized standards in its business activities. Yamaha especially objects to any discrimination based on race, gender, religion, language or ethnic background, and will not discriminate based on ideology, creed or political opinion.

3-7 Prohibition against forced labor and child labor

Yamaha prohibits any form of forced labor or labor by children under the minimum age permissible by law. In addition, Yamaha supports international efforts to exclude and abolish such child labor and endeavors to realize this ideal.

3-3 Favorable employer-employee relationships

Yamaha adheres to the protection of employees' rights prescribed by international treaties, law, collective labor agreement and other agreements between the employer and "employees". We promote the creation of an environment where employees and the employer can cooperate to achieve the corporate objectives.

Initiatives in Respect of Human Rights

As part of its Compliance Code of Conduct, the Yamaha Group forbids sexual harassment, power harassment, or any behavior that could be construed as harassment, as well as unjust discrimination.

The Group also requests that its business partners comply with its policy concerning procurement and CSR in the interest of furthering its policy concerning human rights not only within the Group but also throughout its supply chain. When concluding agreements with new business partners, The Group conducts surveys to ascertain these companies' degree of commitment to upholding human rights and other CSR issues.

Yamaha Compliance Code of Conduct (excerpt)

3-2 Prohibition against harassment

Yamaha prohibits unjustified discrimination by language or behavior that may be construed as harassment, including sexual harassment and power harassment of subordinates or any other employees.

Education Concerning Human Rights

The Yamaha Group disseminates information to employees and conducts seminars to improve understanding concerning human rights issues in the Group's business activities. Using our Intranet, we provide explanations of the guiding principles concerning the issue of conflicting minerals and human rights in Group businesses. We are also continue to educate employees by holding expert-led CSR seminars and CSR procurement seminars for personnel in charge of purchasing, where discussions are held on themes such as human rights issues in the supply chain.

Promotion of Diversity and Inclusion

Policy and Action Plan for Promoting Diversity

Each company within the Yamaha Group in Japan has developed an action plan to promote diversity management, with the common objective of leveraging the diversity of employees to increase corporate competitiveness. This includes age, gender, nationality, various lifestyles that involve time constraints due to childcare or nursing care, etc.)” (operating principle from the Yamaha Group’s Action Plan for promotion of diversity management)

Based on this principle, The Group has created an action plan to promote diversity management at all Yamaha Group companies in Japan. In the action plan for the three-year period from fiscal 2013-2015, the Group is undertaking various efforts in the interest of improving employees’ skills and expanding their opportunities, getting more people active on the global stage, making work environments easier to work in, and fostering a good corporate culture.

Promote Employment of People with Disabilities

Yamaha Corporation established a special subsidiary*1 in 1989, Yamaha Ai Works Co., Ltd. Yamaha Ai Works offers opportunities for employment in general office work, including data processing, printing, and stuffing and sealing envelopes, together with administrative tasks related to accounting and employee benefit programs. In this manner, the company is promoting employment for people with disabilities as well as the development of conducive working conditions. As of March 1, 2015, 88 people with disabilities were employed at Yamaha Corporation and Yamaha Ai Works combined. Of this number, 40 are now working at Yamaha Ai Works. The employment rate has hovered above 2% since fiscal 2009, reliably achieving standards set for April 2014 and beyond in the Act on Employment Promotion etc. of Persons with Disabilities.

*1 Subsidiaries recognized under the Act for Employment Promotion, etc. of Persons with Disabilities. Special subsidiaries must meet certain criteria in connection with 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.

Employment Numbers and Rate of People with Disabilities



Seminar for Employment of People with Disabilities at Yamaha Ai Works

On November 20, 2014, a seminar and tour promoting the employment of people with disabilities named “Learn from a Workplace that Employs People with Disabilities” was held at the head office of Yamaha Corporation in Shizuoka Prefecture. During the seminar, the president of Yamaha Ai Works gave a speech and a tour was conducted.

As a part of the project to create more employment opportunities for people with disabilities that is being promoted by Shizuoka Prefecture, similar seminars have been held at various places throughout prefecture—with the one at the head office of Yamaha Corporation being the first in the western Shizuoka. Approximately 40 people from companies that are or will be promoting employment of people with disabilities from employment support organizations and government offices participated. Yamaha Corporation not only tries to exceed the employment rate outlined in the Act on Employment Promotion, etc. of Persons with Disabilities, but also actively promotes the employment of people with disabilities from the perspective of diversity. In order to encourage the employment of people with disabilities in society at large, Yamaha also provides workplace tours and accepts apprenticeships. Furthermore, it dispatches instructors to workshops as qualified consultants on occupational life for those with disabilities. Yamaha Ai Works is playing a central role in these activities and is registered with the Support Groups of Shizuoka Prefecture’s Employment of People with Disabilities. It provides support for promoting regional employment of people with disabilities by hosting tours from other companies. The seminar was held as part of the collaborative activities of Yamaha as a registered company of the organization.



At the seminar



Participants touring the workplace

Promoting employment of foreign employees

Yamaha Corporation had 48 foreign employees working in the company as of March 1, 2015. In order to enhance the role of diverse personnel regardless of nationality, we set a numerical target for hiring new graduates from foreign countries and provide information on our English website.

Utilizing the Senior Partner System

Yamaha Corporation instituted an employment extension program in April 2004 called the Senior Partner System that provides willing employees with the opportunity to work beyond age 60, the normal retirement age. There were 169 people working under the system as of the end of March 2015.

The system allows us to effectively utilize personnel with a wealth of operational knowledge, skills and experience, while it enables younger employees to receive instruction and training as well as leads to more active participation in society post-retirement and more motivation in life. Group companies have also established similar programs in an effort to provide employment to people beyond the normal retirement age. In order to make more extensive use of this system, Yamaha Corporation revised the process and conditions in fiscal 2008, holding interviews with applicants early on and preferential reemployment in the place where one is working at the time of retirement. Yamaha has also provided work to all applicants arriving at retirement age in fiscal 2014 based on the Revised Law concerning Stabilization of Employment of Older Persons enacted in April 2013. There are now 149 senior employees working (including returning employees in Group companies).

Group companies have adopted similar measures and are hiring retired workers.

Assisting Women's Careers

The Yamaha Group holds the diversity of its employees in high regard, and aims to be a place where all employees can make the most of their abilities, regardless of their gender, nationality or other factors. In this regard, the Group strives to promote a workplace environment in which women can excel and creates systems to make this a reality.

Yamaha Corporation launched the Positive Action Project in May 2004. The project group initiated various enlightenment related activities such as examining the situation of women at Yamaha and other companies, holding lectures and creating a website. Other activities recommended the creation of systems that promote the role of women, the employment and hiring of female employees and the establishment of training programs. Based on these recommendations, Yamaha established a dedicated organization within the Human Resources Division in March 2006. The department is carrying out wide-ranging measures, which include further broadening opportunities for women to develop their abilities and play an active role and creating a more comfortable working environment. In recognition of these efforts, Yamaha Corporation was awarded the "2008 Shizuoka Labor Secretariat Prize, Corporation Award for the Promotion of Gender Equality in the Business Division." In fiscal 2013, Yamaha Corporation released the Positive Action Declaration on a portal site for information on the Positive Action Project commissioned by the Ministry of Health, Labour and Welfare. Then, in fiscal 2014, when Shizuoka Prefecture re-announced its "Creating a Society for Gender Equality" campaign, Yamaha pressed forward with promoting women in the workplace. Additionally, Yamaha Corporation was awarded the Fiscal 2005 Family Friendly Company Award from the Ministry of Health, Labour and Welfare and acquired the "Kurumin" mark for supporting the development of future generations in fiscal years 2008 and 2014. Through these initiatives, Yamaha Corporation currently boasts nearly an equal average number of years of continuous employment for male and female employees with the proportion of women taking maternity leave and childcare leave as well as the proportion of women returning to work after childcare leave at almost 100% in fiscal 2014.

Major Measures to Assist Women's Careers

Proactive hiring of female employees

Increase the ratio of female new graduate hires, targeting 30% for the immediate future

Hiring activities that include information about the active roles played by female employees and creating a more comfortable working environment for women

Active promotion of and expansion of opportunities to develop the abilities of female employees

Increasing the promotion of women for managerial positions

Planning and implementing various training program

Providing various education and training opportunities and expanding Positive Action training

Creating comfortable environments for women

Responding to next-generation laws on gender equality in employment, childcare and nursing leave

Creating and implementing Yamaha Action Plans

Promoting the operation of a balanced support system and the revision and creation of structures

Changing workplace awareness and fostering a corporate culture

Conducting educational activities through training and seminars

Providing information through the My Yamaha Life - For a Better Career and Work-Life Balance, an intranet service

Launched in January 2008 as a communication site designed to promote optimal balance between a career, work and family life, the site is generally updated once a month and is accessed by more than 500 employees each month. The work-life balance aspect of the site was added in fiscal 2012, and the site was named Diversity and Work-Life Balance in fiscal 2013. After that, Yamaha Corporation continued to further enhance information on the site. By serving as a forum through which information can be dispensed and shared, the site provides support for female employees as well as all manner of employees to enhance their working and private lives allowing them to work in an active and lively manner.

最新インタビュー New!
**自分と周囲が相互に助け合うことで
 全体の利益が最優先されるのでは**

アコースティック機器部 新製品部 ビジネス推進 課長 田北 梓 さん

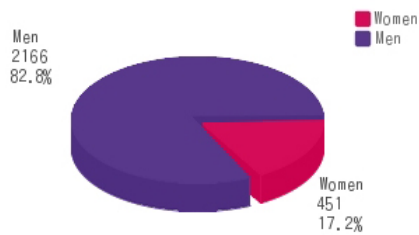
インタビュー
 アコースティック機器部 課長 田北 梓 さん

今月の新着
 インフォメーション

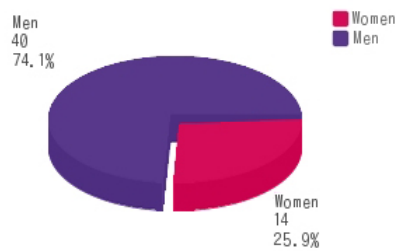
Pickup Contents

- インタビュー**
 キャリアとワークライフバランスを両立させる社員インタビューです。
- ワークライフバランスの取り組み**
 事業本部で取り組んでいるワークライフバランスの取組やのしこりをご紹介します。
- 男性の育児休暇**
 育児休暇をとりやすい環境を整えています。取組むにあたっての意識の向上もご紹介します。
- ネットセミナー**
 実践・セミナーのノウハウを学ぶための知識をセミナー形式で提供しています。
- メッセージ**
 ダイバーシティと多様性とワークライフバランスに関するメッセージをご紹介します。
- ワークライフバランスと女性**
 働き方改革とワークライフバランスの推進についてご紹介します。
- 女性活躍推進の取り組み**
 本部長から「女性活躍」について、さらなる取組に期待を込めてご挨拶をいたします。
- 仕事と家庭の両立支援**
 育児や介護などのプライベートのニーズに、仕事に合わせた柔軟な対応を行っています。
- ワーキングマザーを応援します**
 ワーキングマザーを積極的に応援する「ママ」の立場を尊重する取り組みをご紹介します。

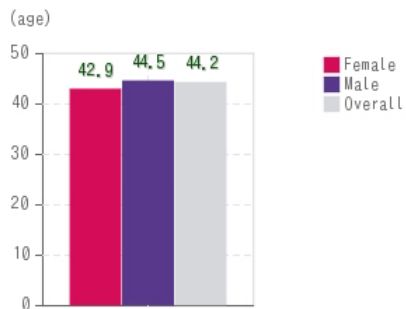
**Principal Indicators Related to Female Employees at Yamaha Corporation
 Ratio of Female Employees (as of March 2015)**



Key Indicators Related to Women's Success at Yamaha Corporation (new hire use ratio)



Average Age of Employees at Yamaha Corporation (as of March 2015)



Number of Years of Continuous Employment (single)

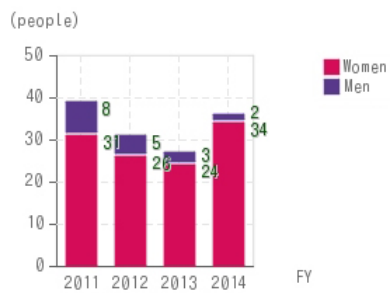


*Source: Ministry of Health, Labour and Welfare 2011 Basic Survey on Wage Structure

Female Manager Ratio

FY 2014: **4.8%**

FY2013: **4.7%** FY 2012: **4.4%**



Number of Employees Taking Childcare Leave

Measures to Prevent Harassment

The Yamaha Group Compliance Code of Conduct prohibits any language, behavior, or unfair discrimination that could be construed as sexual harassment or other impropriety. Yamaha has distributed the Code of Conduct in the form of a booklet which includes detailed explanations to all employees. Employment regulations also clarify and make all employees thoroughly aware that failure to comply with company rules and regulations relating to harassment is prohibited. We also work to thoroughly prevent harassment through workplace meetings and management training to better educate employees about the issues involved.

In addition, we have set up a hotline that deals with requests for advice and notifications concerning compliance issues in general from employees and business partners. Every effort is made to respond as promptly as possible and to solve any problems that are brought up through these channels. In fiscal 2014, a total of 16 requests for advice and 15 notifications were received. Most requests and notifications were related to 3. Relationship with Employees of the Compliance Code of Conduct.

We have also created a dedicated counseling desk for sexual harassment issues. These issues are investigated to determine whether or not there has been a compliance violation; corrective action is taken and guidance is given when a violation is identified. Details of both the counseling desk and hotline are outlined in the Compliance Code of Conduct, where Group information is provided to further promote awareness.

Going forward, the Yamaha Group remains committed to establishing a workplace environment that is completely free of any gender bias or human rights infringement and that enables employees to fully utilize their skills.

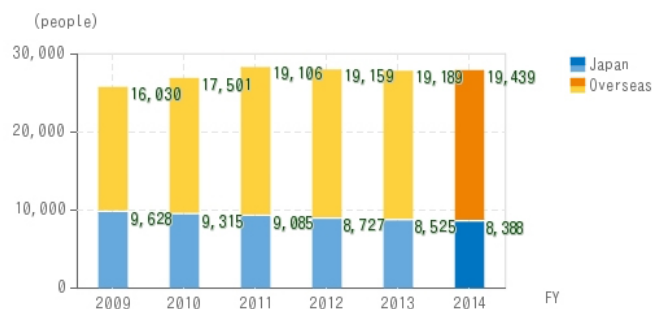
Hiring and Employment

Yamaha Philosophy Concerning Hiring and Employment

The Yamaha Group respect human rights in hiring and employment and work to maintain fair hiring practices and provide employment opportunities to a diverse range of people. For example, information relating to the Company's hiring and employment practices and opportunities is aired openly and publicly through the Internet. Yamaha regularly recruits university graduates and it is possible for graduates to enter the Company with less than one year's work experience. We also actively employ people with disabilities, people from foreign countries and the elderly. We also observe employment and labors laws in the countries where we do business and conduct appropriate labor management based on labor practices and labor-management relations. Employee evaluations and conditions are decided based on fair rules that take into consideration individual work execution capabilities and the responsibilities and results of work.

Employment Data (as of March 31, 2015)

Consolidated Employment Figures



Consolidated Employment Figures by Region (Unit: People)

Domestic and Overseas Total	Japan	North America	Europe	China	Asia Pacific	Total
Number of Employees	6,541	795	1,045	5,127	6,459	19,967
Number of Temporary Employees (Yearly Average)	1,847	29	88	599	5,297	7,860
Total	8,388	824	1,133	5,726	11,756	27,827

Total Employees According to Gender (Yamaha Corporation)

2,617 (Men 2,166 Women 451)

Total Employees According to Employment Contract and Gender (Yamaha Corporation)

Regular employees 2,617 (Men 2,166 Women 451)
 Non-regular employees
 Contract employees 202 (Men 176 Women 26)
 Fixed-term employees 10 (Men 3 Women 7)
 Total 212 (Men 179 Women 33)

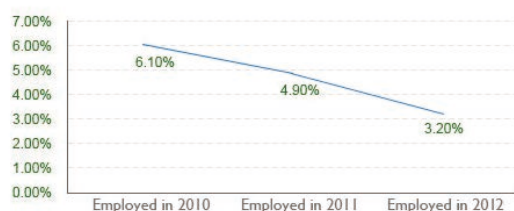
Total Employees According to Employment Type and Gender (Yamaha Corporation)

Full-time (regular employees) 2,617 (Men 2,166, Women 451)
 Full-time (senior employee) 201 (Men 170, Women 31)
 Total 2,818 (Men 2,336, Women 482)
 Non-full-time (SP) 11 (Men 9, Women 2)

Total Labor Force According to Employee/Temporary Employee and Gender (Yamaha Corporation)

Temporary 501 (Men 364, Women 137)

Turnover Rate within Three Years of Employment (including college graduate and mid-career hires)



Promoting a Better Work-Life Balance

Promoting a Better Work-Life Balance

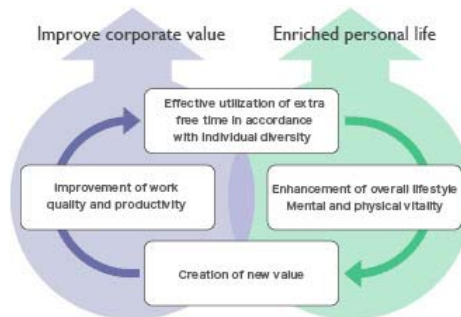
The Yamaha Group has continued to actively cooperate with labor in its efforts to promote a better work-life balance. In this manner, the Group strives to realize corporate growth in concert with a fuller life for all employees.

In addition to efforts over many years to shorten overall working hours, Yamaha Corporation introduced child care leave in 1990, followed by a system of nursing care leave in 1992, both ahead of statutory requirements. In this way employees and management are working together to improve company support systems. In fiscal 2006, Yamaha Corporation established the Work-Life Balance (WLB) Promotion Committee. It is endeavoring to reduce working hours and implement and improve work-family support systems for the variety of circumstances encountered by individual employees. Work-Life Balance Action Plans were developed and implemented in each department in fiscal 2012 to achieve more efficient work-styles. In addition to executing Phase II of the Action Plans from fiscal 2013, the Company provided training to the Work-Life Balance Promotion Officers of each department.

Basic Policy on Work-Life Balance

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 the 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 a fulfilling life. We will work toward the creation of this type of virtuous cycle at Yamaha.



Initiatives to Reduce Working Hours

In an effort to reduce total work hours and prevent excessive work, guidelines for overtime have been established. Based on these guidelines, employees are encouraged to fully use their paid leave days, take special leave and revise their work styles. Yamaha has put in place a structure and systems aimed at shortening the work hours of each individual employee while allowing for a self-directed, highly productive work style. At the same time, the Company conducts ongoing operational checks to ensure that its structure and systems are effectively implemented.

Yamaha Corporation reintroduced the system in fiscal 2007. Since fiscal 2010, we have checked the written vacation plans of employees who took few paid leave days the previous fiscal year and followed up at the beginning of the year, encouraging them to take more time off. As a result, 70 percent of the employees in question took more paid leave days than they had the previous fiscal year.

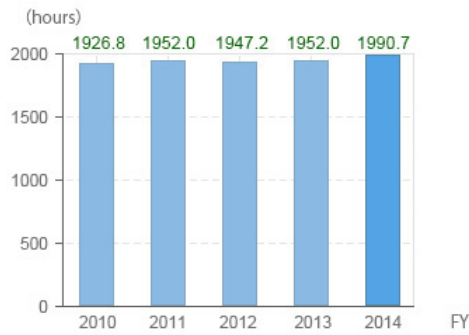
In fiscal 2014, Yamaha started sending monthly emails to employees who used an insufficient number of paid leave days—and to their immediate bosses—to encourage full use of said time. In order to realize a more self-directed and productive style of work, we are focused on raising awareness among individual employees and managers through work-life balance seminars by experts and information dissemination through our Intranet. In August 2011, Yamaha also introduced the “All Go Home at the Same Time Day” system, in which all office employees leave the office at a designated time, thereby shortening total hours worked and preventing excessive work. Through these measures, consciousness towards work hours has improved. The All Go Home at the Same Time Day system has proven very successful to date and Yamaha will continue with this initiative going forward.

Work-Life Balance Seminar Achievements

Month/Venue	Theme	Target	Participants
July 2011 (1st seminar) Head office	Work-life balance and reforming workstyle—Making time for yourself and creating a risk-responsive work environment	Employees (mainly key management)	Approx. 340
February 2012 (2nd seminar) Head office	Ways to achieve a good work-life balance —Highly productive workstyle with good results	Same as above	Approx. 390
September 2012 (3rd seminar) Head office	Work-life balance and time management —Working so that you can get home on time	Same as above	Approx. 400
November 2014 (4th seminar) Tokyo office	Work-life balance practice —Working with highly productive	employees	Approx. 100

Results of Questionnaire concerning “Go Home at the Same Time Day” (Examples)

- I thought it was normal to do overtime but upon consideration of work efficiency I started trying to go home early.
- Meetings tend not to drag on All “Go Home at the Same Time Day.”
- I can play with my kids for longer if I go home early So it's a great way to alleviate tiredness from work and get refreshed.



Employee Work Hours (Yamaha Corporation)



Overtime Work Hours (Yamaha Corporation)



Trend in Paid Leave Days Taken (Yamaha Corporation)

Building and Improving Work-Life Balance Support Systems

Yamaha Corporation is creating and improving its support systems for work-life balance by building flexible work systems responsive to the varied circumstances of individual employees with the aim of enabling a dynamic organization in which all employees enjoy a fuller life.

Based on the Act for Measures to Support the Development of the Next Generation, Yamaha Corporation created an action plan and goals through discussions between the management and labor. Yamaha received recognition from Japan's Ministry of Health, Labour and Welfare's for its support in developing future generations in 2008 and 2014. Accordingly, it once again acquired certification for the Kurumin (August 2014) mark for its support in developing future generations.

During the labor negotiations in the spring of 2008, management and labor reached an agreement to expand systems for work-life balance further. During the second phase of the five-year plan (2008-2012), the period of eligibility for shortened work hours for employees with small children was extended, a new shorter work hours system was established, an employee assistance program(EAP)* was introduced, maternity leave for male employees was promoted, revisions and new provisions related to family member nursing care leave were made, and the nursing care leave program was revised. The third phase of the two-year plan started in fiscal 2013.

In addition to expanding the system, we provided information that included the introduction of role models via seminars by outside instructors and on the intranet to foster a workplace environment with heightened understanding and awareness of work-life balance.

Yamaha will continue to pursue measures to develop its corporate culture and implement programs responsive to the varied situation of individual employees, promoting the establishment of a friendlier work environment and seeking to create a truly dynamic organization.

* An employee support program that allows employees and their families to discuss their anxieties and seek advice directly from external counselors.



"Kurumin" mark certification recognizing support for developing future generations

→ [Number of Employees Taking Maternity Leave](#)

Communication with Employees

Communication with Employees

The Yamaha Group encourages thorough communication between labor and management in order to create working environments where both can work together towards achieving corporate goals.

Critical management issues are examined and discussed between labor and management at regularly-held joint management councils and other such opportunities that 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 the perceptions of labor and management on the issues at hand.

The Group also works to improve relationships between labor and management by providing regular opportunities for dialogue and jointly-organized recreation activities.

Relationship with Labor Unions

Labor and management hold a variety of dialogues aimed at improving mutual relations and facilitating business activities.

Yamaha Corporation explains matters concerning various corporate policies to labor unions whenever necessary, labor and management each publish reports from the discussions, and the Group otherwise works to keep employees informed. In addition to organizing regular discussions between labor and management and committee meetings, Yamaha Corporation organizes meetings between labor and management based on company and departmental policies and discussions between labor and management concerning how to address issues that have come to light through things such as union meetings. Labor union directors also participate in the running of things such as corporate pension funds, health insurance societies, and employee stock ownership plans.

Labor unions have established a union shop system at the Company. Labor unions or employee associations have been set up at each Yamaha Group company in Japan and hold dialogues between labor and management. These organizations coordinate with each other as the Yamaha Union Conference*1.

Moving forward, in promoting labor communications for each company in the Group, while conducting information exchange and interaction with the Yamaha Union Conference, regular labor and management liaison meetings will be convened.

*1 Yamaha Union Conference (established in September 1990)

Along with deepening solidarity among those working within the Yamaha Group, the Council works to develop each organization, create better working environments, maintain and improve labor conditions, conduct social contribution activities, and exchange a wide range of information aimed at enriching personal lives.

Regular Labor and Management Conferences and Committee Meetings Conducted in Fiscal 2014

Name	Frequency Held	Participants	Main Topics
Joint management Council	Twice/year (August and February)	Company: President, directors, etc. Union: Central Executive Committee	Company-wide 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), personnel in charge of corporate development Unions: Central Executive Committee	Monthly topics (reports and labor conditions)
Business Site Labor and Management Committee	Monthly	Company: Business office managers, business office division managers, administrators Unions: Branch Executive Committee (Central Executive Committee)	Monthly production and sales conditions within each division; reports on labor conditions
Allocation Committee	Twice/year (May and November)	Company: Human Resources Division (department managers and personnel in charge of compensation) Unions: Central Executive Committee	Pay raise and lump-sum allocations
Work-Life Balance (WLB) Promotion Committee	Any time Reports published at least once a year	Company: Human Resources Division (personnel in charge of labor administration) Unions: Central Executive Committee	Reducing long working hours, encouraging the taking of paid vacation days, and various other initiatives related to WLB

Other Meetings

Overseas Work Committee, Calendar Meeting, Labor-Management Discussions Regarding Company/Division Policy, etc.

Health and Safety

Yamaha Group's Basic Policy on Health and Safety

The Yamaha Group believes that its most important management issue is ensuring the health and safety of the people we work with, our employees, based on the principle of valuing people. In 2009, we created the Group Health and Safety Management Policy to lay out our basic philosophy on health and safety issues for the Yamaha Group. We aim to enhance the level of health and safety through ongoing companywide initiatives.

Group Safety and Health Management Policies

This policy sets for the Yamaha Group's basic philosophy regarding health and safety, recognizing that ensuring the health and safety of everyone involved in Yamaha's business activities constitutes the foundation of those activities, that all employees should work together to promote the formation of a healthy, safe, and comfortable working environment, while also maintaining our health and safety management standards with respect to our customers.

Formal Agreement with Labor Union Concerning Safety and Health

The labor agreement sets forth that "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 issues such as the Safety and Health Committee, Dangerous and Injurious Work, Medical Examinations, Compulsory Leave, and Accident Compensation.

Health and Safety Management Structure and Activity Guideline

In 1987, Yamaha Corporation created the Industrial Safety and Health Committee, which is headed by the Director in Charge of Industrial Safety and Health. Committee members include branch managers, department managers and representatives of major Group companies among others. The committee promotes a variety of policies related to managing health and safety throughout the Yamaha Group. At the start of each fiscal year in April, Yamaha Corporation and Yamaha Group companies regularly hold a Group-wide Health and Safety Convention. At the convention, there is a general overview of health and safety activities in the previous fiscal year, confirmation of policies and activities for the current fiscal year, and targets for occupational accident prevention are set. Approximately 380 people, including company representatives, labor union representatives, and representatives from each organization and Group companies, participated in the Group-wide Health and Safety Convention held in April 2015. In addition, each business location and Group company formulates action topics, objectives and plans in light of these contents.

Fiscal 2015 Action Plan

- 1) Occupational safety: Conduct the following in order to maintain and improve the level of safety and health throughout the Group:
 - ① Swift standardization of safety and health activities at Group production facilities in Japan and overseas.
 - ② For business sites that experience frequent disasters, develop effective accident prevention policies and work to reduce the number of accidents.
- 2) Traffic safety: Improve awareness of safe driving among employees, reduce traffic accidents, and contribute to the local area through ongoing, consistent traffic safety enlightenment activities.
- 3) Health management: In the interest of improving work productivity, provide support for employees in looking after their own health and ascertain health risks as well as creating measures to address such risks so that the entire Group can fulfill its obligation to prioritizing safety.



Fiscal 2015 Yamaha Group Safety and Health Convention

Striving for Accident-Free Workplaces

1. Frequency^{*1} of work-related accidents over the past three years

	2012	2013	2014
Yamaha Corporation	1.34 ^{*2}	0.42	0.91
Group companies in Japan	2.94	3.19	2.08
Group companies overseas	0.86	1.46	1.02

Incidents in FY 2013: 4 at Yamaha Corporation, 34 at Group companies in Japan, 48 at Group companies overseas

*1 Frequency = number of work related deaths/injuries ÷ total man hours×1,000,000

*2 The Yamaha Group updated its statistical method for counting the total number of accidents irrespective of their gravity from fiscal 2013. We are aiming to target "from zero accidents to zero danger" through thorough safety measures that include minor accidents.

2. Primary Health and Safety Activities

(1) Activities to reduce risk

In addition to introducing measures in response to specific accidents, it is important for management to emphasize measures that prevent accidents from happening in the future. Using risk assessment as the fundamental tool, the Yamaha Group continues to engage in activities to predict risk and prevent accidents. In fiscal 2010, we began revising our evaluation methods based on the Occupational Health and Safety Work Standards Checklist, and in fiscal 2014, the risk assessment method was revised to make it easier to understand. The Yamaha Group continues to promote activities about, and provide education on risk reduction more broadly in Group companies in Japan and overseas; especially, developing activities for overseas production sites where more work-related accidents occur.

(2) Comprehensive Health and Safety Audits and More

Under the guidance of the Group-wide Health and Safety Management Lead Office (Human Resources Division, Yamaha Corporation), comprehensive audits of health and safety are conducted at group companies in Japan and overseas. Audits were carried out at six bases in Japan and two bases overseas in fiscal 2014.

The audits use a health and safety management analysis table designed to quantitatively assess the level of health and safety at each base. In addition to clarifying the levels of the health and safety management systems and policies, and compliance with rules and standards, all of the approximately 170 items examined are quantified, including items on facilities and the environment newly added in fiscal 2014.

The Group's non-production companies in Japan established a self-directed health and safety diagnosis,*3 which is in line with the new compliance policies and based on the number of employees. Diagnoses commenced at nine sites in fiscal 2014. The results of the diagnoses revealed that some health and safety education was inadequate. To improve the situation, Yamaha is providing health and safety education tools, dispatching trainers/lecturers, and fostering educators.

*3 Diagnosis used for self-evaluation of approximately 150 items to be understood to ensure compliance and make efforts to improve personal health and a safety.

General Health and Safety Audits and Self-directed Health and Safety Diagnosis Completed

	Japan	Overseas	Total
FY 2010	13	7	20bases
FY 2011	13	3	16bases
FY 2012	10	6	16bases
FY 2013	3	2	5bases
FY 2014	15(9)	2	17bases

[Supporting Health and Safety Activities at Production Sites Overseas]

In the Yamaha Group, health and safety managers conduct audits and provide guidance as safety measures for overseas Group companies. Facility control managers conduct audits and provide guidance on facilities such as production equipment. In fiscal 2014, comprehensive health and safety audits were carried out at two sites in Indonesia. It was found that, even though legal requirements had been met, progress in voluntary activities was insufficient. Responding to this, Yamaha now periodically supports activities to prevent accidents and disasters, and to improve health and safety levels. Additionally, an industrial physician accompanied auditors to some sites to provide education and guidance on improving the workplace environment.



Giving advice to local staff on wearing appropriate protective equipment



Health and safety audit in Indonesia (workplace audit)



Facility audit in Indonesia

Maintaining and Ensuring Employee Health

The basic policy of the fiscal 2014 action plan is—in the interest of improving work productivity—to provide support for employees to look after their own health and understand the health risks, as well as create measures to address such risks so that the entire Group can fulfill its obligation to prioritize safety. Based on this policy, we made efforts across the Yamaha Group related to health checkups, mental healthcare and measures against smoking in fiscal 2014.

(A) Health checkups

We take a proactive stance on the prevention of lifestyle-related disease and work-related illness. Our aim is to effectively offer general and specialized health checkups as opportunities for employees to create healthier lifestyle choices, think about the relationship between their health and the workplace, and improve their work environment and way of working.

In fiscal 2014, we offered individualized training on health and sanitation to employees regarding particular chemicals based on the results of questionnaires about sanitation during their hearing health checkups, and compiled data for each workplace. The results revealed that the understanding of issues varied among each worker. We focused on taking appropriate measures based on the results of the general regular health checkup and made decisions on the best place for particular employees to work based on advice from an industrial physician 99.2% of the time throughout the Group.

(B) Mental healthcare

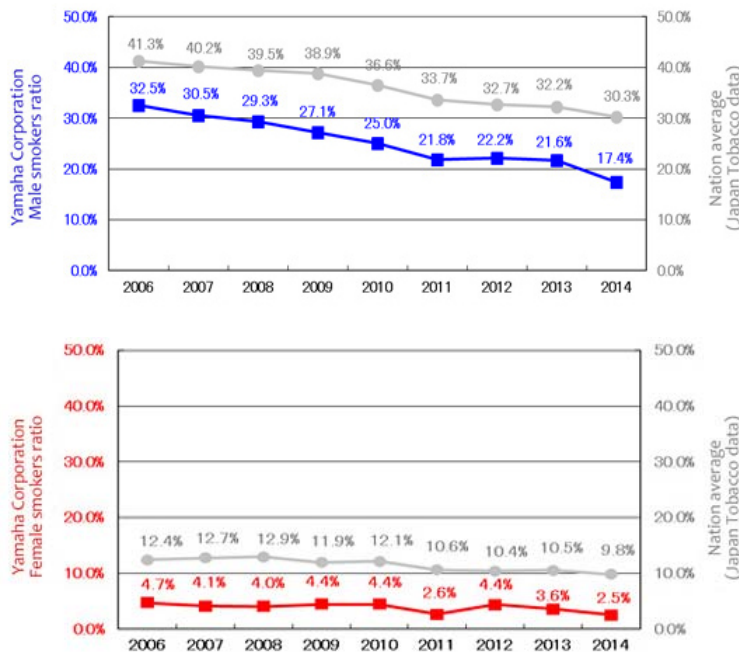
Yamaha is promoting mental health activities based on a policy to ensure that workers remain mentally healthy in accordance with the policies of Japan's Ministry of Health, Labour and Welfare. Specifically, we continued to implement several measures: (1) training for managers, supervisors and new recruits through an internal industrial physician and counselors; (2) operation of a return-to-work support program that connects occupational health and safety staff, supervisors and personnel; (3) a mental health counseling desk staffed by psychiatrists and clinical psychologists from outside medical institutions; and (4) counseling provided by outside institutions through an external Employee Assistance Program (EAP).^{*4} We are continuously working in coordination with EAP companies to enable training for production-line workers and appropriate return-to-work support throughout the Group going forward.

^{*4} Program provides counseling to employees and their families for mental health issues, helps employees return to the workplace after leave for mental illness, and utilizes external specialists such as ones that offer health-related training for managers in charge of with employees working under them.

(C) No smoking policy

To protect the health of all of our workers, smokers and non-smokers alike, since 1998, Yamaha Corporation has continued to advise employees to stop smoking at their health checkups, reduced the number of designated smoking areas, promoted no-smoking days, and helped employees quit the habit. In April 2011, we prohibited smoking during work hours throughout the premises. As a result of these initiatives, the percentage of smokers among all employees declined to 14.9% in 2014 from 35.7% in 2000.

As shown in the diagram below, the ratio of men and women smokers at Yamaha Corporation headquarters is clearly lower than the national average (based on data from Japan Tobacco). Going forward, we will aim to further reduce the ratio of smokers by reducing the number of smoking areas inside the premises, thereby preventing passive smoking, continue to encourage individuals to quit smoking through nursing staff during health checkups, and provide information from medical institutions that conduct no-smoking clinics.



As the Group works to form a foundation for promoting the aforementioned initiatives Group-wide, it is reassessing contracts with part-time industrial physicians. This is being done to enhance their effectiveness at business locations, including Group companies throughout the country, taking thorough countermeasures after an accident occurs, and dispatching industrial physicians to production sites in Indonesia and China to conduct onsite surveys and educational activities.

Human Resource Development Initiatives

Based on the Yamaha Group ideal that “a company and individuals develop together,” the Yamaha Group endeavors to encourage each and every employee to develop their capabilities through self-realization regardless of nationality, age, gender and other unrelated factors. It has established human resource development programs with the goal of developing human resources that can put Yamaha values into practice and become truly professional.

Purposeful, Targeted Education and Training

Yamaha Corporation believes that creating a mutually beneficial relationship between the employee and the Company inspires motivation. Therefore, the Company works to create a system that is equally focused on education and training and career development as the basis for nurturing human resources that can act globally. Each training program is tailored to a specific objective in one of the following categories: Stratified Training, Strategic Personnel Development, Function-Specific Training and Self-Development Education.

The Stratified Training program provides training programs aligned to career turning points in order to raise the overall level of human resources by enhancing the skills of individual employees. The Strategic Personnel Development program includes the Yamaha Global Institute, the Yamaha Management Institute and the Manufacturing Management Training Program, which aim to develop the personnel who will be the backbone of the Company in the future, both in Japan and overseas. Other programs designed to cultivate the next generation of core employees include the Yamaha Advanced Skill School and Technology Training Center, in Japan. Under the Function-Specific Training program, employees are developed through a quality engineering course, international awareness training, and core technologies training. In the Self-Development Education program, Yamaha Corporation provides support for employees' self-directed studies, including through the Yamaha Business School, a distance learning-based program.

Yamaha Corporation also provides employees approaching the age of 50 with career support through opportunities and information to help them consider their individual life paths, and offers “Life Design Seminars” to support their future careers. For employee two years prior to reaching retirement age, Yamaha Corporation provides seminars in preparation for a second life covering lifestyle themes for people over 60.

Going forward, the Yamaha Group will further strengthen its programs for providing employees with the highly specialized job-specific training and education they need to perform at a higher level in fulfilling the Yamaha values of being Customer-Oriented and Quality-Conscious.

Life Design Seminar and Second Life Preparatory Seminar

<Life Design Seminar>	Number of times held: 4 Number of participants: 159
<Second Life Preparatory Seminar>	Number of times held: 7 Number of participants: 208 + 85 accompanying persons
	Total: 367

Total Training Hours per Year for Fostering Human Resources (Yamaha Corporation) Fiscal 2014: Approximately 3,000 hours

Hours a year spent on human resources development (Yamaha Corporation)

Fiscal 2013: about 3,000 hours

Fostering Global Human Resources Engaged in Manufacturing

The Yamaha Group aims to create an optimal production system by clarifying the roles and functions of each of its bases in Japan and overseas and fostering human resources that support manufacturing.

Positioning each manufacturing plant in Japan as a manufacturing base of high-value added products, we focus on developing technologies that are highly competitive in the global market and ensuring that core skills required to manufacture musical instruments are passed on. China and Indonesia, for example, are designated as key manufacturing bases for affordably priced products—including pianos, string, percussion and wind instruments—and electronic musical instruments. We dispatch many technicians and supervisors from Japan to provide support and guidance at these sites for the purpose of further improving quality and productivity.

To foster human resources capable of contributing to these activities, Yamaha offers manufacturing management training for to educate management at manufacturing bases, the Yamaha Advanced Skills School and Technology Training Center for fostering the next generation of core employees at domestic manufacturing facilities, and the From-To Program for passing on core musical instrument production skills. In fiscal 2014, global manufacturing management training, a program for local human resource development, started at overseas manufacturing subsidiaries.

The Environment



Promotion of Environmental Management | ➔



Material Balance | ➔



Goals and Achievements | ➔



Environmental Accounting | ➔



Environmental Education and Training | ➔



Environmental Risk Management | ➔



Chemical Substance Management | ➔



Environmentally Friendly Products | ➔



Initiatives in Energy-saving Products | ➔



Initiatives in Resource-conserving Products | ➔



Conservation and Effective Use of Wood Resources | ➔



Green Procurement Activities | ➔



Waste Reduction and Resource Recycling | ➔



Effective Use and Conservation of Water Resources | ➔



Preventing Global Warming | ➔



Forests/biodiversity Preservation Initiatives | ➔



Regional Activities | ➔



Environmental Performance Data | ➔

Promotion of Environmental Management

As part of the Yamaha Group Environmental Policy, each employee within the Group often engages in activities that help protect the global environment. Examples include reducing the environmental impact of Yamaha business activities, products and services, effectively using energy and other natural resources, and supporting regional environment preservation activities.

Yamaha Group Environmental Policy

The Yamaha Group established the Yamaha Group Environmental Policy in fiscal 1993, and has used this policy as a guide in pursuing its environmental protection activities. Each business site has set its own environmental policies, goals and targets in light of their own business conditions, and engages in specific activities to protect the environment.

We created the Yamaha Group Environmental Policy as a unified policy for Group companies in a step toward acquiring ISO 14001 certification for the entire Group in Japan. Beginning from fiscal 2010, we have worked to systematically transform the ISO 14001 environmental management systems at individually certified business offices into a standardized Group-wide system.

This new environmental policy was designed to satisfy ISO 14001 requirements, adding the president's signature, and other enhancements, with the ultimate aim of creating a better global environment under the slogan "Sustaining the Concerto of Yamaha with the Earth."

In order to spread the word about this policy, we communicated extensively about it internally during its formulation, created and distributed personal cards each fiscal year with the policy and its goals clearly stated for all Group employees to carry around, and published it on our website for viewing at any time.

→ [Yamaha Group Environmental Policy \(created on March 17, 2010\)](#)

Acquisition of Groupwide ISO 14001 Certification

In fiscal 1997, the Yamaha Group introduced its ISO 14001 environment management system as the centerpiece of its environmental protection initiative. By fiscal 2006, Yamaha Corporation and Group manufacturing companies both in Japan and overseas, as well as resort facilities and major sales offices, had completed certification in 37 business sites representing 78% of total employees. Thereafter these entities have worked diligently to protect the environment by setting environmental goals and targets in view of their unique business environments. From fiscal 2010, we have been steadily advancing efforts at Group companies in Japan integrating ISO 14001 environmental management systems at business sites that have already been certified, doing so to improve the efficiency of activities for protecting the environment on a Group-wide basis. Unification at Group companies was completed in Japan in fiscal 2011.

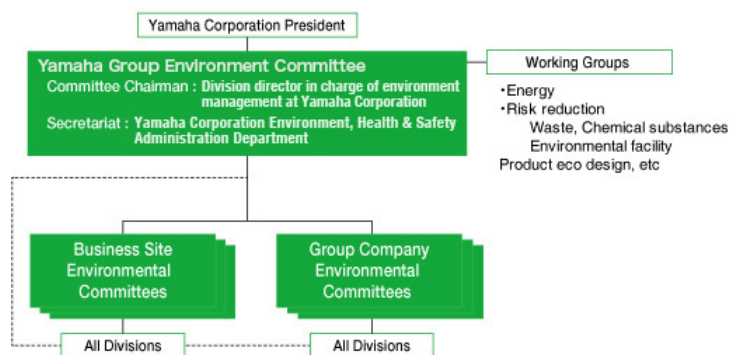
Environmental Management Systems

The Yamaha Group periodically convened the Environmental Management Promotion Committee as a part of its Groupwide environmental management system, to debate and reach decisions on key issues such as environmental strategy.

From fiscal 2010, in accordance with the acquisition of Group-wide certification and the formulation of a Group-wide environmental policy, the Environmental Management Promotion Committee was succeeded by the Yamaha Group Environment Committee, which formulates environmental goals and targets for the Group as a whole, and promotes initiatives for the environment through business activities. In addition, working groups were established under the Committee's direction in order to advance specific measures such as energy conservation and waste reduction.

The Yamaha Group Environment Committee convenes once every quarter, with the division director in charge of environment management at Yamaha Corporation as the committee chairman, and participants comprising persons in charge of environmental management at Group companies, business sites, working group leaders, and internal environmental audit team leaders. The minutes of the meetings, including debates and decisions, are communicated to and shared with business sites and core business divisions within the Group. In fiscal 2013, the Yamaha Environmental Management System (YEMS), which applies to the entire Yamaha Group worldwide, was introduced. YEMS establishes the articles to be strictly observed under the Group's environmental management policy and prescribes Group rules under, for example, "standards for using chemical substances" and "environmental equipment management standards".

Environmental Management Structure



All the organizations listed above acquired ISO 14001 certification.

Debriefing Sessions on Environmental Activities

In order to share and enable the mutual use of information on environmental activities among business locations, divisions and Group companies, the Yamaha Group has been holding debriefing sessions on the activities through the Environment Committee since fiscal 2011. These debriefing sessions allow the Group's production companies to report on a variety of subjects including efforts to make improvements through energy conservation diagnoses, efforts to reduce waste generated in production processes, and efforts to reduce CO₂ emissions from logistics operations. Sharing information such as this among employees in charge of environmental management at business locations, divisions and Group companies as well as staff members from the secretariats raises the level of environmental management and helps improve activities at each location.



Report on activities at an Environment Committee meeting

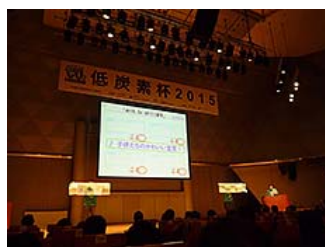
External Evaluations

Yamaha promotes environmental conservation in its businesses and encourages environmental conservation activities in the community, at work and in the homes of employees. These activities have been noted, resulting in Yamaha winning the grand prize in the Fujinokuni Eco Challenge 2013—a campaign in Shizuoka Prefecture during March 2014—and the grand prize in the Rengo Eco Grand Prix 2013 of the Japanese Trade Union Confederation in April. At the awards ceremony held in June, Yamaha made a presentation about its initiatives in environmental activities.

In February 2015, Yamaha received a finalist designation in The 2015 Low-Carbon Cup, in which companies and organizations throughout Japan share their respective practices and knowledge on strategies to mitigate global warming. Yamaha made a presentation at Tokyo Big Sight in February 2015.



Award certificate of finalist designation in The 2015 Low-Carbon Cup



Presentation at The 2015 Low-Carbon Cup









→ [Local Clean-Up Activities](#)

Material Balance

The Yamaha Group produces a wide variety of products and services, including musical instruments, AV/IT equipment, semiconductors and automobile interior components. Understanding the flow of materials in these varied business activities is essential in further clarifying the relationship between the Company and the environment and in promoting the environmental conservation activities needed for the development of a sustainable society. We actively pursue energy and resource conservation, waste reduction, hazardous substance reduction or replacement, and other such activities in all phases of the lifecycle of a product or service.

Material Balance in FY 2014 (Japan)

*1 Implemented aggregate data from fiscal 2010

INPUT	Fiscal		Comparison with Fiscal 2013	▶	OUTPUT	Fiscal		Comparison with Fiscal 2013
	2013	2014				2013	2013	
 Energy (TJ)* ¹	854	855	0.1		 CO2 emissions (10,000t)	6.9	6.7	-2.7
 Water (10,000m ³)* ²	205	227	10.5		 Wastewater (10,000m ³)	183	215	17.7
 Amount of PRTR-designated substances used (t)	303	300	-1.1		 Amount of PRTR-designated substances released(t)	48.3	48.5	0.4
 Wood raw materials (1,000m ³)	16.2	14.5	-10.6		 Wood debris (1,000t)	0.8	0.7	-2.3

*1 Energy: Total of purchased electricity, fuel oil, city gas, LPG, coke, etc.

*2 Water: Total of tap water, industrial water, well water (groundwater), etc.

Goals and Achievements

The Environment

Environmental Management

Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Establishing environmental management system	<ul style="list-style-type: none"> • Acquire ISO 14001 certification at manufacturing facilities in Japan and overseas • Introduce the Yamaha Environmental Management System (YEMS) throughout the Group • Introduce environmental accounting 	<ul style="list-style-type: none"> • Maintain ISO 1400 certification at each facility • Apply Yamaha Environmental Management System (YEMS) throughout the entire Group
Maintaining environmental management capabilities	<ul style="list-style-type: none"> • Conduct environmental education and training for employees (general, special) • Train internal environmental auditors • Encourage and support environmental activities at home 	<ul style="list-style-type: none"> • Promote environmental education according to job and role • Hold training and skill improvement seminars for internal environmental auditors

Environment-friendly Products and Services

Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Creating environment-friendly products	<ul style="list-style-type: none"> • Develop environment-friendly products (Introduction of LCA, energy conservation/resource conservation/chemical substances/wood) • Conform to the laws and regulations of each country • Establish Green Procurement Standards and develop them inside and outside of the Company • Examine internal standards for environment-friendly products and in-house verification system 	<ul style="list-style-type: none"> • Implement in-house verification system for environment-friendly products • Proactively convey information about environment-friendly products to consumers

Climate Change Mitigation and Adaption

Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Reducing greenhouse gas emissions related to business activities	<ul style="list-style-type: none"> • Continue reducing greenhouse gas emissions at facilities in Japan and overseas • Reduce CO₂ emissions in shipping 	<ul style="list-style-type: none"> • Continue ongoing efforts to reduce greenhouse gas emissions at facilities in Japan and overseas • Reduce energy consumption per unit at Japan production bases

Prevention of Pollution

Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Conducting thorough environmental management at manufacturing bases	<ul style="list-style-type: none"> • Set and maintain voluntary standards that exceed legal standards • Consolidate wastewater and gas processing facilities • Respond to emergency situations (streamline system, training) • Conduct environmental auditing 	<ul style="list-style-type: none"> • Reinforce environmental management at overseas manufacturing bases • Develop a road map that conforms with the Environmental Facility Management Standards for pollution prevention
Promoting reduction and recycling of wastes	<ul style="list-style-type: none"> • Promote zero emission of wastes • Promote effective use of wastes (Conversion into valuable resources, etc.) 	<ul style="list-style-type: none"> • Maintain zero emissions at Japanese production bases

Conservation of Water Resources

Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Conserving and effectively using water resources	<ul style="list-style-type: none"> • Reduce water consumption (cycling/recycling use, measures for leaking water facilities, etc.) 	<ul style="list-style-type: none"> • Promote water recycling at overseas manufacturing bases

Chemical Substance Management and Reduction

Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Reducing the emission of chemicals from production processes	<ul style="list-style-type: none">• Thorough management of chemicals such as those designated under the PRTR Law• Reduce the emission of chemicals from painting processes (use alternative materials, improve processes , develop production methods)	<ul style="list-style-type: none">• Implement reduction activities based on Chemical Substances Usage Standards (especially for VOCs, activities to use alternative materials and reduce emissions)

Biodiversity Preservation Initiatives

Key Theme	Major Results up to Fiscal 2014	Initiatives in Fiscal 2015 and Beyond
Using wood resources appropriately and effectively	<ul style="list-style-type: none">• Establish Timber Procurement and Usage Guideline• Promote efficient use of wood resources• Preserve rare wood materials (develop alternative materials)	<ul style="list-style-type: none">• Promote CSR procurement of wood (considering sustainability)• Promote development and use of alternative materials for rare wood materials
Promoting forest preservation	<ul style="list-style-type: none">• Enshunada coastal forest recovery• Plant trees in Indonesia	<ul style="list-style-type: none">• Develop plans for upcoming forest preservation activities

Environmental Accounting

Yamaha Corporation introduced environmental accounting in fiscal 1999 as a means of quantitatively evaluating the effectiveness of its environmental conservation activities. These environmental accounting practices were then implemented at Yamaha Group manufacturing companies and resort facilities in Japan, and since fiscal 2004 they have also been implemented at some overseas Group production sites.

Yamaha Group (Yamaha Corporation and Group Production Companies in Japan, Resorts and Part of Production Companies Overseas)

Environmental Expenses

The Yamaha Group's environmental equipment investment in fiscal 2013 increased by ¥110 million to ¥250 million.

Principal investments were for air conditioner upgrades and other utility refinement.

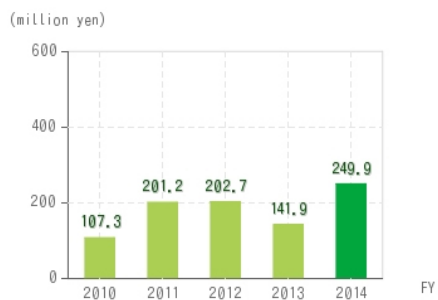
Environmental Expenses			(million yen)	
		Details	Investment*1	Expenses*2
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	39.2	348.7
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	55.4	49.9
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	148.6	372.5
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	1.8	40.6
Management costs		Environmental education, ISO 14001, greening of premises, etc.	4.9	431.7
Research and development costs		Development of environmentally friendly products, prototypes, etc.	-	105.7
Social activity costs		Social contributions, etc.	0.0	12.9
Environmental damage costs		Groundwater purification, SOx levies, etc.	0.0	14.5
Total			249.9 (-108)	1376.4 (-6.5)

() Indicates comparison with the previous year

*1 Equipment investment refers to investment in factories and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose to the whole purpose of the purchase of such equipment (e.g., 0.1, 0.5, 1.0).

*2 Expenses refer to personnel and other costs expended for environmental conservation activities. Personnel expenses are calculated by multiplying the time spent on environmental conservation activities determined by the manager of each department by a common unit cost of personnel expenses set in each company. Costs are determined by multiplying the amounts paid externally by a certain figure calculated using a proportional distribution method as in the case of investment amounts (e.g., 0.1, 0.5, 1.0). Depreciation costs are not included.

Environmental Investment



Environmental Expenses



Environmental Effects

1. Environmental Conservation Effects

The Yamaha Group's CO₂ emissions increased by 2,000 tons compared to the previous fiscal year to 113,000 tons.

Water usage increased by 158,000m³ year on year to 2,610,000³

Environmental Conservation Effects

Details	Unit	FY2013	FY2014	Reduction
CO ₂ emissions	10,000tons-CO ₂	11.1	11.3	-0.2
Water consumption	10,000m ³	245	261	-15.8

2. Economic Effects

Electricity and heating costs increased by roughly ¥480 million to ¥3,719 billion compared to the previous fiscal year.

Water costs increased ¥10 million to ¥136 million, and sewerage costs decreased by ¥1 million to ¥43 million.

Waste treatment costs increased by approximately ¥9 million to ¥179 million.

Through the conversion of waste to valuable materials, the Group gained ¥29 million in income from the sale of valuable materials, resulting in a total economic loss of ¥137million, especially as a consequence of increases in electricity and heating costs overseas.

All figures presented are actual figures from the accounting register, and include no estimates

Economic Effects

(million yen)

Details	FY2013	FY2014	Savings
Total savings	-191	-465	-275
Electricity and heating costs	3,272	3,719	-447
Water costs	126	136	-10
Sewerage costs	43	43	1
Waste disposal costs	170	179	-9
Income from sales of valuable wastes	292	329	36
Economic effects	102	-137	-239

Minus (-) indicates an increase

Environmental Education and Training

The Yamaha Group offers a variety of training and education opportunities to Company employees in an effort to raise their knowledge and skills with respect to the environment. We categorize environmental training into "General," "Specialty," "Emergency Response Training," and other courses that meet the needs of the local Yamaha entity and their work-related duties. Group-sponsored training and brush-up seminars for internal environmental auditors are another way to improve Group-wide environmental preservation activities. We also support training to help increase environmental awareness among our employees.

Specialized Training for Environmental Preservation Staff

The Group has established curriculum for employees engaged in operations that require specialized knowledge, including personnel involved in waste management, water treatment, and chemical substance handling operations.

Since fiscal 2011, Yamaha Corporation's environment department has been conducting surveys and providing guidance to correct problems related to waste management conditions at Group sales sites in Japan. In fiscal 2013, surveys of management conditions were conducted at 36 sales-related subsidiaries.

In addition, lectures are held regularly using DVDs to educate new managers in order to enhance waste management.

We also reviewed rules concerning the management of chemical substances used at factories, and in March 2013 established new Yamaha Group Chemical Substance Usage Standards in order to further reduce environmental impact and improve work environments. Including overseas locations, we have finished conducting training for and implemented these usage standards at six factories.

To prevent the leakage of pollutants, in October 2014, Yamaha established the Yamaha Group Environmental Facility Management Standards. Yamaha has also implemented emergency response training based on the ISO14001 operation manual of each local Yamaha entity.

Training and Brush-Up for Internal Environmental Auditors

Training the staff who actually perform our self-regulated activities with respect to environmental preservation is essential for improving the operations of our environmental management system. The Yamaha Group invites lecturers from external organizations and holds annual seminars to train internal environmental auditors.

A total of 15 auditors participated in the seminar held at the Yamaha headquarters during May of fiscal 2014. Since beginning training in March 1998, we have held 40 seminars, with more than 1,000 cumulative participants who are registered as internal environmental auditors.

With the migration to an ISO integrated management system since fiscal 2010, we have held an Internal Environmental Auditor Brush-Up Seminar to improve the skill set of staff members responsible for internal audits. In fiscal 2014, we held the seminar at the Yamaha headquarters during October, where 35 individuals were able to build stronger audit skills related to environmental activities that are linked directly to our business.



Internal Environmental Auditor Brush-Up

Promoting Eco Initiatives among All Employees

The Yamaha Group provides support and training to improve the environmental awareness of our employees and to promote eco activities that employees can perform as part of their daily routines.

(1) Environmental Awareness Activities in the Home: Smart Life in My Home Commitment and My Eco Commitment Coloring Page

Since fiscal 2003, the Yamaha Group has worked with the Yamaha labor union to promote environmental activities in daily life such as the keeping of Smart Life Guide Eco-Account Books. We have been helping households make "Smart Life in My Home Commitments" to voluntarily improve the environment since fiscal 2011.

Under this commitment, employees establish, and commit to, eco-activity themes according to their individual circumstances for a period of four months from June to September. Yamaha received 556 reports on the activities conducted in fiscal 2013 and gave awards to the most exceptional initiatives.

Besides this initiative, we continued to implement the My Eco Commitment Coloring Page to enhance communication related to the environment in homes with children through coloring pages.



The Smart Life in My Home Commitment and My Eco Commitment coloring page

Examples of Initiatives under the Smart Life in My Home Commitment (Fiscal 2014)

Details of Commitment	Report on Activity
Growing Green Eco Curtains on apartment balconies	Growing Green Eco Curtains on balconies: White bitter gourds and cucumbers were planted in planters. They grew well and were successfully harvested. The plants created shade and cut the sun.
<ul style="list-style-type: none"> Reading electricity meters for an energy-saving lifestyle Taking initiatives with Green Eco Curtains 	<ul style="list-style-type: none"> Turning off the lights, adjusting air-conditioning/heating temperatures, switching to LED lighting: Electricity usage was reduced 18% over the previous year Getting all family members involved: Green Eco Curtains became a symbol of the environment-friendly lifestyle of my family.
Practicing small energy-saving activities and making them a habit	From the perspective of a homemaker, energy-saving activities (opening/closing the refrigerator, turning off the lights, using the air-conditioner, using the bath, etc.) were written down, carried out, and made a habit. Doing so raised awareness.
<ul style="list-style-type: none"> Conserving electricity and gas by all family members Reducing car usage by using a scooter 	<ul style="list-style-type: none"> By raising the awareness of all family members utility costs were reduced by approximately 10%. By using a scooter where possible, gasoline costs were reduced by approximately 15%.
<ul style="list-style-type: none"> Reducing consumption of garbage bags Conserving electricity by using thermal cookware 	<ul style="list-style-type: none"> Using the smallest possible garbage bag: Plastic garbage was stuffed in the bags as tightly as possible. Without using electricity, rice was cooked faster than with an electric rice cooker.
Collecting eco-caps (plastic bottle caps) and helping the movement to provide vaccines to children in developing countries	Volunteer activities that would appear to be difficult were done with little effort. After 200 caps were collected, they were put into a special box at grocery stores.
Recording fueling data each time a vehicle was filled to determine fuel efficiency	Increasing awareness of fuel consumption contributed to improving fuel efficiency.
Conducting eco-commutes	With changes in workplace location, commuting routes were reviewed in terms of time and distance, thereby reducing fuel costs.
Checking energy-savings during the summer	Electricity and gas bills were checked from July to September. Consumption of both were lower for all months compared to last fiscal year.

(2) Promoting Green Eco Curtains in Employee Homes

Beginning in fiscal 2009, the Yamaha Group has encouraged employees to create Green Eco-Curtain in their homes, in parallel with [Green Eco Curtain activities at Yamaha business locations](#).

In addition to providing how-to instructions, Yamaha distributed seeds for morning glories and bitter gourds to those interested.

Every year we receive many reports from families that have practiced Green Eco Curtain activities as part of the Smart Life in My Home Commitment since fiscal 2011.



Green Eco Curtain initiatives at the home of an employee, who received an Outstanding Award for his effort



Photos of Green Eco Curtains collected from employees

Environmental Risk Management

Scheduled Monitoring and Compliance with Environmental Laws

The goals of the Yamaha Group include reducing the environmental impact of our business activities and ensuring compliance with environmental laws. We regularly monitor emissions, wastewater, noise, odors, and other byproducts of our activities at each of our places of business, confirming our management status and strictly assessing compliance.

We perform our monitoring activities according to the annual plan made by Yamaha Corporation's environmental department and the management of each business location. Monitoring activities are performed by the departments in charge of environmental measurements at each location.

We assess our monitoring results according to our own standards, which exceed existing legal standards. In the event that measurements exceed standards or are unusual in some way, we take immediate emergency measures and initiate corrective actions, doing our utmost to prevent environmental contamination.

Based on the ISO14001 integrated management system, the entire Yamaha Group collects the latest legal and regulatory information, disseminating the information throughout each relevant Group location to ensure the consistent compliance for the Group as a whole.

We examined ways to reduce risk at environmental facilities through the Working Group for Risk Reduction, established in fiscal 2013. This led to coordinating with the administration and production departments at each business site to promptly react when laws and regulations are revised. These efforts let us achieve compliance with revisions to the Water Pollution Prevention Act, which lays down standards concerning things such as facility structures, two years before the law goes into effect.

The goal after fiscal 2015 is to establish an environmental facility management standards conformation road map for preventing environmental pollution. The map shows the overall schedule of the Yamaha Group regarding the time by which standards for each item are to be met.



Taking environmental measurements



Environmental Audits

The Yamaha Group conducts internal environmental audits according to the ISO14001 integrated management system. We also conduct Group-wide environmental audits to prevent environmental accidents or violations of law. These activities serve to reduce our environmental risk as a corporate group.

The Yamaha Corporation's Environment, Health & Safety Administration Department conducts these audits, using audit staff who have skills and expertise in environmental preservation. In addition to certification as an internal environmental auditor based on ISO standards, Yamaha audit staff have also received official Pollution Control Manager, Working Environment Measurement Expert and other relevant certifications.



Conducting an environmental audit

Environmental Accidents/Litigation

During fiscal 2014, the Yamaha Group did not violate any laws, receive fines, pay fees, or be named in any lawsuits with respect to environmental concerns. The Yamaha Group did not experience any accidents having an effect on the outside environment, nor did we receive any significant complaints.

Emergency Response and Training

The Yamaha Group is working to prevent environmental pollution caused by the leak of harmful substances and oils from business locations by assuming emergency situations.

In light of the integration of ISO 14001 certification for environmental management systems at all production sites in Japan, Yamaha started integrating risk assessment standards related to emergency situations across the Group in fiscal 2011 and has been uncovering latent risk through repeated on-site studies. As a result, the Yamaha Group is striving to prevent accidents during assumed emergency situations at business locations. Each site has put procedures, equipment and tools in place to respond to such emergency situations should they occur and is conducting emergency response training.



Emergency response training

Soil/Groundwater Cleanup and Management

During fiscal 1997, the Yamaha Group conducted a soil and groundwater survey at all Group manufacturing facilities. We confirmed contamination due to chlorine-based organic solvents at two locations.

Having initiated cleanup measures based on these findings, we completed groundwater cleanup at the Yamaha Corporation Toyooka Factory at the end of fiscal 2008. We reported our status to the prefecture authorities and held a meeting with the local citizens. The Yamaha Headquarters business site has been restored to near-standard levels, and we continue cleanup activities at present.

By fiscal 2000, we had completed cleanup activities at all locations with confirmed soil contamination.



Groundwater purification equipment at the headquarters business site

In fiscal 2011, as a result of soil and groundwater surveys on the premises of Yamaha Corporation's Shinzu factory (Hamamatsu, Shizuoka Prefecture) in line with the end of business, it was found that part of the soil was contaminated with volatile organic compounds and heavy metals. The data was released on the Yamaha website and steps were taken to purify the soil through excavation and removal. Purification was completed in June 2012 and the site was delisted as a zone requiring remediation.

Results of a survey of soil and groundwater conducted in fiscal 2012 at Yamaha Corporation's Saitama Factory (Fujimino City, Saitama Pref.) after that facility was taken out of service showed that contamination from heavy metals was found to be present in part of the soil and groundwater on the premises. Yamaha reported the situation to relevant authorities, provided an explanation to residents of the area, put out a news release in order to ensure appropriate disclosure, and excavated and removed contaminated soil. Work was completed in March 2015.

Protecting the Ozone Layer

The Yamaha Group has historically worked to reduce usage of fluorocarbons to protect the ozone layer. We eliminated the use of all chlorofluorocarbons (CFC) in our manufacturing processes during fiscal 1993. After 1993, we used hydrochlorofluorocarbons (HCFC) as cleaning agents in the degreasing process for metal materials. Compared to CFCs, HCFCs have a smaller impact on ozone layer destruction. However, we also eliminated the use of all HCFCs during fiscal 2005. As of the end of fiscal 2005, we use no CFCs or HCFCs in our manufacturing process.

Chemical Substance Management

Chemical Substance Management and Reduction of Emissions

When utilizing chemical substances, the Yamaha Group strives to minimize adverse impact on people and the environment by thoroughly managing chemical substances such as those designated under the PRTR*1 Law, and reducing emissions of substances from production processes and products. For these reasons, the Group has launched the Chemical Substances Management and Reduction Working Group (Risk Reduction Working Group from fiscal 2013) as a cross-sectional organization under its Yamaha Group Environment Committee to direct the Subcommittee on Chemical Substances at each of the Group's business sites toward the implementation of specific measures.

At present, the chemical emissions that occur in the course of production processes in companies of the Yamaha Group mainly consist of volatile organic compounds (VOCs)*2. In fiscal 2006, the Group began working to reduce VOCs with a goal of a 30% reduction in emissions by fiscal 2010 as compared to the level in fiscal 2000. In fiscal 2008, we achieved the goal and have maintained that level since.

In fiscal 2015, Yamaha will start activities to abolish the use of dichloromethane and reduce the use of 1-bromopropane, based on the chemical substance usage standards of the Yamaha Group.

Moreover, the Yamaha Group will comply with the standards independently set by the Japan Musical Instruments Association, while continuing to take steps to consistently meet the target for a 30% reduction of emissions compared to fiscal 2000.

(For information about the management of chemical substances in products please visit the following [website](#).)

*1 PRTR: An abbreviation for Pollutant Release and Transfer Register. The PRTR Law is an abbreviation of the Law Concerning Reporting, etc. of Releases to the Environment of Specific Chemical Substances and Promoting Improvements in Their Management.

*2 VOCs (volatile organic compounds): These compounds, contained as thinning agents for coatings and adhesives, are believed to be one factor in the release of photochemical oxidants and suspended particulate matter (SPM).

Reducing Chemical Substance Emissions of Piano Production Operations

Yamaha Piano Manufacturing Japan Co., Ltd., Yamaha Music Indonesia and Hangzhou Yamaha Musical Instruments Co., Ltd.

The Yamaha Group is working to reduce emissions of chemical substances at its overseas factories as well.

The design division is promoting shift to water-based paints and paints that contain no PRTR-designated substances for parts that have been certified to have no impact on product quality.

Within each process, which includes the Group's overseas factories, the Group is improving production efficiency (defect rate reduction measures) and optimizing painting conditions, and continues to engage in reducing chemical substance usage and waste generation.

Yamaha Piano Manufacturing Japan Co., Ltd. (Kakegawa City) has been switching from an organic solvent-based product to a water-based product for painting piano parts, reducing the defect rate, optimizing painting conditions, and promoting the use of AS resin. Additionally, a further reduction of about 1% year over year was realized as a result of initiatives including the reduction of the defect rate and optimization of painting conditions.

Water-based paints are now used in the coloring processes for many piano part at P.T. Yamaha Music Indonesia. The same transition has also been made for some of the piano part paints at Hangzhou Yamaha Musical Instruments Co., Ltd. Each plant is implementing its own initiatives.

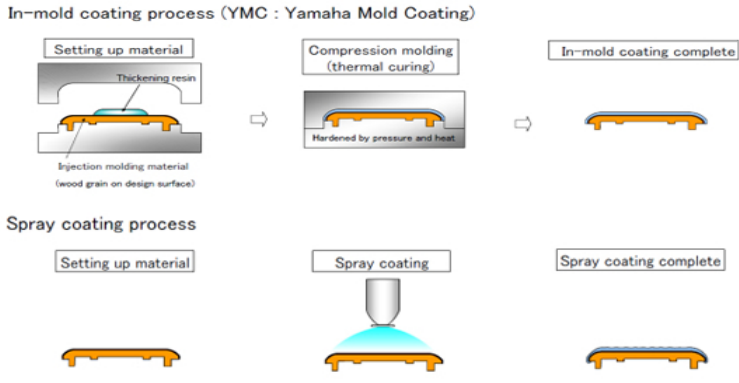
Through the process of using a water-based paint, local ventilation facilities have become unnecessary, contributing to an improvement in the working environment as well as increased energy efficiency.

Reducing Chemical Substance Emissions by Improving Coating Process

The Yamaha Group administers an array of different coatings to pianos and other musical instruments and automotive interior components, and as such, is committed to devising ways to draw out the maximum beauty of each product and to help ensure it can be used for a long period. We continue to research coating methods that have the least environmental impact, which includes reducing the amount of coating and organic solvent used as well as minimizing emission to the environment. To date, we have developed applications for electrostatic coating, powder coating and flow coater in accord with each product and are making use of them in our production process.

Yamaha Fine Technologies Co., Ltd.

Yamaha Fine Technologies Co., Ltd. has been steadily employing in-mold coating for automotive interior components since fiscal 2006, and is working to reduce the amount of coating used as well as the amount of emissions of organic solvents into the atmosphere. Previously, paints for products with a three-dimensional configuration had to be atomized as with spray application before being applied. The new method enables the coating to be applied to products in liquid form without atomization. In addition, the company newly developed film-forming equipment and clear resin for use with in-mold coating. This facilitated a switch to styrene-free coating, which has resulted in zero emissions of styrene in the coating process. Also, shifting from conventional open spray type coating to sealed in-mold coating has led to coating transfer efficiency of over 90%, which resulted in a reduction in the amount of coating used and emission of organic solvents. A further benefit is the significant reduction to the amount of ventilation required in the workplace, which contributes to energy conservation. Going forward, the company will strive to reduce styrene emissions and save energy by increasing the number of components that employ in-mold coating.



Protecting the Ozone Layer

The Yamaha Group has historically worked to reduce usage of fluorocarbons to protect the ozone layer. We eliminated the use of all chlorofluorocarbons (CFCs) in our manufacturing processes during fiscal 1993. After 1993, we used hydrochlorofluorocarbons (HCFCs) as cleaning agents in the degreasing process for metal materials. Compared to CFCs, HCFCs have a smaller impact on ozone layer destruction. However, we also eliminated the use of all HCFCs during fiscal 2005. As of the end of fiscal 2005, we use no CFCs or HCFCs in our manufacturing process.

Environmentally Friendly Products

The Yamaha Group has positioned efforts to develop technologies and provide products that are friendlier to the environment as major environment management theme under its Yamaha Group [Environmental Policy](#).

To respond to this policy and with respect to the various product groups that the Yamaha Group manufactures, steps are taken to conduct product life cycle assessments (LCA) that cover all product life cycle stages, including material procurement to production, transport, use, and disposal to identify what aspect of a product group life cycle has the largest environmental impact and to tackle environmentally friendly design from multiple angles. In addition, in order to further confirm the environmental friendliness of products, Yamaha promotes the management of chemical substances contained in products, as well as the green procurement of materials, parts and components.

→ [Management of chemical substances contained in products](#)

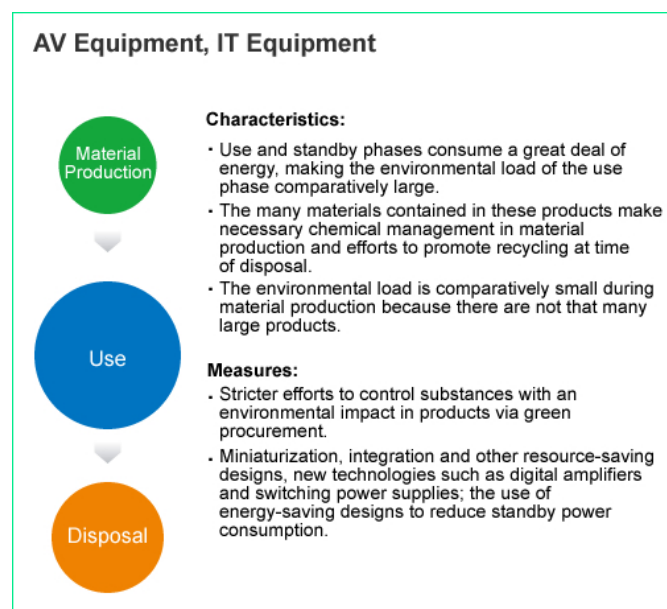
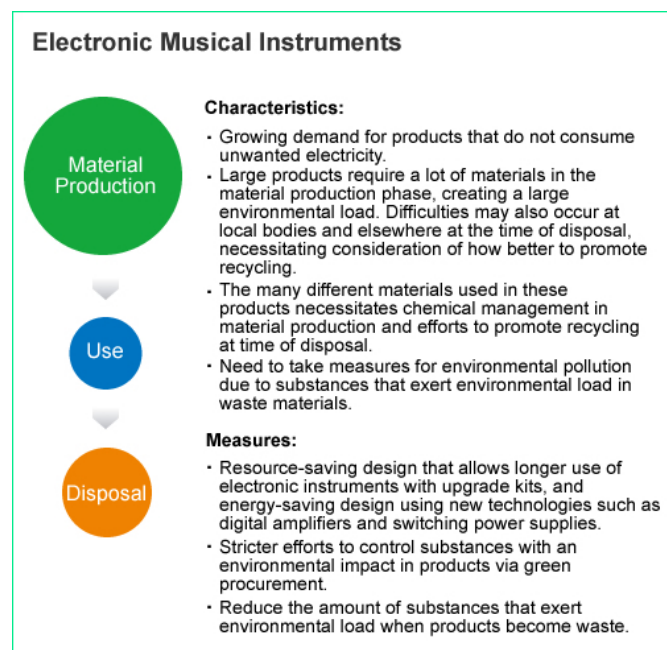
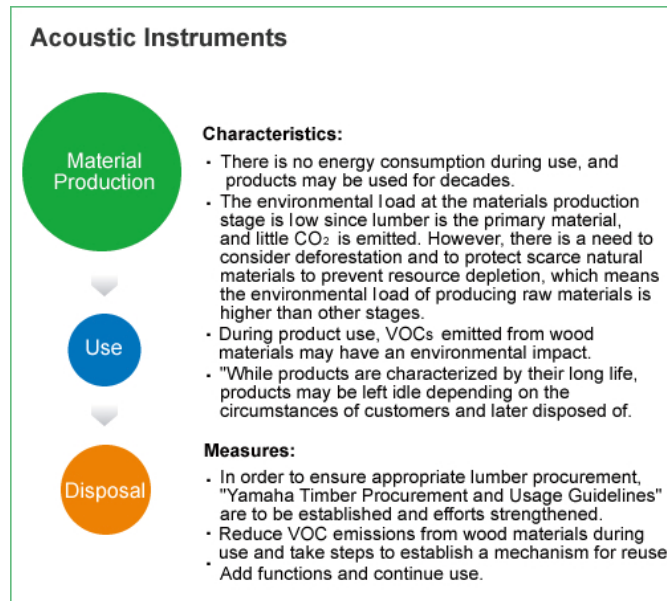
→ [Green procurement](#)

	Material production stage	Usage stage	Disposal stage	Product examples
Energy conservation		<ul style="list-style-type: none"> •Reduce power consumption •Reduce standby power consumption 		Routers, AV equipment products, Digital musical instruments
Resource conservation	<ul style="list-style-type: none"> •Miniaturization in design •Integrated design 	<ul style="list-style-type: none"> •Long-life design •Re-application utilizing added functions 	<ul style="list-style-type: none"> •Promotion of reuse •Promotion of recycling 	Electone™, Synthesizer, Home theater package, Silent Piano™
Resource maintenance	<ul style="list-style-type: none"> •Yamaha Timber Procurement and Usage Guidelines published •Reduce use of rare wood materials 	<ul style="list-style-type: none"> •Long-life design 	<ul style="list-style-type: none"> •Promotion of reuse •Promotion of recycling 	Electric guitar, System drums, Marimba, White and black keys, A.R.E. products
Reducing substances with significant environmental loads	<ul style="list-style-type: none"> •Management of chemical substances in products •Promotion of green procurement 	<ul style="list-style-type: none"> •Reduce VOC^{*1} emissions from products •Reduce harmful substances come into direct contact with customers 	<ul style="list-style-type: none"> •Promotion of reuse •Promotion of recycling •Reduce the environmental load of substances in waste 	Wind instruments
Products that support the environment		<ul style="list-style-type: none"> •Reduce the environmental load generated by customer business sites •Reduce the environmental load created when using products manufactured by customers 		Micro-prober, Helium leak tester

*1 VOC: Volatile organic compounds. When generated in large volumes, these substances can affect human health and the environment.

Primary Product Group Characteristics According to Life Cycle Assessments, and Initiatives

(Note: The size of each circle indicates the relative environmental load associated with that stage in the product life cycle.)



Formulation of Standards for and the Management of Hazardous Chemical Substances in Products

Some chemical substances contained in products have an environmental impact and therefore require proper treatment on disposal. Other substances may have potential health impacts to their users depending on application. For that reason, countries around the world have been strengthening restrictions for chemical substances contained in products and requiring data disclosure.

In fiscal 2002, Yamaha established its own Standards for Chemical Content in Products. The standards are revised when necessary in response to legislative changes, the accession of voluntary standards, and other factors. These standards are used to manage chemical substances in products during design and development.

Improving Chemical Substance Management Systems

In order to manage chemical substances contained in products, it is imperative to identify and control the chemical substances contained in the parts and materials making up finished products. In 2008, the Yamaha Group established a system for the management of chemical substances contained in Yamaha products' parts and materials. Additionally, as part of its green procurement activities, the Yamaha Group conducted a survey of its chemical containing parts and materials with the cooperation of its suppliers, thereby contributing to improved management of these substances.

From fiscal 2010, Yamaha renewed its chemical substance management system, adding compliance with AIS^{*1}, a standard industry format for the identification of chemical substances in products. The new system was likewise designed to comply flexibly with the European Union's ever-growing chemical substance regulations, such as SVHC^{*2} under REACH, for example, while simultaneously helping to reduce the work load of our suppliers.

Yamaha will hold briefing sessions in Japan and internationally to explain to and gain the cooperation of suppliers in implementing its new chemical management system. In fiscal 2013, the Yamaha Group conducted briefing sessions for plating manufacturers and suppliers dealing in soundproofing products.

→ [About green procurement activities](#)

*1 AIS: An abbreviation for Article Information Sheet. A basic communication sheet standardized by JAMP (Joint Article Management Promotion Consortium) for providing information on chemical substances contained in products. Parts makers can use the chemical information they receive from material makers to pass on to those they supply, ensuring the fluid transmission of information downstream.

*2 SVHC: An abbreviation for Substance of Very High Concern such as carcinogens. Under the REACH regulations, if a product contains more than a certain amount of an SVHC-designated substance, there is an obligation to report and manage the product.

Developing Environment-friendly Products

Soprano Recorders Made of Plant-based Resin

The YRS-401 and YRS-402B soprano recorders developed in July 2014 are the world's first musical instruments made using plant-based resin. They are eco-conscious recorders that will help end the use of fossil fuel-derived materials and mitigate global warming.



→ Activity Highlight 3 Developing Environment-friendly Products - Soprano Recorders Made of Plant-based Resin

Wind instruments using lead-free soldering



Yamaha is also making progress in the utilization of alternatives to lead and other hazardous substances contained in products not designated by the RoHS Directive. Yamaha was also the first in the world to realize a lead-free solder wind instrument.

Initiatives in Energy-saving Products

With the goal of reducing the environmental load of products' energy usage while in operation, the Yamaha Group continues to improve on its products' energy conservation features.

The following energy-saving products not only contribute to reducing energy consumption for customers, but also for society as a whole. The Group is likewise doing its best to comply with energy-saving regulations taking effect in countries around the world.

Examples of Energy-saving Products

(1) Router



Example Router (RTX5000)

Routers that operate on a 24-hour basis require a high level of performance and reliability while using little power. The RTX5000 and RTX3500 feature a multi-core CPU that has multiple CPU cores installed on one chip. They also feature a highly efficient power supply designed by Yamaha, making them perfect for the low energy usage demands of data centers.

(2) AV products



Example AV product (RX-V577)

In addition to developing AV models that keep energy consumption at 0.5W or below in standby mode, by using high-efficiency amps and a high-efficiency switching power supply, Yamaha's AV equipment also realizes reduced energy consumption when in operation. The RX-V575/RX-V477 AV receivers, for example, boasts standby energy consumption at a low 0.1W, while also being loaded with an automatic power-down feature to save energy when temporarily not in use. The energy savings realized by these products is significant compared to previous models. These functions also comply with ErP directives*.

In addition, Yamaha has incorporated the ECO mode and Input Selection in HDMI Standby Through Mode as new functions to save power. The ECO mode enables around a 20% saving in power consumption when using any function at ordinary times. Input Selection in HDMI Standby Through Mode allows for switching inputs even during standby (RX-V577/RX-V477).

(3) Electronic musical instruments



Electronic musical instruments are also loaded with several environmental conscious design features that meet ErP directives. For example, instruments are equipped with automatic power-off functioning to avoid using energy unnecessarily when mistakenly left on. Also, by using an external switching power supply, energy consumption is reduced both when the product is in use and in standby mode.

* Directive on Eco-Design of Energy related Products: EU-wide rules for improving environmental performance

Initiatives in Resource-Conserving Products

The Yamaha Group strives to conserve resources used in its products from a variety of standpoints, such as reducing product size and weight, integration of several products into one and by reducing product packaging. Further, with waste reduction in mind, the Group also focuses on the longevity of its products that will ultimately lead to less use of resources.

Yamaha sends a variety of used instruments back to its factories for recycling of materials. Electone™ whose roles have been fulfilled in the classroom, used trade-in electronic instruments and others that are no longer suitable for playing are among those recycled.

Examples of resource-saving products

(1) Electone™ STAGEA™ (Long-life)



Resource conservation example (ELS-02)

It's not uncommon for Electone owners to continually purchase higher functioning models as they become more proficient players. The Electone STAGEA ELS-02 Series launched in 2014 features the "vitalize system"¹ which increases the performance of an existing model to that of a new model through attachment of the "vitalize unit." This contributes to conservation of resources and reduction of waste by allowing a customer to continue using their electone for many years.

¹ This unit was named the "STAGEA vitalize unit" for its ability to breathe new life into — to "vitalize" — the ELS-01 series.

(2) Refurbished Yamaha pianos (Long-life)

Considering the life of some pianos whose use spans several generations after having been passed down to one's children and grandchildren, the piano is a long-life product. At Yamaha Piano Service Co., Ltd., pianos that have been left dormant are repaired, restored, retuned, and sold as quality guaranteed refurbished products at authorized Yamaha stores.

(3) RSG Series of silent piano units (Long-life) (Eco Mark² certification number: 12148001)



Pianos are long-life products that can be handed down from parents to children, but for certain reasons they may become disused in the home at times. Yamaha's Silent Piano can incorporate an add-on silent function that does not compromise conventional piano functions. Adding this function encourages greater use through an all-new style. The product name and number can be found on the Yamaha website or at any designated dealer.

² Eco Mark is a registered trademark of Japan Environment Association.

(4) Synthesizer/Workstation MX49 and MX61 (Lightweight)



Resource conservation example (MX49)

The MX 49, at 3.8 kg, is roughly as light as most electric guitars, while the MX 61 is also lightweight at 4.8 kg. Their light weight and minimal depth makes them easy to take into studios or use for live performances. Their designs make them easier to use while also conserving resources.

(5) Home Theater Package YAS-103/YAS-93 launched in 2014 (All-in-one design conserves resources and energy)



Resource conservation example (YAS-103)

Previously, surround sound system required multiple speakers and an AV amp. Yamaha first realized a two-unit home theater package that consists of a slim-body speaker and a center unit, which integrates the subwoofer and AV amp. Going one step further, Yamaha newly introduced the YAS-103/YAS-93, which integrates those two units into a single slim body, enabling us to reduce the amount of materials used by 60% compared with home theater packages launched in fiscal 2009. Further, equipped with the latest energy-saving technologies, it utilizes 37% less energy when in use than our previous model. The YAS-103 was one of the first devices to be compliant with revised standby power consumption regulations*3 that are part of the European ErP directive that took effect in 2015.

*3 The revised regulations are based on the current standby power consumption regulations and has newly incorporated requirements for when devices are in network standby.

(6)The World's First Soprano Recorder Made with Eco-conscious Plant-based Resin



Yamaha developed the YRS-401 and YRS-402B soprano recorders, the world's first musical instruments made using plant-based resin, releasing them in October 2014.

Yamaha started making and selling recorders in 1967. ABS recorders, in particular, have long been used in elementary and junior high schools. Knowing that students play these instruments, Yamaha is striving to make them environment-friendly and safe to use by, for example, using ultrasonic welding instead of adhesives in the manufacturing process.

In developing its new products, Yamaha focused on using recyclable plant-based resin and adopted the polylactic acid ecodear™ developed by Toray Industries, Inc. The use of renewable plant-based polylactic acid, as opposed to fossil fuel-derived materials from which ABS resin is derived, promotes the efficient use of non-food plants.

Yamaha has also given its new recorders plant colors and included a leaflet in the case explaining why ecodear™ is used, thereby raising the students' environmental awareness.

* Yamaha recorders are sold at music stores.

→ [Link to Activity Highlight 3](#)

Conservation and Effective Use of Wood Resources

As one of earth's depleting natural resources the scarcity of wood remains an ongoing concern. Forests that give birth to this vital resource also serve as CO₂ sinks while simultaneously supporting biodiversity. Ironically, as important as we know forests to be to environmental protection, their rapid depletion is alarming.

Among the instruments that the Yamaha Group produces, including pianos as well as string, percussion, and woodwind instruments, many require a primarily wood construction for acoustic reasons. Large amounts of wood are also used when making electronic musical instruments, speakers and soundproof rooms, due to the merits of wood in terms of acoustic performance, function, design, and texture.

Considering the large amount of timber used in our business operations, the Group established the Yamaha Timber Procurement and Usage Guidelines in fiscal 2007. The guidelines indicate the direction of our timber usage in order to better conserve this precious resource as well as ensure its availability for continued use. In fiscal 2014, the Yamaha Group established the Yamaha Supplier CSR Code of Conduct, which clearly stipulates points related to the harvesting and trading of wood resources that Yamaha suppliers are requested to observe.

The guidelines and Code of Conduct help the Group accomplish sustainable procurement that is friendly to the environment and the biodiversity within its ecosystems, and meet it aims to maximize the use of timber without waste.

→ [Yamaha Timber Procurement and Usage Guidelines](#)

→ [Yamaha Supplier CSR Code of Conduct](#)

Use of Timber Resources in Environmentally Friendly Products

The decline of timber resources makes it more difficult each year to stably acquire the wood materials needed for musical instruments and other products in good condition. The Yamaha Group strives to eliminate waste, while making full and efficient use of wooden materials, and to proactively introduce wood cultivated specifically for industrial purposes on sustainably planned plantations.

In addition, while developing alternative materials that accurately reproduce the sound quality of rare wood materials best suited for making instruments, we are focusing on technological developments that contribute to the effective use of wood resources. One such development is A.R.E.^{*1}, a new technology for realistically aging new wood by artificial means to create the ideal quality that old instruments possess.

Moreover, since no organic solvents or chemical substances are required, this technology reduces Yamaha's environmental load. Artists have also praised instruments made from wood modified using A.R.E. basic technology for the tones they produce that are as rich and deep as those of instruments well used for many years.

Praised for these features, A.R.E. basic technology was presented with top honors by the Prime Minister of Japan at the third Monozukuri (Manufacturing) Nippon Grand Awards in 2009. Additionally, it was awarded the special prize at the nationwide Asahi Shimbun Invention Awards in 2011. Changes to the L Series of acoustic guitars in March 2014 saw the implementation of A.R.E. in all models.

*1 A.R.E.: Acoustic Resonance Enhancement Yamaha's proprietary technology for aging wood in a short time to improve its acoustic characteristics

Examples of Products Created in Response to Resource Depletion

(1) Examples of Products Made Using Afforested Timber (Preserving Native Forests)



The RGX A2 Series electric guitar

(2) Examples of Products Made Using Rare Wood Alternatives



The acoustic quality of Acoustalon™ marimba bars, produced from fiberglass-reinforced plastic, is equal to bars made of traditional rare wood, a depleting resource.



Ebony-style natural wood sharps made with a proprietary wood plastic composite (WPC) reproduce sound on par with optimum ebony sharps.



A bow made of carbon, an alternative to the Brazilwood and other rare woods often used. Allows for control over weight, center of gravity, hardness, and vibration characteristics, something difficult to achieve with wood. The YBN100 carbon bow for violins also achieves a timbre that is close to a wooden bow while emulating wood's elasticity and appearance

(3) Examples of A.R.E. Products



The YVN500S acoustic violin



The BB2000 Series electric bass



The L Series acoustic guitar



The NCX2000 Series electronic nylon string guitar



Used for stage flooring in Yamaha Hall in the Yamaha Ginza Building, opened February 2010

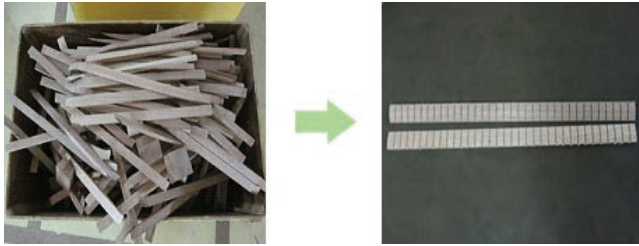
Making Effective Use of Wood Resources in Manufacturing Processes

In the manufacture of pianos and guitars at Hangzhou Yamaha Musical Instruments Co., Ltd. (China), Yamaha has made the reduction of wood resources used a priority since fiscal 2012 and is working to make effective use of wood in every manufacturing process.

For pianos, the company has cut down on the waste generated by leftover wood by making parts that have traditionally been liberally measured and processed into those of sizes that creates as little waste as possible. The effective use of wood resources is also achieved by taking certain parts that have traditionally been achieved by procuring and processing dimension lumber and instead creating them by using unused byproducts generated when creating other parts.

For guitars, the company collects usable materials from among those designated as waste due to cracks or knots and processes them into glued laminated timber to make certain parts. Furthermore, consideration of how to use timber offcuts, which Yamaha has traditionally designated as waste, has allowed for their reuse in multiple products.

These efforts have led to reductions in timber usage in fiscal 2013 of more than 1% for pianos and more than 5% for guitars.



Some timber offcuts previously disposed of as waste are instead reused as angle rafters (reinforcing materials inside guitar bodies)

Green Procurement Activities

In order to better reduce the environmental burden of its products, the Yamaha Group engages in green procurement activities in partnership with suppliers.

In this context, the Group has positioned the reduction of environmental load substances that are a major hazard to human health and cause of environmental pollution at the heart of its green procurement activities. The Group is doing its utmost to procure materials and components that exert minimal environmental load.

Putting in Place and Applying the Green Procurement Standards

In order to provide a constant stream of environmentally friendly products, the Yamaha Group collaborates with business partners who supply components and materials. The Group put in place and openly disclosed its Green Procurement Standards in June 2002. Based on these standards, we are monitoring and managing the status of efforts by suppliers to conduct environment-friendly business activities, as well as the procurement of components and materials containing chemical substances and environmental regulations.

In addition, Yamaha reviews its Green Procurement Standards as required in line with changes in global environmental regulations.

→ [Green Procurement Standards](#)

Waste Reduction and Resource Recycling

Waste Reduction and Resource Recycling

The Yamaha Group is engaged in the manufacture of a variety of acoustic musical instruments and digital musical instruments, as well as other electronic equipment and automobile interior wood components. Naturally, we use a wide variety of raw materials, and we generate a wide variety of waste.

Given the nature of our business, we have established systems to reduce the volume of waste produced and perform recovery/separation to promote the most effective use of limited resources.

Additionally, waste going to landfills amounted to less than 1% of total waste generated, maintaining a zero-emission status for the Group.

Waste Risk Management

The Yamaha Group adopted a waste information management system within our Yecos environmental information management system in fiscal 2005. This marked a major step in reducing various environmental risks related to waste processing. The scope of management system adoption, heretofore centered on production-related business sites, was expanded to sales facilities. Waste management is now being done in line with Group-wide standards and management conditions are being monitored through internal environmental audits and other efforts. Since fiscal 2011, the Group has also worked to improve management precision by launching a system to centrally manage and execute information, documents, and operations pertaining to waste management.

Also during fiscal 2005, we began publishing waste data sheets (WDS) summarizing substance property and other information related to waste. We were able to publish WDS for all specially controlled industrial waste*2 during fiscal 2010. Going forward in fiscal 2014, the Yamaha Group has expanded WDSs for sludge, waste oil, waste acid, and waste alkali.

*2 Specially controlled industrial waste includes industrial waste products that may potentially harm human health or damage the environment due to explosive volatility, toxicity, potential for infection, etc.

Reducing Specially Controlled Industrial Waste in the Wind Instrument Manufacturing Process

Toyooka Factory, Yamaha Corporation

Yamaha's Toyooka Factory is working to reduce the levels of specially controlled industrial waste, including waste acids and waste alkali that are generated during the wind instrument manufacturing process. In November 2010, we put new vacuum concentration equipment into operation for targeted liquid waste. As a result, we were able to reduce output by 80% in fiscal 2011 compared to fiscal 2009. Total factory output amounted to 49 tons, meaning we achieved output of below 50 tons, the level set for high-volume emission businesses as defined in the Waste Disposal Law. Through these initiatives, the Toyooka Factory contributed to a significant reduction in the levels of Specially Controlled Industrial Waste throughout the Yamaha Group in Japan.



Vacuum concentration equipment



Concentrated sludge

Waste Reduction and Advanced Organic Material Processing through Added Wastewater Processing Equipment

Takegawa Factory, Yamaha Corporation

During September 2009, we installed more wastewater processing equipment to reduce waste and improve the disposal of organic matter at the Yamaha Corporation's Takegawa Factory (presently Yamaha Piano Manufacturing Japan Co., Ltd.). The additional equipment made it possible to treat wastewater (which includes glue that is left over from the piano manufacturing process) within the facility, every year we have reduced 900t of waste generated from fiscal 2010.

We also installed a Membrane Bioreactor^{*3} (MBR) behind the existing contact aeration vat of the wastewater treatment system, which has led to more stable wastewater processing. In order to respond to the increase in processing, we renewed traditional wastewater treatment facilities in September 2012 to enable treatment of wastewater from the new processes. At the same time, we increased wastewater treatment capacity by around five-fold, including for adhesive agents. As a result, we were able to process this waste internally, which led to a reduction in waste of approximately 270 tons annually.

In addition, we worked to make effective use of equipment such as by reusing idle equipment from other factories as equipment for wastewater processing facilities.



Wastewater treatment facility at the Kakegawa Factory

*3 A method using a membrane (usually a microfiltration membrane) for solid-liquid separation of activated sludge. Benefits of this method include the fact that no settling tank is needed, there is no bacteria coliform or suspended particulates in the processed water, and that the high concentration of mixed liquor suspended solids allows for quick processing.

Efforts to Reduce Waste from Paint Booths in Xiaoshan

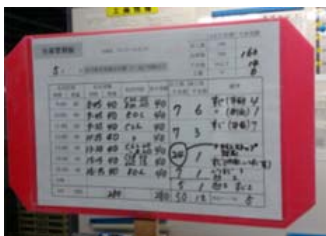
Wind instrument manufacturer Xiaoshan Yamaha Musical Instrument Co., Ltd. performs paint finishing during the process of manufacturing certain wind instruments. It is continuously working to reduce waste generated in this painting process.

By maintaining the purity of circulation water used in the paint booth and using it for long periods, the company cut paint process waste in fiscal 2013 by over 50% compared to the previous fiscal year (from 202 tons to 85 tons).



Reduction and Effective Utilization of Process Waste

Yamaha Fine Technologies Co., Ltd. is working to reduce defective products in the production of car parts. Beginning from fiscal 2011, the company placed emphasis on improving faulty equipment and defects, determining the cause of defective products, strengthening equipment maintenance, managing defective product data and introducing quality-related education through a standardized program. As a result, waste emissions from the entire factory were reduced by 16%. Efforts continued in fiscal 2012 and beyond, and weekly equipment maintenance and inspection patrols have been introduced. Productivity increases with a reduction in defective products, which leads to greater efficiency in energy and resource use.



Time-based management of processes where defective products are generated (using production analysis board)



Employees are taught about quality using a standardized program (This photo shows OJT related to passing along skills in inspection)

Yamaha Kagoshima Semiconductor Inc. worked to effectively utilize waste oil through recycling in fiscal 2012. Waste oil that was previously treated as industrial waste subject to special control was separated for its recycling potential and around 10 tons has been effectively utilized as fuel every year since then.

Yamaha Corporation's Toyooka Factory has been making efficient use of waste, including rare metals, since fiscal 2011. Waste containing rare metals generated from the Research and Development Department, which was previously outsourced for waste processing, is now sold to outside contractors for refining and recycling, which has led to effective use of resources.

Effectively Using Wood Scrap

The Yamaha Group is making better use of the wood scrap that is a byproduct of the manufacturing process. At Yamaha Corporation's Kakegawa Factory (presently Yamaha Piano Manufacturing Japan Co., Ltd.), we sell wood scraps (scraps cast off from the wood cutting process) to building materials manufacturers, who use the scraps as raw materials for hardboard. Hardboard is produced by further cutting up the wood scraps, breaking them down into fibers, and then agitating in water. The mixture is heat-pressure molded into boards. Hardboard offers superior workability, including die processing and bending. Hardboard is also an environmentally friendly recycled product, designated under the Green Purchasing Law. Hardboard is used in building interiors, furniture, as industrial materials, and in various other applications.



Wood scraps segmented for sale

Hardboard Production Method



Other Case Studies

(1) Pelletizing sawdust for recycling as a new material



Briquettes made from sawdust left over from the piano manufacturing process



Recycling as a material for wood plastic composite (WPC)

(2) Commemorative products for factory visitors made from wood scrap



Coasters made from guitar sound hole cutout scrap



Key chains made from piano hammer ends



Wood from marimba keys shaped into chopsticks

Effective Use and Conservation of Water Resources

Since the first half of the 1970s, the Yamaha Group has been recycling cooling water and wastewater from production processes using a reverse osmosis (RO membrane) device, as well as actively pursuing a policy to prevent leakage.

Major Activities

Facilities that recycle the effluent discharged during wafer production processes were installed at Yamaha Kagoshima Semiconductor Inc. around 1999. This has helped reduce the well-water pump displacement used in pure water production. In addition, the company undertook a complete renewal of all effluent treatment facilities in fiscal 2003 significantly enhancing effluent treatment capacity. As a result, the annual amount of water being reused totals 200,000 cubic meters.

At Yamaha Corporation's Toyooka Factory, RO membranes and ion-exchange resins are used to remove impurities from wastewater discharged during the manufacture of wind instruments. As a result, the Company successfully reuses 70,000 cubic meters of wastewater annually. In addition, steps have been taken to relocate underground tanks and pipes above ground as a part of efforts to prevent well-water leakage used by the Factory. Further, Yamaha started reviewing water supply in line with the shifting of production process for wind instruments from the Yamaha Corporation Saitama Factory to the Toyooka Factory in 2011. Investigations are continuing for more efficient water use.



Reverse osmosis (RO) membrane device (Toyooka Factory)

In line with the relocation and new establishment of the Factory at Xiaoshan Yamaha Musical Instrument Co., Ltd., which manufactures wind instruments and percussion instruments, a newly installed state-of-the-art wastewater treatment facility came online in October 2010. These facilities enable the reuse of wastewater to a level equivalent to pure water. Approximately 80% of the factory's wastewater is reused in manufacturing processes. Improvements were made in January 2013 to improve treatment capacity to conform with legal provisions for the inspection and improvement of corporate pollution resulting from electroplating in Zhejiang Province*1.

*1 Legislation passed in Zhejiang Province aimed at enhancing environmental preservation in electroplating factories. Companies engaged in electroplating processes must conform to 56 items related to environmental preservation system and equipment. Standards for metals such as copper and nickel are stricter than those for general factory wastewater.



Wastewater treatment facility (Xiaoshan Yamaha)



The Group also introduced new wastewater treatment facility at the wind instrument manufacturer P.T. Yamaha Musical Products Indonesia (YMPI) in fiscal 2014. The new facility enables the reuse of 60% or more of water used. Furthermore, wastewater treatment processes are rationalized to reduce the use of chemicals.



Wastewater treatment facility at YMPI

Preventing Global Warming

Preventing Global Warming

Measures to Address Global Warming

As part of its measures to counter global warming, the Yamaha Group has worked to reduce its greenhouse gas emissions through the use of optimal production methods and equipment configuration, improvements to how air conditioning equipment is operated, installation of equipment with high energy efficiency, and extensive energy management, including adjustments to facility operating hours and thermostat settings. The Group has also introduced cogeneration systems and converted to more environmentally friendly fuel sources.

In December 2003, we set the target of reducing greenhouse gas emissions by 6% of fiscal 1990 levels by fiscal 2010, and we worked Group-wide to achieve this target.

In fiscal 2010, we reduced CO₂ emissions by 41% relative to fiscal 1990 levels and greatly exceeded our target. In fiscal 2014 as well, we reduced emissions by 46% relative to fiscal 1990 levels, for a total of 5.9 tons-CO₂. In addition to the measures described above, this achievement is included the sale of certain businesses. We plan to formulate a new target for beyond, while referring to relevant government targets. We also aim to continuously reduce CO₂ emissions per unit of sales, and target a 1% reduction compared with the previous fiscal year.

Our aim is to continue reducing energy consumption per unit at each base.

Reduction of Peak Power Consumption at Automobile Interior Wood Components Factory

At Yamaha Fine Tech Co., Ltd. (YFT), power consumption was reduced by efficiently managing air-conditioning and sprinkling water on the factory roof during the period of peak power consumption. In fiscal 2014, a summer system (July-September), whereby the start time is moved two hours ahead to 6:00 a.m., was introduced for the automobile interior parts painting process where the air-conditioning load is high. Through these measures, the peak power point was shifted from 2:00 p.m. to 11:00 a.m. Compared with fiscal 2013, peak power consumption was reduced by approximately 310kWh, and power consumption by 200,000kWh during the three-month period. We will continue efforts to reduce power consumption through a range of measures, such as reducing the number of air-conditioning and heating units required, by reviewing workplace layout and the use of steam during the winter.

Energy Conservation Activities at String and Percussion Instrument Factory

The Ida Factory of string and percussion instrument manufacturer Yamaha Musical Products Japan Co., Ltd. set up an internal energy conservation promotion committee. The company considered concrete measures following a diagnosis of energy conservation by The Energy Conservation Center, Japan. In fiscal 2011, measures were taken which included ensuring the appropriate pressure for compressors, partitioning work booths, introducing power usage monitors and installing mosquito screens in offices, which resulted in a further 11% reduction in CO₂ emissions relative to the target. Under its motto of "factories as moving showrooms," fiscal 2013 saw the company save space by consolidating equipment inside factories and implementing more rational equipment layouts. It also began operations based on improved energy efficiency. The company will continue to conserve energy through appropriate management of air conditioning and process integration.



Ida Factory, Yamaha Musical Products Japan Co., Ltd.



Compressor in which the pressure has been set at an appropriate level

Energy Conservation Measures at Piano Factories

Yamaha Piano Manufacturing Japan Co., Ltd., which manufactures pianos, is conducting a range of ongoing efforts to conserve energy.

In fiscal 2013, the factory repaired air leaks from piping and corrected a heat loss problem by revamping the heat retention of steam pipes. It also replaced compressors with inverter compressors, efficiently managed their number, and repaired dust collectors, among other efforts. This allowed the factory to achieve energy conservation equivalent to a reduction of more than 100 tons of CO₂ emissions, equal to 1.2% of the factory's total CO₂.

Making Effective Use of Wood Resources in Manufacturing Processes

In the manufacture of pianos and guitars at Hangzhou Yamaha Musical Instruments Co., Ltd. (China), Yamaha has made the reduction of wood resources used a priority since fiscal 2012 and is working to make effective use of wood in every manufacturing process.

For pianos, the company has cut down on the waste generated by leftover wood by making parts that have traditionally been liberally measured and processed into those of sizes that creates as little waste as possible. The effective use of wood resources is also achieved by taking certain parts that have traditionally been achieved by procuring and processing dimension lumber and instead creating them by using unused byproducts generated when creating other parts.

For guitars, the company collects usable materials from among those designated as waste due to cracks or knots and processes them into glued laminated timber to make certain parts. Furthermore, consideration of how to use timber offcuts, which Yamaha has traditionally designated as waste, has allowed for their reuse in multiple products.

These efforts have led to reductions in timber usage in fiscal 2013 of more than 1% for pianos and more than 5% for guitars. improvements and enhancing everyday management to suppress growing energy consumption as a result of increased production.

In fiscal 2011, these measures let the factory reduce energy consumption by 15% per unit of sales on a year-on-year basis. Recognizing these efforts to help the environment, Hangzhou City officials presented the company with "Cleaner Production Certification*1" in accordance with China's Cleaner Production Promotion Law at the end of 2011. The company also received ISO14001 certification in fiscal 2012. Yamaha's other initiatives to reduce energy consumption included, in fiscal 2012 the appropriate operation management of dust collectors, and in fiscal 2013 reducing water supply operation times, the strategic use of lighting, and reducing the amount of time lights are used.. In fiscal 2014, an automatic control system for dust collectors was introduced and digital electricity meters were installed in switchboards to further minimize energy consumption, thereby reducing downtime for machinery at night.



Hangzhou Yamaha Musical Instruments Co., Ltd



Notice board of environmental activities such as those for saving energy



Environmental education for employees



Cleaner Production Certification

*1 Cleaner Production Certification

Cleaner Production Certification is granted by a government agency in each region to companies recognized as promoting clean manufacturing as defined in the Cleaner Production Promotion Law, improving resource usage efficiency, reducing and preventing pollutant emissions, protecting the environment, safeguarding people's health and promoting societal development, with the aim of reducing environmental impact in the manufacturing industry. China's Cleaner Production Promotion Law was enacted in China in 2003 with the aim of preventing environmental pollution through the realization of clean product manufacturing using clean energy, raw materials and production technology. The key feature of this law is the objective of preventing pollution before it happens rather than taking care of it afterward such as by regulating emissions, which is the traditional approach.

Environmental Initiatives at Resort Facilities

In fiscal 2014, Yamaha Resort Inc. established fixed dates of closure for its resort facility Katsuragi Kitanomaru™ as a means of concentrating on work. By closing the facility on Mondays and Tuesdays, power consumption was reduced by approximately 170,000kWh compared to that of the previous fiscal year, which amounts to a reduction of approximately 10%. At the Katsuragi Golf Club™, green fan operation time, and the air-conditioning and heating temperatures were adjusted in fiscal 2014, resulting in a 25,000kWh drop in power consumption compared to fiscal 2013. The Katsuragi™ has been replacing the gasoline-powered golf carts used on its premises with electric models that minimize CO₂ emissions since fiscal 2008. This conversion was completed in March 2013. This effort has allowed the resort to eliminate more than 8 tons of CO₂ emissions a year and avoid the risk of gasoline leaks into the ground through the demolition of gas stations. The facility has also been moving to LED lighting since fiscal 2011, resulting in yearly reductions of around 20,000 kWh, or roughly 10 tons of CO₂, as the company prioritized areas where its business necessitates keeping lighting on. In addition, lights in the Katsuragi Kitanomaru™ Garden and spotlights in the lobby of the Katsuragi Golf Club™ will be changed to LED.

Reducing CO₂ Emissions in Logistics

The Yamaha Group is actively working to increase energy efficiency and reduce CO₂ emissions in logistics operations. Guided by a basic policy of raising transport efficiency, we continually review transport routes, adopt routes that incorporate more efficient modes of transport, raise container loading ratios, streamline loading sites and warehouse facilities, and conduct joint transport with other companies. Efforts are also being made to reduce CO₂ emissions by disposing of waste locally and switching from air to sea for international shipping.

The Yamaha Group's total domestic transport volume and CO₂ emissions in fiscal 2014 decreased 39% compared with the previous fiscal year to 1,083million ton-kilometers while CO₂ emissions also decreased 34% to 1,866tons.

Reducing CO₂ emissions from logistics requires the cooperation of transport companies, so we are working with them to develop appropriate systems. Specific measures include requesting participation in environmental efforts at meetings with the companies and incorporating environmental matters into questionnaires.

Reduced Resources and CO₂ Emissions in Piano Frame

Previously, Yamaha used disposable iron packing racks when transporting piano frames from Japan to Hangzhou Yamaha Musical Instruments Co., Ltd. To eliminate this waste, we introduced returnable packing racks and created a management system that can be used multiple times, and shifted to returnable packing racks for all piano frames bound for China in October 2011. At the same time, we shortened the transport route. These efforts resulted in a 100-ton reduction in CO₂ emissions associated with the disposal of iron packing and a 1,600-ton reduction in iron resource consumption for the year. Going forward, we will examine the possibility of shortening transport distance and reducing disposable packing materials, including for parts aside from piano frames.



Newly-introduced returnable packing rack for GP frames



Folded packing rack (when being returned)



Flow of returnable packing racks in logistics

Conserving Resources and Reducing CO₂ Emissions by Standardizing Packing Materials for Shipping Components and Materials

The Yamaha Group has traditionally shipped components and materials (KD materials) from Japan to Hangzhou Yamaha Musical Instruments Co., Ltd. (China) and P.T. Yamaha Indonesia using variously-sized packing boxes. Since October 2013, however, we have designed and standardized packing boxes according to container size to improve container loading efficiency. This has let us reduce the number of containers used and eliminate 3 tons of associated CO₂ emissions a year. The Group has also cut down on paper resource usage by designing packaging that uses as little cushioning and other packaging material as possible.

Due to the increasing supply of materials and components from overseas locations to Japan, the Group will also be looking into the usage of standard packing boxes to and from these locations.



Loading container with packing boxes prior to standardization



Loading container using standardized packing boxes

External Evaluation

Yamaha Corporation acquired the highest rank, S rank, in the Eco-Friendly Business Category of the fiscal 2014 Hamamatsu City New Energy/Energy Conservation Top Runner Certification Program^{*2}. This was in recognition of Yamaha initiatives that included the adoption of cogeneration equipment at the Tenryu Factory, adoption of energy-saving equipment at various business sites, the installation of Green Curtains, and the promotion of environmental efforts at employees' homes.

^{*2} Hamamatsu City New Energy/Energy Conservation Top Runner Certification Program. A system instituted by Hamamatsu city in order to encourage businesses to implement new energy sources and energy conservation measures on their own initiative, recognizing those that work efficiently to reduce energy consumption as Top Runners. This system targets businesses within Hamamatsu City, dividing them into two categories; the "Eco-Friendly Business Category" for businesses that are reducing energy consumed by their facilities, and the "Eco-Drive Category" for businesses that are reducing energy consumed by vehicles. Businesses are awarded S Rank, AAA Rank, AA Rank, and A Rank certification according to the nature of the initiatives they are pursuing.



Certificate

Initiatives at Offices

Alongside efforts to preserve the environment in production processes at factories, the Yamaha Group also engages in activities to conserve energy and resource and reduce waste at administrative offices, sales offices and other non-production business sites.

Activities to Reduce CO₂ Emissions from Offices

The Yamaha Group takes measures to reduce CO₂ emissions at offices as part of measures against global warming.

Initiatives to Conserve Electricity

The Yamaha Group worked to conserve electricity at business sites throughout Japan in fiscal 2011 in light of a power supply shortage due to the impact of the Great East Japan Earthquake. This initiative was continued in fiscal 2012.

[Key Measures to Conserve Electricity]

Efforts included reducing the amount of lighting (after examination of luminance), introducing LED lighting, turning off advertising lights, suspending elevators and notifying employees of power consumption to raise awareness.

The Move to LED Lighting

The Yamaha Corporation headquarters saved 13,700kWh of power by replacing approximately 200 florescent lights with LED lighting in fiscal years 2013-2014. In fiscal 2014, Yamaha Toyooka Factory saved approximately 44,000kWh by changing outside lighting to LEDs. Further efforts will be taken to systematically install more LED lighting in the future.

Implemented “Cool Biz” and “Warm Biz” initiatives (since 2005)

Summer (May to October): Encourage light attire such as no necktie and set air conditioning temperature to over 28°C

Winter (November to March): Wear warmer clothes so as not to rely too heavily on heating equipment and set temperature of heaters to under 20°C



In-house educational posters promoting the Cool Biz and Warm Biz programs

Participated in the Ministry of the Environment's Lights Down Campaign (since 2006)

The Yamaha Group's offices and facilities have participated on an individual basis in the Lights Down Campaign, where businesses turn off illuminated outdoor advertising. The campaign raises awareness of saving electricity and realizing use of daily lighting. Performance of fiscal 2014: 20 facilities conducted and cut back electric power consumption by 4,410kWh while reducing CO₂ emissions by 1,670kg.

Green Eco Curtain Activities (since 2009)

These activities conserve energy and boost awareness by planting “curtains” of morning glories and other vine-type plants along the windows and walls of office and factory buildings. Every year some 10 business sites in Japan participate in these Green Eco Curtain activities. In addition to being a point of observation for the National Green Curtain Forum held in Hamamatsu City in August 2011, the general public also came to view the Green Eco Curtain at Yamaha Corporation's headquarters during leader training to promote the greening of Hamamatsu City in September 2012.



Green Eco Curtain at Yamaha Corporation's headquarters



Green Eco Curtain at Yamaha Kagoshima Semiconductor Inc.



Green Eco Curtain at Yamaha Labor Union office



Observation group in training to promote greening activities in Hamamatsu City

Yamaha Resort Corporation's Tsumagoi™ resort and Yamaha Music Retailing Co., Ltd.'s Kurashiki store installed Green Eco Curtains on the outside of windows in the lobby and the store, respectively. Customers enjoyed the cooling effects of the curtains.



Green Eco Curtains placed in front of the lobby at Yamaha Resort Inc.—Tsumagoi™



Green Eco Curtain at Yamaha Music Retailing Co., Ltd.'s Kurashiki store

Forests/Biodiversity Preservation Initiatives

The Yamaha Group uses wood as a raw material to make a variety of products including acoustic musical instruments. To fulfill the social obligation as a user of wood, and based on its commitments for preservation of forests and biodiversity as stated in our corporate social responsibility and environmental policies, the Yamaha Group conducts tree-planting activities both in Japan and around the world.

→ [Yamaha Corporation Group CSR Policy](#)

→ [Yamaha Group Environmental Policy](#)

At Yamaha, we take initiatives to promote understanding the significance of environmental protection and the maintenance of biodiversity, reducing environmental burden, using appropriate sources of wood, and promoting forest protection activities to preserve a sound global environment.

Creating a Resort Where People and Nature Exist in Harmony

Taking advantage of a splendid natural setting, Yamaha Resort Inc.—Tsumagoi™ opened in 1974. The 1,700,000m² site has a large natural forest that is home to a variety of flora and fauna. With the theme of an integrated resort facility in luxurious natural surroundings, Tsumagoi™ preserves the natural environment while serving as an ideal resort destination.

In 2003, researchers studying this large forest confirmed the existence of animals and plants designated as endangered by the Ministry of the Environment, including *Gastrodia pubilabiata*, *Calanthe*, and the Goshawk. With the assistance of experts, Tsumagoi has formulated a new policy with the goal of further enhancing the resort's efforts to harmonize with nature.

1. *Gastrodia pubilabiata*

A plant inhabiting the warm temperate zone. The current number of plants is estimated at 2,000. *Gastrodia pubilabiata* is at risk of extinction over the next 80 years.

2. *Calanthe*

A plant inhabiting hilly and mountainous regions. The current number of plants is estimated at 20,000. *Calanthe* is at risk of extinction over the next 100 years.

3. Goshawk

A type of hawk living in temperate and subarctic zones. The goshawk is designated as a rare species by the Red Data Book of the Ministry of the Environment and under the Law for the Conservation of Endangered Species of Wild Fauna and Flora.

Along a stream in a quiet corner of the Tsumagoi™ site, which covers an area 36 times that of the Tokyo Dome, is a biotope of the rare "Genji" firefly. In 2002, Tsumagoi™ began creating pristine areas where these fireflies are released, protected, and able to flourish. Both fireflies and the thiaridal snail, upon which the fireflies feed, are steadily increasing in number and in early summer they can be seen throughout the biotope.



Yamaha Forest Phase II: Planting Trees in Indonesia



Yamaha Corporation and Six Local Indonesian Subsidiaries**

Since fiscal 2005, Yamaha Corporation and six local Indonesian subsidiaries have carried out Yamaha Forest tree-planting activities in Indonesia. Indonesia is a treasure trove of diverse world species. In recent years, however, that bounty of biodiversity has been in rapid decline. Phase I (fiscal 2005-2009) of the Yamaha Forest project involved planting approximately 110,000 saplings over approximately 127 hectares of public land in Sukabumi, West Java in efforts to restore the functionality of the forest. These activities have also been effective in educating local Yamaha subsidiary employees, elementary, and middle-school students on environmental issues.

Phase II (fiscal years 2010-2014) of the project involved planting saplings over approximately 50 hectares in Ciremai National Park in Kuningan, West Java. With the goal of restoring natural forests and ecosystems of the area, Yamaha worked with the Japan International Cooperation Agency (JICA), the Ministry of Forestry of the Republic of Indonesia, and the Forestry Department of the University of Kuningan. These efforts involved the selection of tree types and the planning of planting activities based on academic studies in order to restore natural forests and rehabilitate ecosystems in accordance with regional characteristics.

An annual tree planting event, held in December for fiscal 2014, had people involved in the project plant trees. Some 250 people gathered, which included people from Yamaha Corporation, local subsidiary employees, government officials, local residents and elementary school students. In addition to a ceremony that included greetings from different related persons and an activity report, as well as a commemorative tree planting, children that participated were taught about the environment.

Yamaha planted approximately 52,800 trees, representing local species selected as a result of a survey, by the end of fiscal 2014. After this initiative is finished, Yamaha will continue doing maintenance work, such as grass cutting and supplementary planting, until the saplings that have been planted reach a certain size. Yamaha Forest activities have been ongoing for 10 years, and a forest is gradually starting to form in the area where the trees were initially planted.



Participants take a commemorative photo after tree planting



Hirofumi Yamashita, Group Environment Management representative (left), receives a certificate of appreciation from HJ.UTJEU CH. SUGANDA, regent of Kuningan (right)



Participants planting trees



Elementary school students listening to a talk on the environment



Participants gathered in front of the monument

*1 Six local Indonesian subsidiaries: Yamaha Indonesia, Yamaha Music Manufacturing Indonesia, Yamaha Music Indonesia (Distributor), Yamaha Music Manufacturing Asia, Yamaha Musical Products Indonesia, Yamaha Electronics Manufacturing Indonesia

Enshunada Coastal Forest Recovery Support

Yamaha Corporation

As one part of our environmental preservation activities, Yamaha Corporation signed on as a "Shizuoka Forests of the Future Supporter" with Shizuoka Prefecture and Hamamatsu City in March 2007. Based on this agreement, Yamaha has agreed to support for the Enshunada coastal forest, which has been severely damaged by wood-boring ambrosia beetles.

In October 2014, a planting was held jointly with Yamaha Motor Co., Ltd., and approximately 150 people, including employees of Yamaha Corporation and Yamaha Motor and their families, individuals recruited from the general public, and employees of Yamaha clients, participated. A total of 300 trees of five different varieties, including bayberry and ubame oak, were planted. After the saplings were planted, there were talks on the natural environment and the sapling-planting plan as they relate to a seawall that is currently under construction. The talks were given by a Hamamatsu City staff member and all participants learned about creating local green environments to help protect the global environment.



Lecture about the environment



Participants gather for a group photo

Regional Activities

The Yamaha Group engages in activities to preserve the environment in regions where it has factories, marketing bases and other business offices, such as through clean-up activities and tree planting. We also help prevent global warming in these regions.

Local Clean-Up Activities

Every June is the Yamaha Group "Environment Month" in Japan, during which employees at manufacturing bases set out on a campaign to clean up the local area as a part of our efforts to preserve the environment and contribute to society. Every year, many employees and their families pick up trash and clean areas around Yamaha business offices and group companies. In fiscal 2014, 762 people participated at ten business locations.



Local Tree Planting Activities

The Yamaha Group plants trees in Japan and Indonesia, where several of its key business bases are located.

→ [About the "Yamaha Forest" project to plant trees in Indonesia](#)

→ [About the "Shizuoka Forests of the Future Supporter System" for restoring coastal forests](#)

Working in Partnership with Local Communities to Preserve the Environment

The Yamaha Group is involved in activities to preserve the environment at local business offices, including measures to prevent global warming.

(1) Cooperated with Global Warming Prevention Activities in Shizuoka Prefecture

Since fiscal 2007, Yamaha Corporation has been a member of the executive committee for the "Fujinokuni Eco Challenge" (before 2010, "STOP Global Warming Action Campaign") - a participatory campaign in Shizuoka Prefecture involving citizen groups, individuals, corporations, and student clubs. Yamaha awards prizes to the best global warming prevention initiative implemented by ordinary households and registers activities being undertaken at Yamaha Group companies with the Fujinokuni Eco Challenge in order to promote them further.

Five initiatives from throughout the Group were submitted for consideration in fiscal 2013, and the Yamaha Group's environmental initiatives won the Grand Prix in the CSR and Eco Offices Division. The award gave high acclaim to the Yamaha Group's 40 years of continued environmental initiatives, as well as Yamaha original initiatives such as the Smart Life in My Home Commitment and Cool and Warm Biz posters with built-in thermometers.



Awards ceremony

(2) Cooperating with Environmental Activities in Kakegawa City, Shizuoka Prefecture

Yamaha's Kakegawa Factory (presently, Yamaha Piano Manufacturing Japan Co., Ltd.) has been a co-sponsor of Kakegawa City's Environmental Fund since fiscal 2007, as a part of our activities to contribute locally and preserve the environment. The Kakegawa Factory emits about 20 tons of waste paper annually, and this waste paper is given to an environmental organization that sells it, and the proceeds are given to the Environmental Fund. The Environmental Fund was used to install solar power equipment at elementary and junior high schools in Kakegawa City. In February 2011, all 31 schools completed the installation, and in appreciation Yamaha Corporation and 14 other sponsor companies received a letter of thanks from the city.



In October 2012, we concluded a Kibo no Mori Partnership Agreement for forest preservation activities with Kakegawa City and started participating in related activities in support. Yamaha Resort Inc. - Tsumagoi™, which is inside the city, has also signed the agreement.



Making acorn seedlings at the Kakegawa Factory

Promoting Environmentally Conscious Events

The Yamaha Group strives diligently to promote environmental awareness in the events that its hosts or sponsors.

«Environmentally Friendly Golf Tournament» Yamaha Corporation

Each year, Yamaha Corporation and Yamaha Motor Co., Ltd. jointly host the Yamaha Ladies Open Katsuragi golf tournament, a professional tournament held in April. In planning the event, a number of measures are taken to ensure environmentally friendly tournament management. As a global warming countermeasure, we have introduced green energy certification for electricity used during the tournament, and spectators are asked in advance to use public transportation or car sharing to attend the event.

In addition, with the help of spectators we take active steps to reduce waste and promote the recycling of resources by collecting and separating garbage, using recyclable plastic bottles and disposable chopsticks made from wood produced through forest maintenance operations.



Green Power Certification introduced at the second tournament (2009)



Spectators who arrived using car sharing were eligible for a raffle to win goods



Separating recyclables and waste at an eco-station

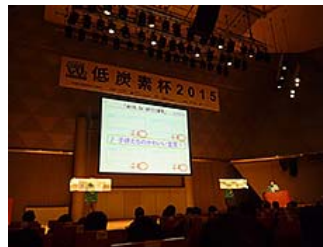
External Evaluation

Yamaha promotes environmental conservation in its businesses and encourages environmental conservation activities in the community, at work, and in the homes of employees. These activities have been noted, resulting in Yamaha winning the grand prize in the Fujinokuni Eco Challenge 2013—a campaign in Shizuoka Prefecture during March 2014—and the grand prize in the Rengo Eco Grand Prix 2013 of the Japanese Trade Union Confederation

in April. At the awards ceremony held in June, Yamaha made a presentation about its initiatives in environmental activities. In February 2015, Yamaha received a finalist designation in The 2015 Low-Carbon Cup, in which companies and organizations throughout Japan share their respective practices and knowledge on strategies to mitigate global warming. Yamaha made a presentation at Tokyo Big Sight in February 2015.



Award certificate of finalist designation in The 2015 Low-Carbon Cup



Presentation at The 2015 Low-Carbon Cup

→ [Promotion of Environmental Management](#)

Environmental Performance Data



Environmental Accounting

→ (Environmental Accounting)Yamaha Group



Environmental Data

→ Environmental Data Yamaha Group(Japan)
→ (Environmental Data)Yamaha Group (Overseas)



Environmental Data by Site

→ (Environmental Data by Site)
→ (Environmental Data by Site)Resort Facilities
→ (Environmental Data by Site)Overseas



ISO 14001-Certified Sites | →



History of Environmental Initiatives | →

(Environmental Accounting)Yamaha Group

Yamaha Corporation introduced environmental accounting in fiscal 1999 as a means of quantitatively evaluating the effectiveness of its environmental conservation activities. These environmental accounting practices were then implemented at Yamaha Group manufacturing companies and resort facilities in Japan, and since fiscal 2004 they have also been implemented at some overseas Group production sites.

Yamaha Group (Yamaha Corporation and Group Production Companies in Japan)

Environmental Expenses

The Yamaha Group's environmental equipment investment in fiscal 2013 decreased by ¥66 million to ¥84 million.

Principal investments were for air conditioner upgrades and other utility refinement.

Environmental Expenses			(million yen)	
		Details	Investment ^{*1}	Expenses ^{*2}
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	39.2	348.7
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	55.4	49.9
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	148.6	372.5
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	1.8	40.6
Management costs		Environmental education, ISO 14001, greening of premises, etc.	4.9	431.7
Research and development costs		Development of environmentally friendly products, prototypes, etc.	-	105.7
Social activity costs		Social contributions, etc.	0.0	12.9
Environmental damage costs		Groundwater purification, SOx levies, etc.	0.0	14.5
Total			249.9 (+108)	1376.4 (-6.5)

() Indicates comparison with the previous year

*1 Equipment investment refers to investment in factories and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose to the whole purpose of the purchase of such equipment (e.g., 0.1, 0.5, 1.0).

*2 Expenses refer to personnel and other costs expended for environmental conservation activities. Personnel expenses are calculated by multiplying the time spent on environmental conservation activities determined by the manager of each department by a common unit cost of personnel expenses set in each company. Costs are determined by multiplying the amounts paid externally by a certain figure calculated using a proportional distribution method as in the case of investment amounts (e.g., 0.1, 0.5, 1.0). Depreciation costs are not included.

Environmental Investment

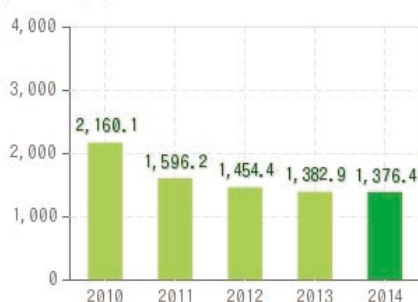
(million yen)



FY

Environmental Expenses

(million yen)



Environmental Effects

1. Environmental Conservation Effects

The Yamaha Group's CO₂ emissions fell by 1,000 tons compared with the previous fiscal year to 60,100 tons.

Water usage increased by 80,000 m³ year on year to 1,420,000 m³.

Also, final disposal at landfills was 3.2 tons, a reduction of 10.2 tons, and emissions of chemical substances increased by 3 tons.

Environmental Conservation Effects

Details	Unit	FY2013	FY2014	Reduction
CO ₂ emissions	10,000tons-CO ₂	11.1	11.3	-0.2
Water consumption	10,000m ³	245	261	-15.8

2. Economic Effects

Electricity and heating costs increased by roughly ¥98 million to ¥2.41 billion compared with the previous fiscal year. Water costs remained ¥18 million as unchanged from the previous year, and sewerage costs increased by ¥2 million to ¥32 million. Waste treatment costs decreased by approximately ¥4 million to ¥143 million.

Through the conversion of waste to valuable materials, the Group gained ¥277 million in income from the sale of valuable materials, resulting in a total economic effect of ¥181 million.

All figures presented are actual figures from the accounting register, and include no estimates.

Economic Effects

(million yen)

Details	FY2013	FY2014	Savings
Total savings	-191	-465	-275
Electricity and heating costs	3,272	3,719	-447
Water costs	126	136	-10
Sewerage costs	43	43	1
Waste disposal costs	170	179	-9
Income from sales of valuable wastes	292	329	36
Economic effects	102	-137	-239

A minus sign (-) indicates an increase.

Environmental Data Yamaha Group(Japan)

Yamaha Corporation and Group Manufacturing Companies,Resort Facilities in Japan

CO₂ Emissions (from energy consumption)



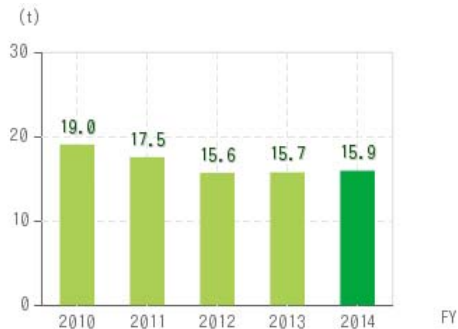
Breakdown of Energy Consumption



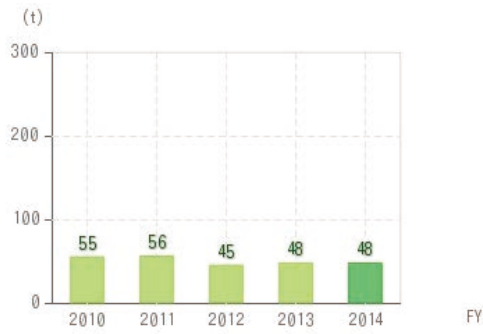
NO_x(Nitrogen Oxide)Emissions



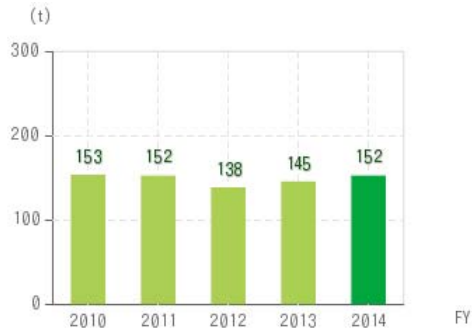
SO_x(Sulfur Oxide)Emissions



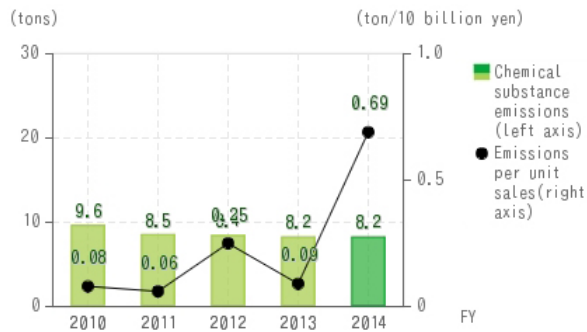
PRTR-designated Substances Released



VOCs(Volatile Organic Compounds)Atmospherio Emissions



Waste Generated / Landfill Rate

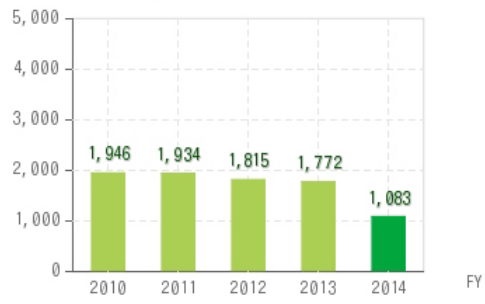


Water Consumption



Transport Volume(Total)

(10,000tons-kilometers)



Logistics-related CO₂ Emissions(Total)

(tons-CO₂)

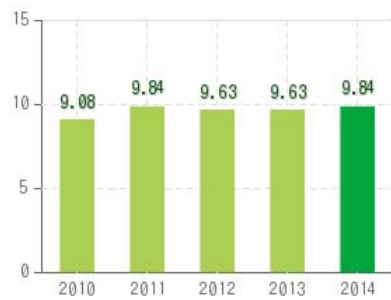


(Environmental Data)Yamaha Group (Overseas)

Group Manufacturing Companies Located Overseas

CO₂ Emissions(from energy consumption)

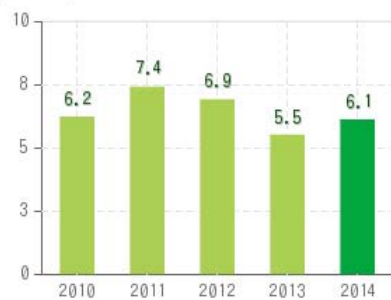
(1,000tons - CO₂)



FY

Amount of Waste Generated

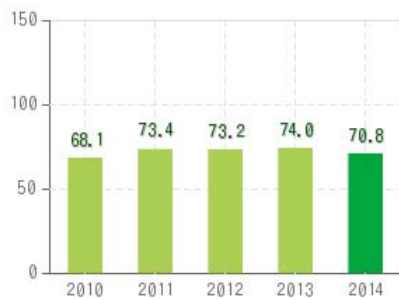
(1,000tons)



FY

Waste Consumption

(1,000m³)



FY

(Environmental Data by Site)

Headquarters Area

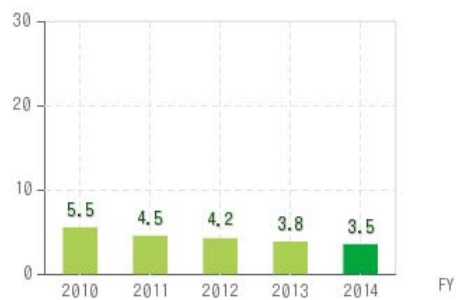
Including Yamaha Corporation headquarters, Yamaha Music Japan Co., Ltd., Yamaha Business Support Corporation, Yamaha Travel Service Co., Ltd., Yamaha Ai Works Co., Ltd., YAMAHA UNION and various other organizations.

Business lines Development, design and sales of pianos, audio visual equipment, ICT devices, electronic devices, wind, string and percussion instruments, PA equipment, and sound proof chambers; as well as administrative functions
Location Hamamatsu City, Shizuoka Prefecture
No. of Employees 3,174
Site area 225,600m²

<Summary of Environmental Data>

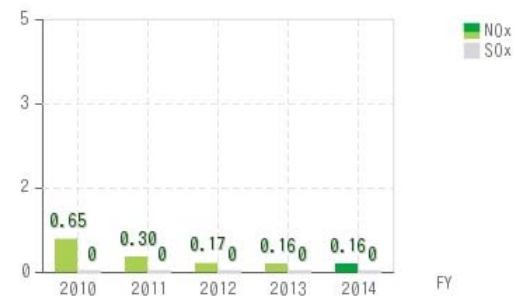
CO₂ Emissions (from energy consumption)

(1,000 tons - CO₂)



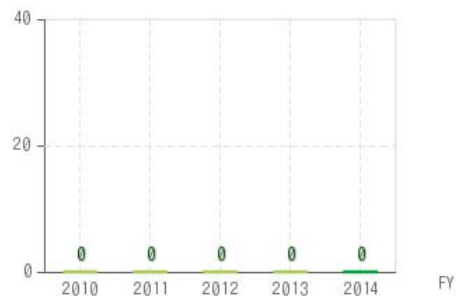
NO_x/SO_x Emissions

(tons)

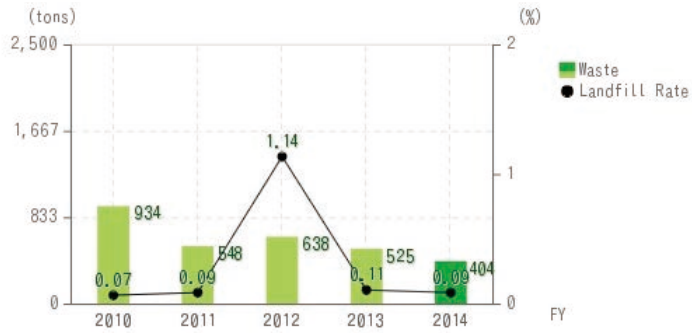


PRTR-designated Substances Released

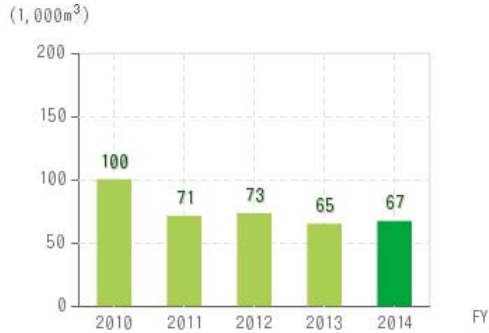
(tons)



Waste Generated / Land fill Rate



Water Consumption



Toyooka Factory

(2014/4 - Yamaha Corporation Toyooka Factory, Yamaha Musical Products Japan Co., Ltd. Main Factory, Yamaha Music Electronics Japan Co., Ltd. Main Factory)

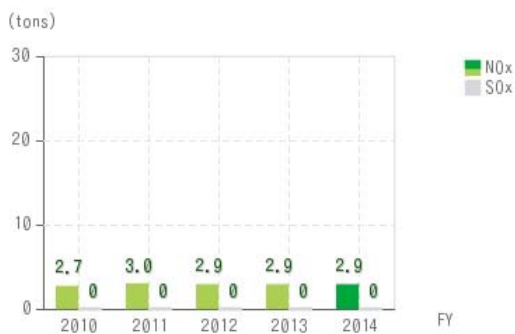
Business lines Manufacture of electronic instruments, wind, string and percussions instrument, PA equipment and electronic components
Location Iwata City, Shizuoka Prefecture
No. of Employees 1,442
Site area 184,197m²

<Summary of Environmental Data>

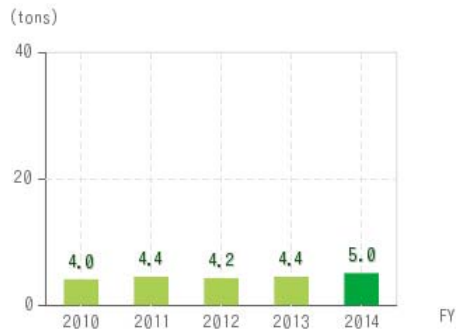
CO₂ Emissions (from energy consumption)



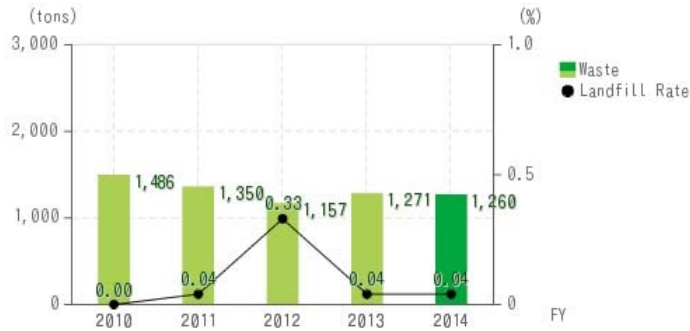
NO_x/SO_x Emissions



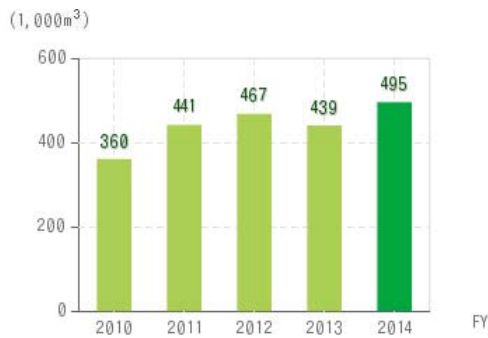
PRTR-designated Substances Released



Waste Generated / Land fill Rate



Water Consumption



Kakegawa, Iwata Factory

(2014/4 - Yamaha Corporation Kakegawa Factory, Yamaha Piano Manufacturing Japan Co., Ltd. Headquarters Factory, Yamaha Piano Manufacturing Japan Co., Ltd. Iwata Factory)

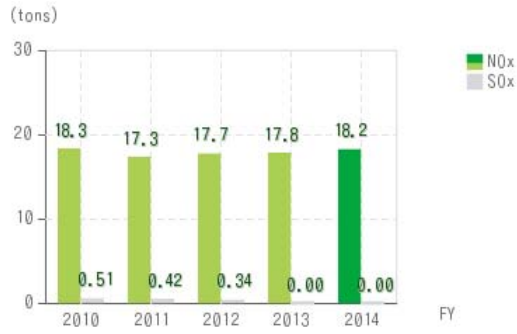
Business lines	Manufacture of pianos, hybrid pianos, electric pianos and piano parts; manufacture of piano frames; and manufacture of furniture and wood products
Location	Kakegawa Factory : Kakegawa City, Shizuoka Prefecture Iwata Factory : Iwata City, Shizuoka Prefecture
No. of Employees	727
Site area	Kakegawa Factory:222,410m ² , Iwata Factory:47,855m ²

<Summary of Environmental Data (Kakegawa Factory)>

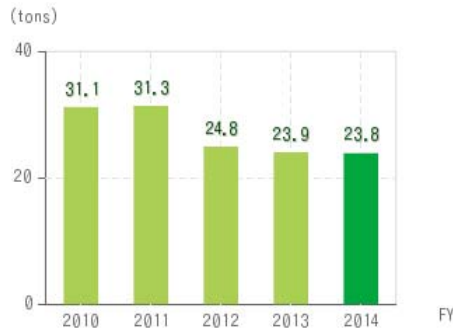
CO₂ Emissions (from energy consumption)



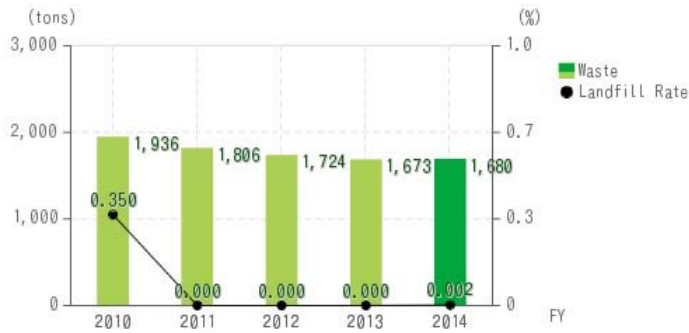
NOx/SOx Emissions



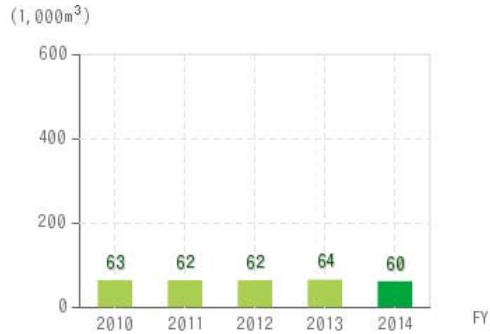
PRTR-designated Substances Released



Waste Generated / Land fill Rate



Water Consumption



<Summary of Environmental Data (Iwata Factory)>

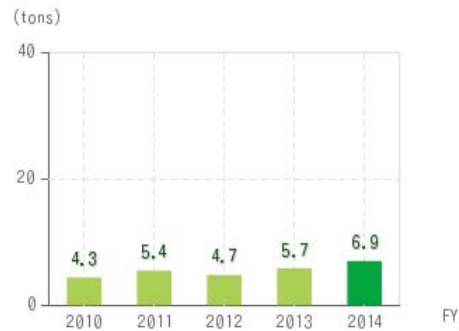
CO₂ Emissions (from energy consumption)



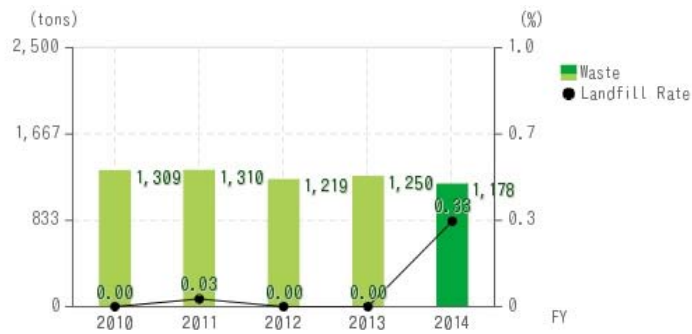
NOx/SOx Emissions



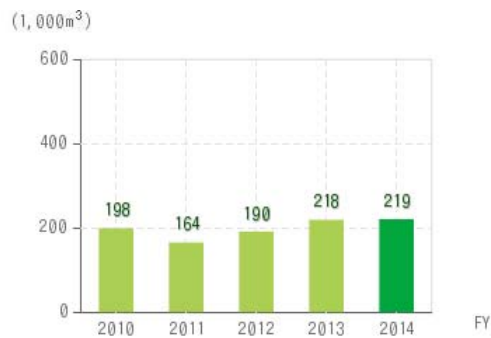
PRTR-designated Substances Released



Waste Generated / Land fill Rate



Water Consumption

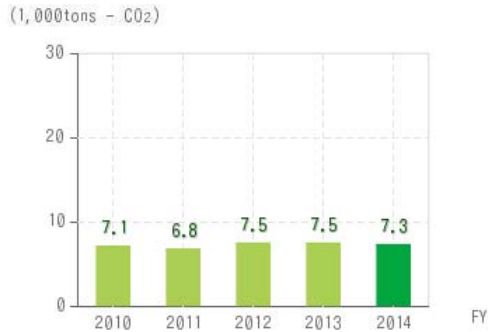


Tenryu Factory(Yamaha Corporation Tenryu Factory,Yamaha Fine Technologies Co., Ltd.)

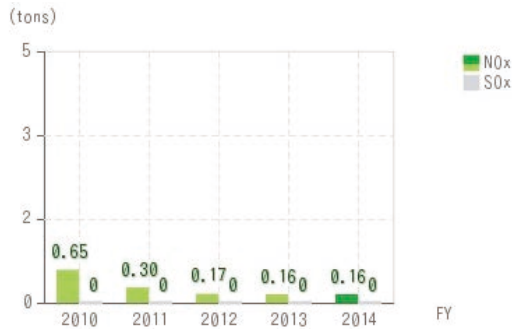
Business lines Manufacture of automobile interior components, development, manufacture and sale of factory automation (FA) equipment, development of golf products, and business activities based mainly on production technologies for the Yamaha Group as a whole
Location Hamamatsu City, Shizuoka Prefecture
No. of Employees 820
Site area 182,829m²

<Summary of Environmental Data>

CO₂ Emissions (from energy consumption)



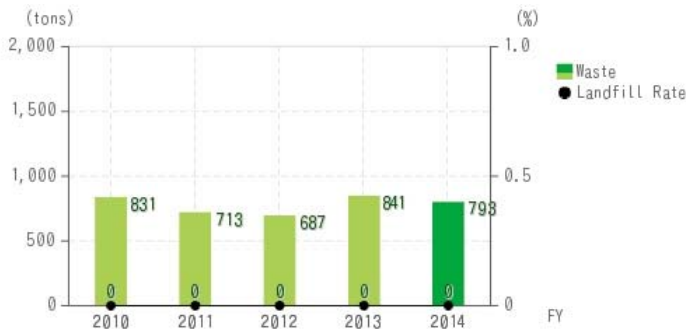
NO_x/SO_x Emissions



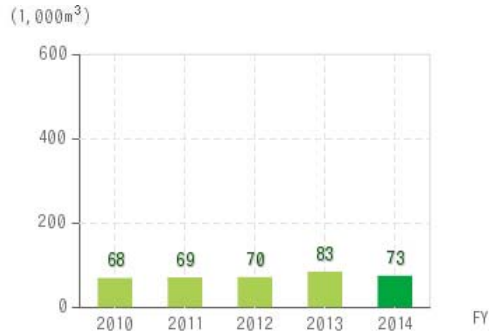
PRTR-designated Substances Released



Waste Generated / Land fill Rate



Water Consumption



Yamaha Kagoshima Semiconductor Inc.

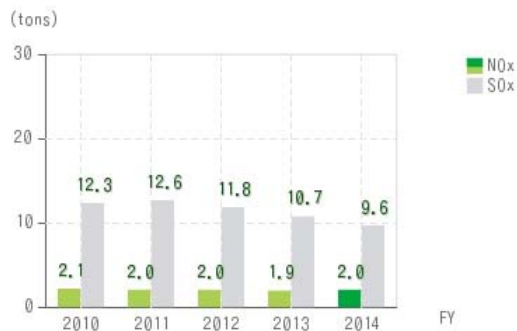
Business lines	Manufacturing of LSI's for specific semiconductor applications
Location	Aira-gun, Kagoshima Prefecture
No. of Employees	365
Site area	56,000m ²

<Summary of Environmental Data>

CO₂ Emissions (from energy consumption)



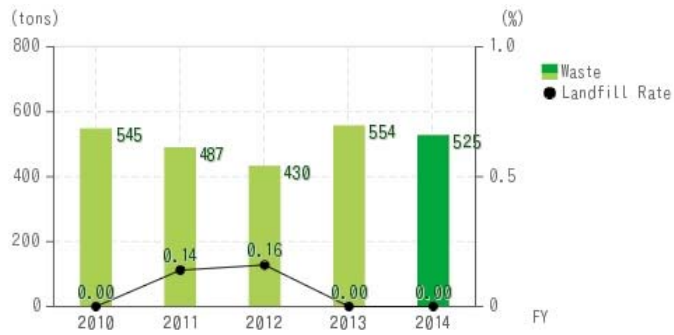
NO_x/SO_x Emissions



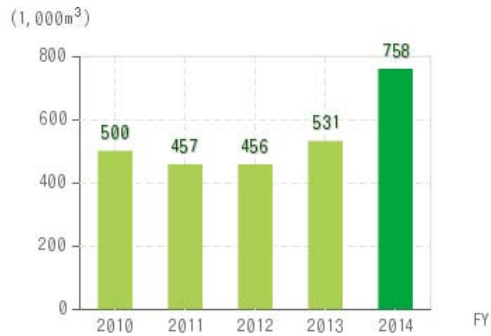
PRTR-designated Substances Released



Waste Generated / Land fill Rate



Water Consumption



Yamaha Music Electronics Japan Co., Ltd. Fukuroi Factory

Business lines	Manufacture of printed circuit board products, audio, visual, and instrument related devices, and ICT device products
Location	Fukuroi City, Shizuoka Prefecture
No. of Employees	95
Site area	8,900m ²

<Summary of Environmental Data>

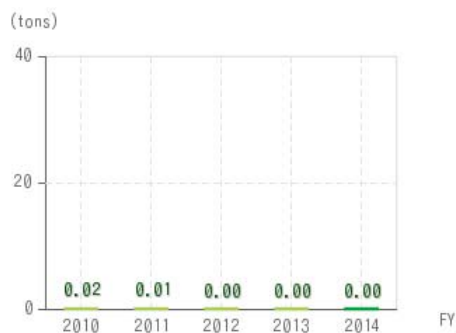
CO₂ Emissions (from energy consumption)



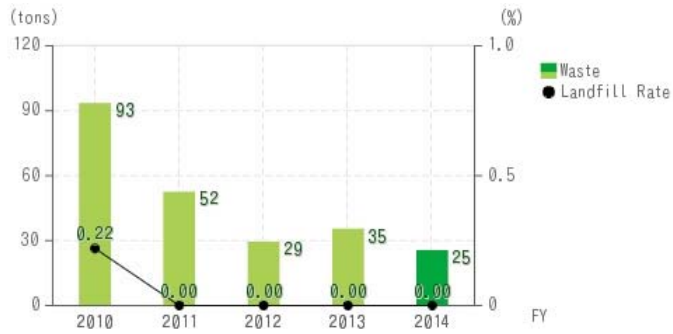
NO_x/SO_x Emissions

The company did not emit any NO_x or SO_x.

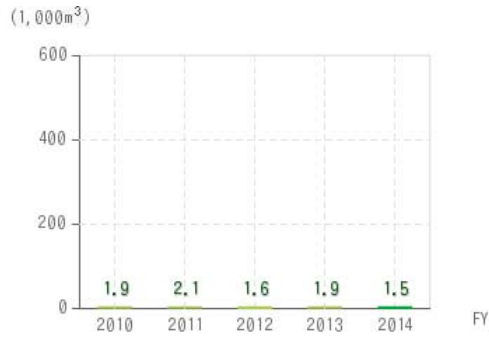
PRTR-designated Substances Released



Waste Generated / Land fill Rate



Water Consumption

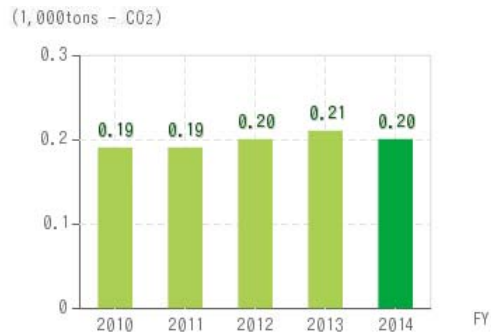


Yamaha Music Craft Corporation Main Factory

Business lines Processing, assembly, packing and shipping of wind instrument parts
Location Iwata City, Shizuoka Prefecture
No. of Employees 67
Site area 4,742m²

<Summary of Environmental Data>

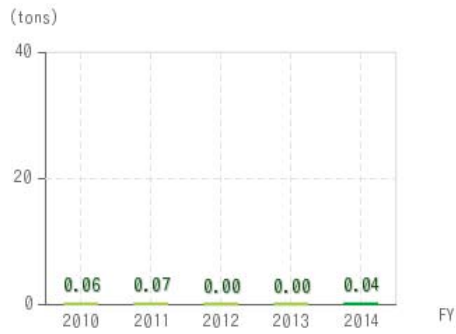
CO₂ Emissions (from energy consumption)



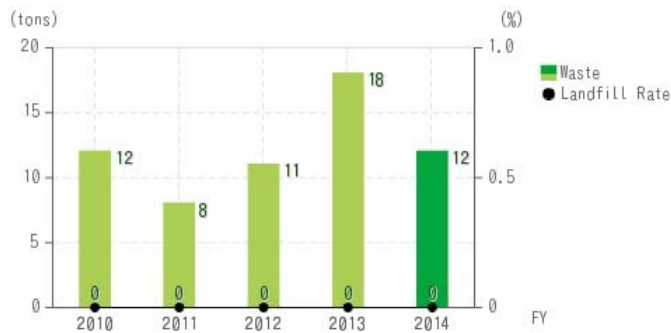
NOx/SOx Emissions

The company did not emit any NOx or SOx.

PRTR-designated Substances Released



Waste Generated / Land fill Rate



Water Consumption



Yamaha Musical Products Japan Co.,

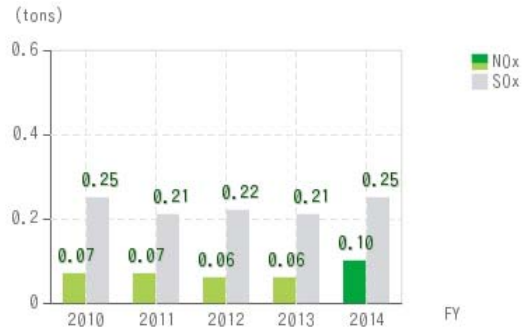
Business lines	Manufacture of string, and percussion instruments
Location	Hamamatsu City, Shizuoka Prefecture
No. of Employees	93
Site area	14,474m ²

<Summary of Environmental Data>

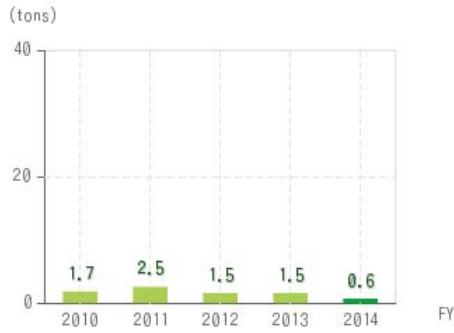
CO₂ Emissions (from energy consumption)



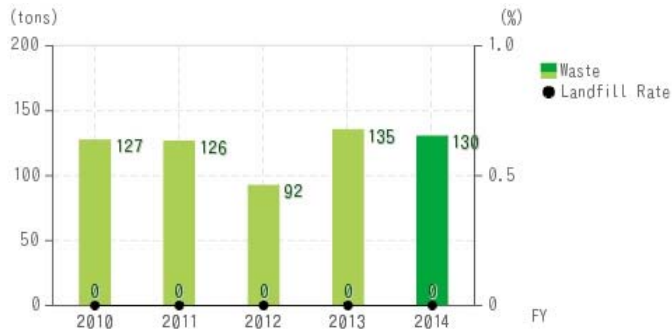
NOx/SOx Emissions



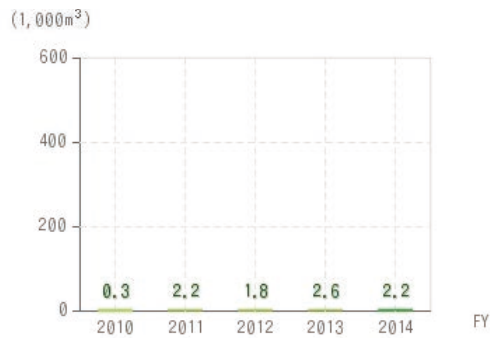
PRTR-designated Substances Released



Waste Generated / Land fill Rate



Water Consumption



* The Company started measurement of the amount of the groundwater used from FY2011.

Sakuraba Mokuzai Co., Ltd.

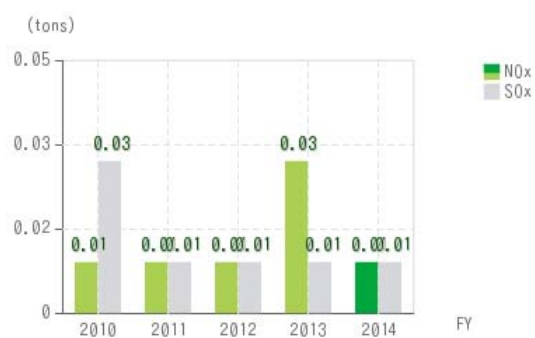
Business lines Lumber manufacturing for musical instruments, processing of wooden parts, and manufacturing of other woodwork.
Location Kitaakita City, Akita Prefecture
No. of Employees 63
Site area 52,854m²

<Summary of Environmental Data>

CO₂ Emissions (from energy consumption)



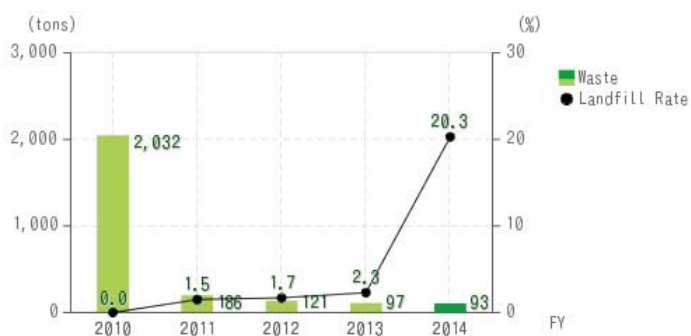
NO_x/SO_x Emissions



PRTR-designated Substances Released

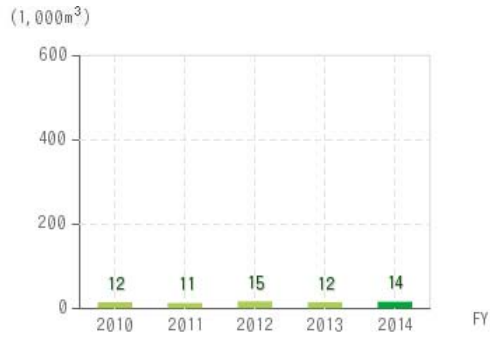


Waste Generated / Land fill Rate



* Recycle volume at the factory was included in value of waste generated.

Water Consumption

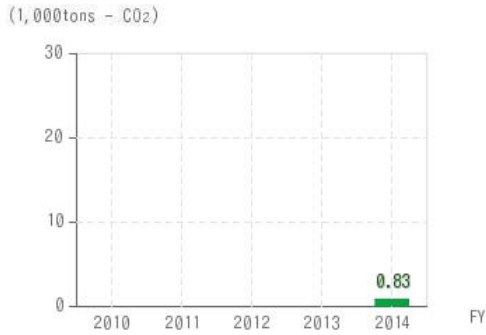


Kitami Mokuzai Co., Ltd.

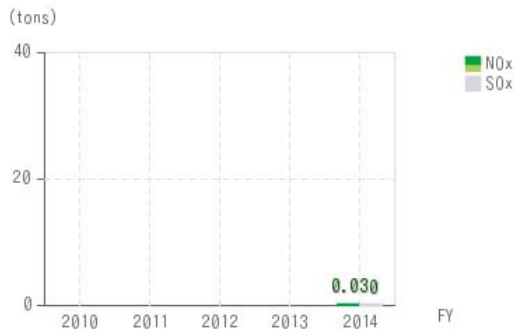
Business lines	Lumber manufacturing for musical instruments, processing of wooden parts, and manufacturing of other woodwork.
Location	Mombetsu-gun, Hokkaido, Japan
No. of Employees	130
Site area	97,000m ²

<Summary of Environmental Data>

CO₂ Emissions (from energy consumption)



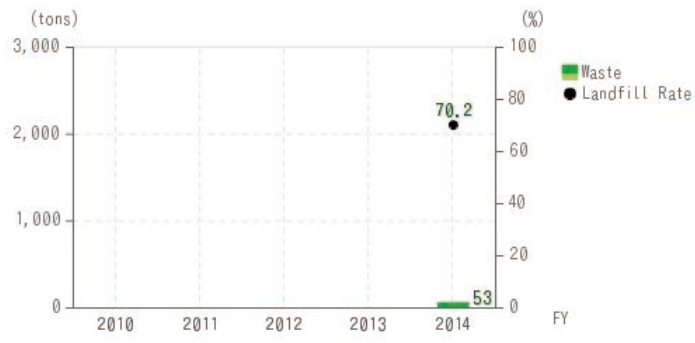
NO_x/SO_x Emissions



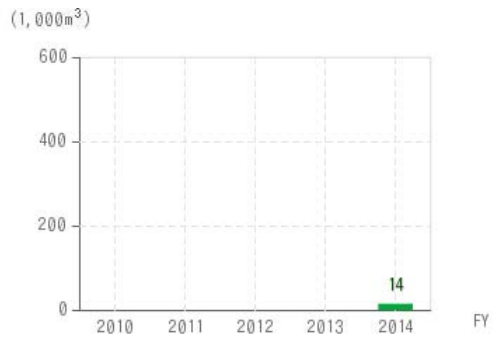
PRTR-designated Substances Released



Waste Generated / Land fill Rate



Water Consumption



(Environmental Data by Site)Resort Facilities

Yamaha Resort Inc. — Tsumagoi™ —

Business lines Operation of lodging facilities, restaurants, relaxation and related facilities
Location Kakegawa City, Shizuoka Prefecture
No. of Employees 234
Site area 1,290,000m²

CO₂ Emissions (from energy consumption)

(1,000tons - CO₂)



NO_x/SO_x Emissions

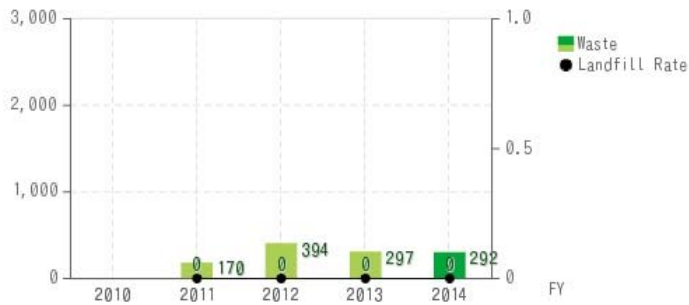
(tons)



Waste Generated / Landfill Rate

(tons)

(%)



Water Consumption

(1,000m³)

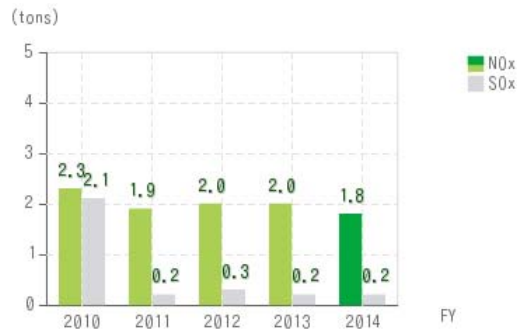


Business lines Operation of lodging facilities, restaurants, golf courses and related facilities
Location Fukuroi City, Shizuoka Prefecture
No. of Employees 199
Site area 1,380,000m²

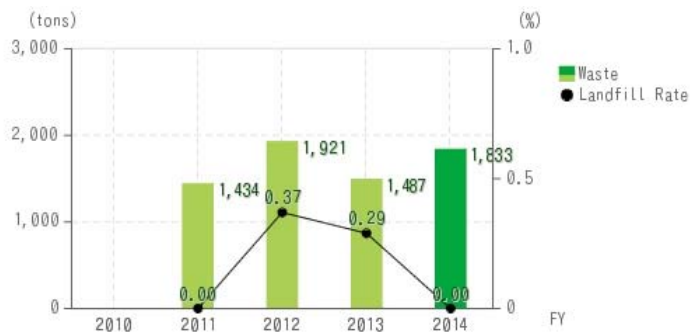
CO₂ Emissions (from energy consumption)



NO_x/SO_x Emissions



Waste Generated / Landfill Rate



Water Consumption



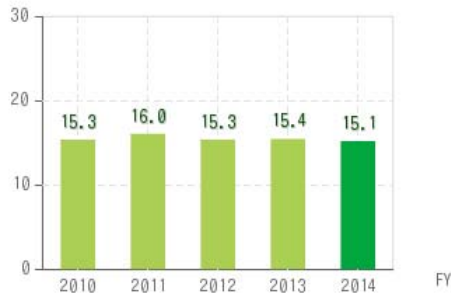
(Environmental Data by Site)Overseas

Tianjin Yamaha Electronic Musical Instruments, Inc.

Business lines Manufacture of electronic musical instruments
Location China
No. of Employees 1,016
Site area 30,729m²

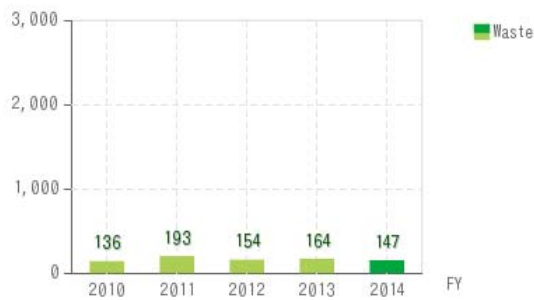
CO₂ Emissions (from energy consumption)

(1,000tons - CO₂)



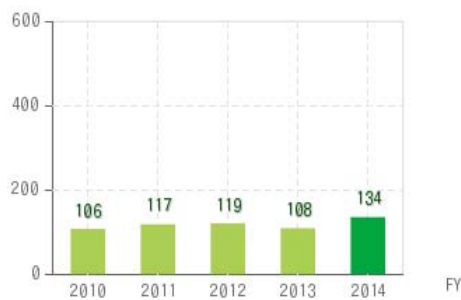
Waste Generated

(tons)



Water Consumption

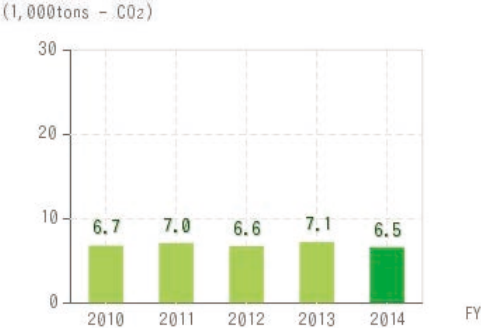
(1,000m³)



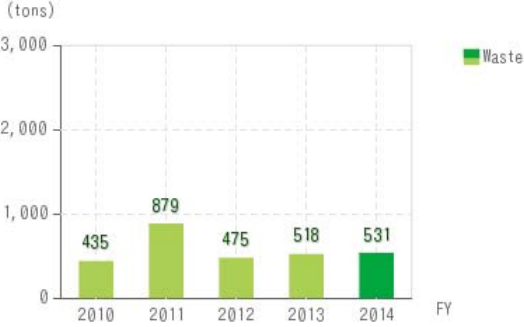
Xiaoshan Yamaha Musical Instruments Co., Ltd.

Business lines	Manufacture of wind instruments and percussion instruments
Location	China
No. of Employees	578
Site area	56,000m ²

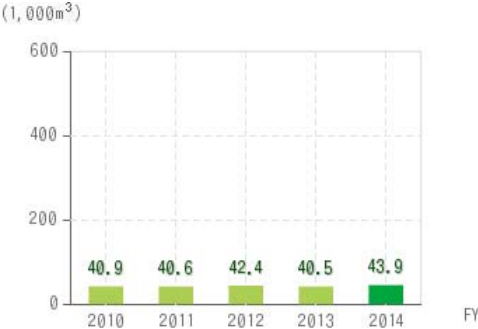
CO2 Emissions (from energy consumption)



Waste Generated



Water Consumption

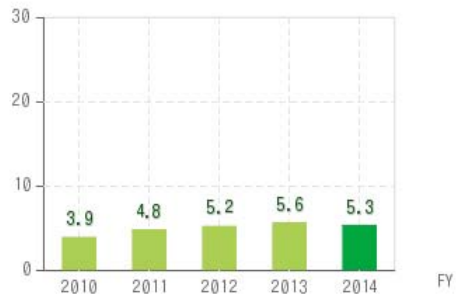


Yamaha Electronics (Suzhou) Co., Ltd.

Business lines Manufacture of AV, PA and sound network products, and manufacture and sales of AV service parts
Location China
No. of Employees 960
Site area 120,000m²

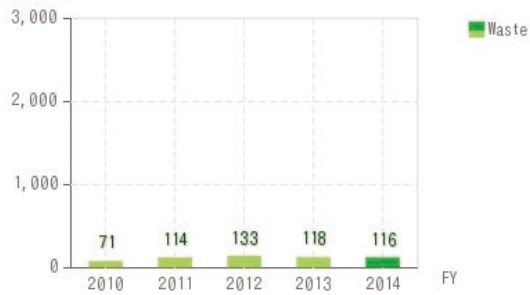
CO₂ Emissions (from energy consumption)

(1,000tons - CO₂)



Waste Generated

(tons)



Water Consumption

(1,000m³)

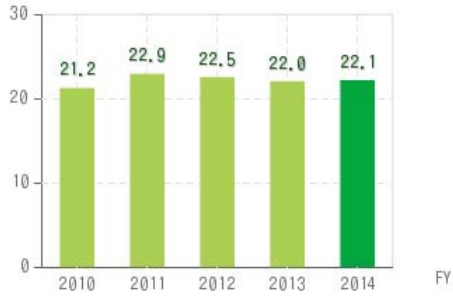


Hangzhou Yamaha Musical Instruments Co., Ltd.

Business lines Manufacture of pianos, piano parts, and guitars
Location China
No. of Employees 2,348
Site area 150,000m²

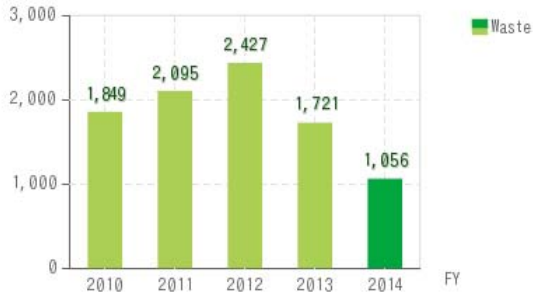
CO₂ Emissions (from energy consumption)

(1,000tons - CO₂)



Waste Generated

(tons)



Water Consumption

(1,000m³)



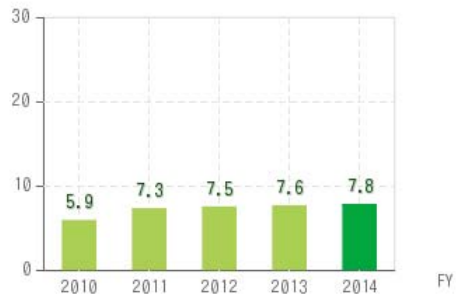
* Values in previous fiscal years were revised.

PT. Yamaha Musical Products Indonesia

Business lines Manufacture and assembly of wind instruments, pianicas™, recorders, etc
Location Indonesia
No. of Employees 1,467
Site area 58,500m²

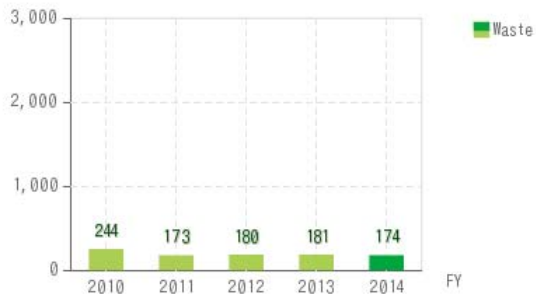
CO₂ Emissions (from energy consumption)

(1,000tons - CO₂)



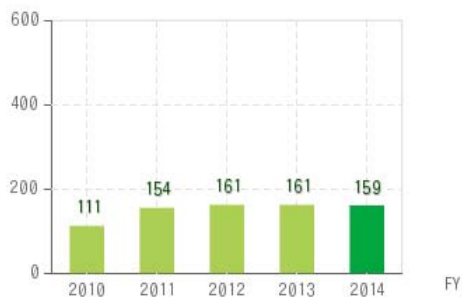
Waste Generated

(tons)



Water Consumption

(1,000m³)



PT. Yamaha Music Manufacturing Indonesia

Business lines Manufacture of guitars
Location Indonesia
No. of Employees 2,149
Site area 22,500m²

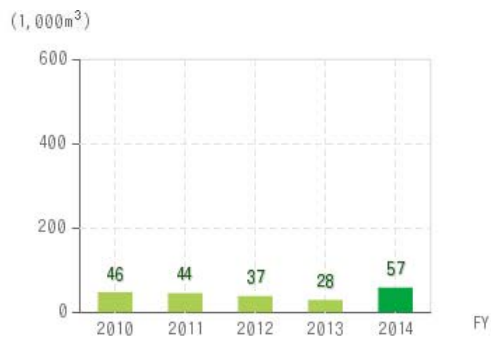
CO₂ Emissions (from energy consumption)



Waste Generated



Water Consumption

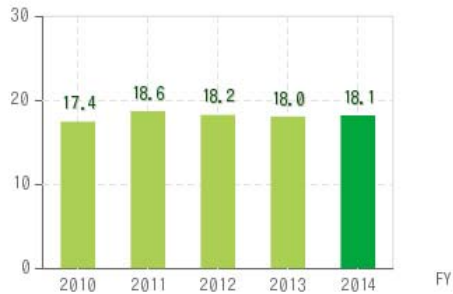


PT. Yamaha Music Manufacturing Asia

Business lines Manufacture of electronic musical instruments and PA equipment
Location Indonesia
No. of Employees 4,065
Site area 120,000m²

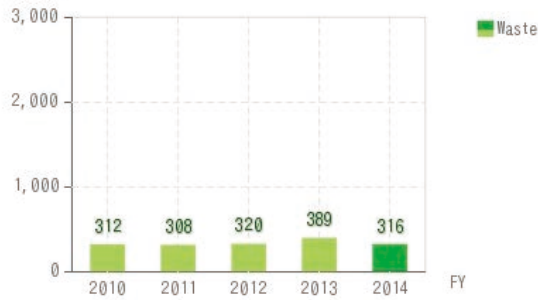
CO₂ Emissions (from energy consumption)

(1,000tons - CO₂)



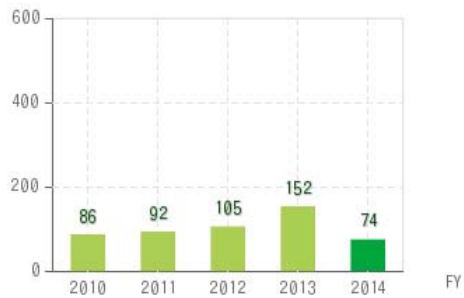
Waste Generated

(tons)



Water Consumption

(1,000m³)

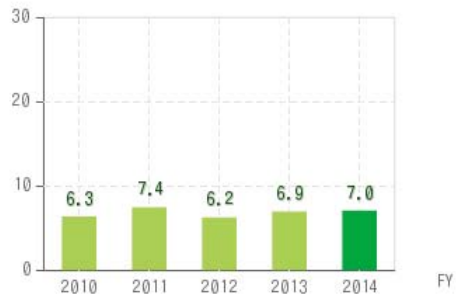


PT. Yamaha Indonesia

Business lines Manufacture of pianos
Location Indonesia
No. of Employees 1,147
Site area 19,542m²

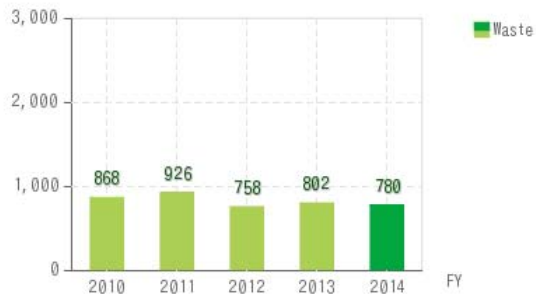
CO₂ Emissions (from energy consumption)

(1,000tons - CO₂)



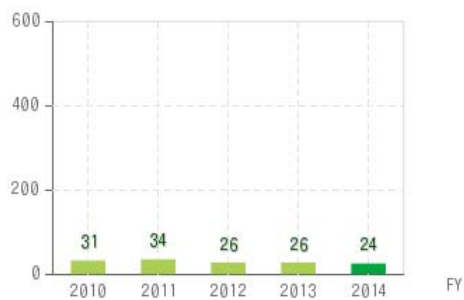
Waste Generated

(tons)



Water Consumption

(1,000m³)

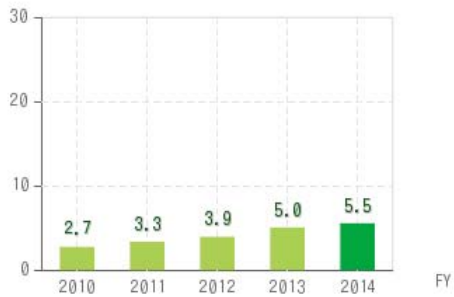


PT. Yamaha Electronics Manufacturing Indonesia

Business lines Manufacture of AV and PA products, manufacture and sale of AV service parts
Location Indonesia
No. of Employees 1,208
Site area 50,000m²

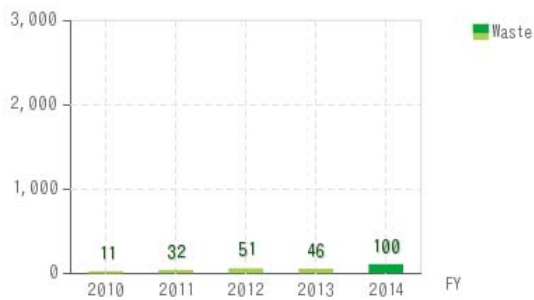
CO₂ Emissions (from energy consumption)

(1,000tons - CO₂)



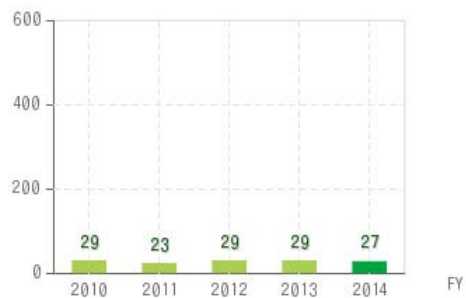
Waste Generated

(tons)



Water Consumption

(1,000m³)



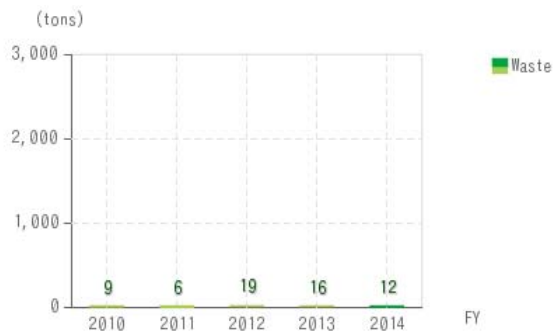
Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.

Business lines Manufacture of AV products, manufacture and sale of AV service parts
Location Malaysia
No. of Employees 1,260
Site area 106,610m²

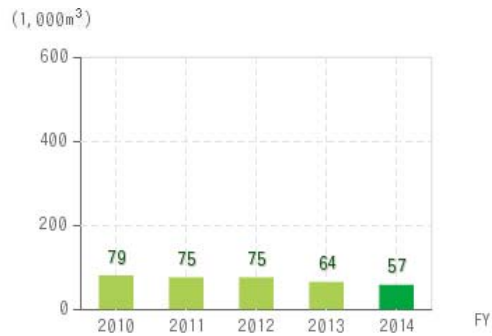
CO₂ Emissions (from energy consumption)



Waste Generated



Water Consumption



ISO 14001-Certified Sites

Yamaha Corporation Factories in Japan

Site	Acquisition Date	Integration Date
Kakegawa Factory (including Iwata Factory and Yamanashi Kogei Co.,Ltd.)	Nov. 1998	Nov. 2010
Toyooka Factory (including Yamaha Hi-Tech Design Corporation)	Jun. 2000	Nov. 2010
Headquarters area*1	Feb. 2001	Nov. 2010

*1 Headquarters area : Yamaha Corporation headquarters, Yamaha Music Japan Co., Ltd., Yamaha Credit Corporation, the Headquarters Sales office of Yamaha Travel Service Co., Ltd., Yamaha AI Works Co., Ltd., Yamaha Business Support Corporation, Yamaha Pension Fund, and Yamaha Union.

Group Manufacturing Companies in Japan

Company Name	Acquisition Date	Integration Date
Yamaha Kagoshima Semiconductor Inc.	Nov. 1997	Aug. 2011
Yamaha Fine Technologies Co., Ltd.*2	Jul. 2000	Nov. 2010
D.S. Corporation	Feb. 2001	Nov. 2010
Yamaha Piano Manufacturing Japan Co., Ltd.	Aug. 2014	Aug. 2014
Yamaha Musical Products Japan Co., Ltd.	Aug. 2014	Aug. 2014
Yamaha Music Electronics Japan Co., Ltd	Aug. 2014	Aug. 2014
Kitami Mokuzai Co., Ltd.	Aug. 2014	Aug. 2014

*2 Includes a part of Yamaha Corporation

Resort Facilities

Site	Acquisition Date	Integration Date
Yamaha Resort Inc. — Katsuragi™ —	Nov. 2001	Aug. 2011
Yamaha Resort Inc. — Tsumagoi™ —	Jan. 2003	Aug. 2011

Group Manufacturing Companies Located Overseas

Company Name	Acquisition Date
Yamaha Electronics Manufacturing (M) Sdn Bhd	Dec. 1998
Tianjin Yamaha Electronic Musical Instruments, Inc.	Dec. 1999
PT. Yamaha Musical Products Indonesia	Jan. 2001
PT. Yamaha Music Manufacturing Indonesia	Dec. 2001
PT. Yamaha Indonesia	May. 2002
PT. Yamaha Music Manufacturing Asia	Jul. 2002
PT. Yamaha Electronics Manufacturing Indonesia	Jan. 2003
Xiaoshan Yamaha Musical Instruments Co., Ltd.	Apr. 2003
Yamaha Electronics (Suzhou) Co., Ltd.	Mar. 2004
Hangzhou Yamaha Musical Instruments Co., Ltd.	May. 2012
Xiaoshan Yamaha Musical Instrument Co., Ltd.	Mar. 2013

History of Environmental Initiatives

History of Environmental Initiatives

FY 1974	Environment Management Division established
FY 1975	Company-wide rationalization of energy consumption begins
	Local clean-up activities start
FY 1981	Wood-waste fueled electric power generation at Tenryu Factory begins
FY 1983	Hamanako Lake Clean Brigade begins
FY 1990	Use of trichloroethylene and tetrachloroethylene eliminated
FY 1993	Use of specified CFCs and trichloroethane eliminated
	The Silent Piano™, an instrument designed specifically for the residential environment, released. This was the first of a series of Silent™ instruments to be developed and released
	“Yamaha’s Policy on the Environment” and “The Six Principles of Yamaha’s Corporate Environmental Activity” enacted
	Environmental Committee and five other related specialist groups established
FY 1995	Recycling and reuse of sand from casting waste starts
FY 1996	Intention to acquire ISO 14001 certification announced
FY 1997	Yamaha Kagoshima Semiconductor Inc. acquires ISO 14001 certification, the first organization in the Group to do so
FY 1998	Yamaha Corporation announces contamination of soil and groundwater by chlorinated organic solvents at the Headquarters factory, Toyooka Factory, and Yamaha Metanix Corporation, and begins cleanup operations
	Kakegawa Factory acquires ISO 14001 certification
	Yamaha Electronics Manufacturing Malaysia (YEM) becomes the first of the Group’s manufacturing companies located overseas to receive ISO 14001 certification
FY 1999	New business supporting the acquisition of ISO 14001 certification begins
FY 2000	First Environmental Report published
	Environmental accounting introduced
	Purification of soil in the factory at Yamaha Headquarters, Yamaha Toyooka Factory, and Yamaha Metanix Corporation completed. Purification of groundwater continues
	All factories of Yamaha Corporation achieve ISO 14001 certification
FY 2001	Wood-waste-fueled electric power generation at Tenryu Factory halted
FY 2002	Green Procurement Standards and Standards for Chemical Content in Products issued
	VOC filtering equipment installed at Tenryu Factory
	All the group manufacturing companies in Japan acquire ISO 14001 certification
FY 2003	Yamaha Kagoshima Semiconductor Inc. achieves Yamaha’s “Zero Emissions” standard with regard to waste output
	The first annual “Smart Life Guide” home environmental ledger issued
	Wastewater treatment system at Yamaha Kagoshima Semiconductor Inc. upgraded
	Gas emissions treatment equipment installed at Yamaha Kagoshima Semiconductor Inc.
	All Group resort facilities acquire ISO 14001 certification
	Toyooka Factory is the first Yamaha Corporation factory to achieve Zero Emissions
FY 2004	Exhaust/effluent filtering devices at Yamaha Kagoshima Semiconductor Inc. upgraded
	Second set of VOC filtering equipment installed at Tenryu Factory
	Fuel for boiler at factory at Yamaha headquarters switched from heavy oil to natural gas
	Photovoltaic power generating system installed in the factory at Yamaha Headquarters
	Use of HCFC eliminated from all manufacturing processes in the Yamaha Group

FY 2005	All Yamaha Corporation factories achieve Zero Emissions
	The Tokyo office becomes the first Yamaha Group sales office to acquire ISO 14001 certification
	Yamaha Corporation and Yamaha Motor Co., Ltd. begin collaboration on the "Yamaha Forest" project in Indonesia
	Exhaust/effluent filtering devices at Yamaha Kagoshima Semiconductor Inc. installed
	Yamaha Livingtec Corporation installs a cogeneration system
FY 2006	Logistics Energy Conservation Working Group established
	Wastewater treatment system at Saitama Factory upgraded
	All major sales offices complete ISO 14001 certification
	The entire Yamaha Group completes compliance with the RoHS directive
	Transition to lead-free production of wind instruments completed
	Cogeneration system installed at the Tenryu Factory
	Gas emissions treatment equipment installed at Yamaha Kagoshima Semiconductor Inc.
	VOC Emission Reduction Working Group established
	Completion of ISO 14001 certification for support businesses
FY 2007	Yamaha Timber Procurement and Usage Guidelines enacted
	Green Power Certification introduced at Yamaha Resort TsumagoiTM
	Yamaha joins the STOP Global Warming Campaign in Shizuoka
	Provision of support for Enshunada's coastal forests began with the establishment of a support system for participating in a scheme run by Shizuoka Prefecture in aid of its forest
	Yamaha joins Musicwood Campaign (Greenpeace)
	All factories of the Yamaha Group in Japan achieve Zero Emissions of waste
	Fuel for boiler at Toyooka Factory switched from heavy oil to natural gas
	"Project Phone" teleconferencing system developed
	On-site disposal system for used Electone™ keyboards begins operation
	Acoustic guitar developed using the A.R.E. (Acoustic Resonance Enhancement) low-environmental impact wood reforming technology
	FY 2008
Yamaha Livingtec Corporation begins developing and selling wood chips made from waste wood	
The SN Business Division marks Yamaha Corporation's first exhibition at EcoProducts 2008	
Yamaha exhibits at "Shizuoka Environment and Forests Fair" for the first time	
Natural gas cogeneration system installed at the Kakegawa Factory	
Gas emissions treatment equipment installed at Yamaha Kagoshima Semiconductor Inc.	
Purification of groundwater contamination by chlorinated organic solvents at the Toyooka Factory completed	
Kakegawa Factory receives an honorable mention in the fiscal 2008 PRTR Awards competition	
FY 2009	The Yamaha Ladies Open Katsuragi golf tournament introduces Green Power certification
	Yamaha concludes the fifth and final year of the "Yamaha Forest" project in Indonesia
	Yamaha Group CSR Policy formulated
	Yamaha Environmental Policy formulation (Yamaha's Policy on the Environment revised to make it suitable for ISO 14001 certification)
FY 2010	Introduction of a system to manage chemical substances in products (to comply with the E.U. REACH Directive and other regulations)
	Certified green power supplied under the Project for Local Production and Local Consumption of Energy promoted by Kakegawa City used for the ap bank fes '10 event held at Yamaha Resort TsumagoiTM
	In line with the relocation and new establishment of the Factory, Xiaoshan Yamaha Musical Instrument Co., Ltd. installed state-of-the-art wastewater treatment facility
	Yamaha Group companies in Japan acquire integrated (step 1) ISO 14001 certification
	Stage 2 Yamaha Forest tree-planting activities commenced in Indonesia (five-year plan)
	Kakegawa Factory receives letter of appreciation from the City of Kakegawa acknowledging the Factory's support for the Kakegawa City Environment Fund

FY 2011	Adopted returnable packing racks when transporting piano frames from Japan to Hangzhou Yamaha Musical Instruments Co., Ltd
	Participated in the Global Compact
	Our smart life pledge commenced (shift from the household accounting smart life guide)
	Implemented saving electricity within the country, an issue that has been in the spotlight since the Great East Japan Earthquake
	Certified green power supplied under the Project for Local Production and Local Consumption of Energy promoted by Kakegawa City used for the ap bank fes '11 event held at Yamaha Resort Tsumagoi™
	Disclosed soil contamination due to chlorine-based organic solvents and heavy metal at Shinzu Factory
	Yamaha Group companies in Japan acquire integrated ISO 14001 certification (domestic integration completed)
	Hangzhou Yamaha Musical Instruments Co., Ltd. passed a Cleaner Production Audit conducted by its host city of Hangzhou.
FY 2012	Hangzhou Yamaha Musical Instruments Co., Ltd. attained ISO 14001 certification
	Completed cleanup activities such as replacement of confirmed soil contamination at Shinzu Factory
	RSG Series piano silencer units acquired Eco Mark certification
	Upgraded wastewater treatment facilities at Kakegawa Factory
	Yamaha Electronics (Suzhou) Co., Ltd. (China) passed a Cleaner Production Audit conducted by Suzhou New District.
	Held 6th regeneration activity in support of Enshunada's coastal forests participating in a scheme run by Shizuoka Prefecture in aid of its forest (commenced phase 2 activities)
	Kakegawa Factory and Yamaha Resort Tsumagoi™ concluded Partnership for promoting forestation with Kakegawa City and commenced activities
	Disclosed results of the soil survey at former Saitama Factory site
	Upgraded waste water treatment facilities at Tianjin Yamaha Electronic Musical Instruments, Inc. (China)
	Xiaoshan Yamaha Musical Instrument Co., Ltd. (China) passed a Cleaner Production Audit conducted by Xiaoshan district, Hangzhou.
FY 2013	The Yamaha Group Environmental Management System (YEMS) began being implemented at all Group locations in Japan.
	Yamaha Corporation (headquarters and Tenryu Factory) was awarded S Rank, the top ranking, in the Hamamatsu City New Energy/Energy Conservation Top Runner Certification Program. (Eco-Friendly Business Category)
	Yamaha Corporation's environmental contribution activities took the Grand Prix in the Shizuoka Prefecture's Fujinokuni Eco Challenge ACTION.
FY 2014	Yamaha Corporation's environmental contribution activities were awarded the Rengo Eco Grand Prize.
FY 2015	Renewed the wastewater treatment facility at Yamaha Musical Products Indonesia Co., Ltd. Completed purification measures including replacement of contaminated soil on the premises of the Saitama Factory. Yamaha Group environmental contribution activities received the Finalist certificate in the 2015 Low-Carbon Cup.

Fair Business Practices



Prevention of Corruption | ➔



Responsible Participation in Politics | ➔



Fair Trade Practices | ➔



CSR Procurement Activities
| ➔



**Respect for Property Rights
(Protecting Intellectual Property)** | ➔

Prevention of Corruption

Anti-corruption Policy

The Yamaha Group stipulates in its Compliance Code of Conduct that it rejects improper relationships with customers, governments, local governments and public institutions and that it will engage only in fair dealings.

Compliance Code of Conduct (excerpts)

5-4 Elimination of improper relationships (gift giving, business entertainment, etc.)

“Yamaha” prohibits any “employee” from abusing his/her position by accepting entertainment, money and goods, or any other tangible/intangible benefits from business partners, etc., or accepting personal compensation or commissions in relation to the business.

7-1 Transactions with governments, local governments and public institutions

Yamaha conducts transactions with governments, local governments and other public institutions fairly and in accordance with public bidding rules and other prescribed rules and procedures. Furthermore, Yamaha strictly refrains from such behavior that could be deemed as bribery of government officials or quasi-government officials.

7-2 Prohibition against gift giving to and entertainment of government officials, etc.

In principle, “Yamaha” does not offer gifts, entertainment or other items of value to officers or employees of governments and/or public institutions. Yamaha acts in compliance with the rules and regulations of the governments and/or public institutions, including, but not limited to the National Public Service Ethic Act etc.

8-5 Prohibition against gift giving to foreign government officials

Yamaha, in principle, prohibits providing illicit benefits including corporate entertainment of and gift giving to foreign governmental officials. Such prohibition is not limited to cases where local laws of the relevant countries prohibit such entertainment and/or giving to their government officials, but rather it is the general rule of Yamaha.

Efforts to Be Thorough in Preventing Corruption

Yamaha has established and implements rules on entertainment and gift-giving for each department, based on the Yamaha Compliance Code of Conduct.

In addition, Yamaha’s legal department conducts awareness-raising activities concerning international conventions and regulations to prevent corruption, such as the prohibition of bribery of foreign public servants. At all Group companies overseas, we make an effort to understand risks related to corruption, such as gift-giving by our clients, not only by the Group.

We plan to establish guidelines for each Group company on the issue of entertainment and gifts.

Responsible Participation in Politics

Relationships with Governments, Local Governments and Public Institutions

The Compliance Code of Conduct provides for fair transactions with public institutions (7-1), prohibition against gift giving to and entertainment of government officials, etc. (7-2), legal political contributions (7-3) and appropriate cooperation with investigations by public institutions (7-4).

Political Contributions

The Yamaha Group takes a neutral stance toward political parties and politicians, and it complies with the Public Office Election Law, the Political Funds Control Law and other laws and ordinances related to politics. It prohibits contributions to an individual politician since it is prohibited by law, and to a political organization or party in excess of the permissible amount under the law (Compliance Code of Conduct 7-3). Under the Group company management rules, for political contributions of 500,000 yen or less approval of executive managing officers is mandated, along with a consultation with the Human Resources and General Affairs Departments, the Corporate Planning Office and the auditors, and the Group Management Charter establishes that Group companies must consult in advance with the Yamaha Corporation department in charge of political contributions.

Furthermore, the auditors carry out an audit of political contributions every April and audit whether these rules are being appropriately obeyed throughout the Group. Moving forward, we will continue operations based on mechanisms such as these.

Fair Trade Practices

Adhering Strictly to Open and Fair Transactions

The Yamaha Group considers business partners to be partners in its effort to live up to the Group's business philosophy. Accordingly, the Group strives to build relationships of growing mutual trust based on open and fair trade. On this basis, the Group has worked diligently to incorporate this concept into its [Compliance Code of Conduct](#) while gaining the understanding of clients, and to implement education and training programs for its employees while gaining the understanding of business partners. These endeavors are aimed at avoiding any abuse of a dominant bargaining position and to ensure that transactions remain open and fair adhering strictly to statutory requirements as well as internal regulations and standards.

Fair Competition

Yamaha's Compliance Code of Conduct clearly lays out regulations relating to corporate behavior and market competition and regulations relating to fair relations with business partners.

Regarding corporate behavior, it provides for compliance with antitrust law, fair advertising activities including compliance with the Act Against Unjustifiable Premiums and Misleading Representations, respect for intellectual property rights and rejection of unfair competition.

Regarding fair dealings with business partners, it provides for building relationships based on partnership, reasonable selection of suppliers, fair dealing, rejection of questionable relationships and compliance with the Act against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors.

Regarding the Act against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors, Yamaha makes its dealings with subcontractors easy to understand in its accounting system, ensures appropriate dealings and gives reminders in Procurement Department manager meetings.

In fiscal 2014, Yamaha conducted in-house training related to consumer laws, including the Act Against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors, antitrust law and the Act Against Unjustifiable Premiums and Misleading Representations. And we take up these themes as part of our in-house training every year and explain them.

Yamaha Compliance Code of Conduct (excerpt)

5. Relationship with business partners

5-1 Relationships based on partnership

Yamaha considers its business partners as true partners who work with Yamaha to carry out Yamaha's business activities and contribute to the realization of Yamaha's corporate objectives, and therefore deals with them based on mutual trust.

5-2 Selection of suppliers

Yamaha selects its suppliers from the pool of suppliers who satisfy its objective procurement standards based on its fair and reasonable decisions.

5-3 Fair trade

Yamaha will not engage in unfair dealings with its suppliers and customers.

5-4 Elimination of improper relationships (gift giving, business entertainment, etc.)

"Yamaha" prohibits any "employee" from abusing his/her position by accepting entertainment, money and goods, or any other tangible/intangible benefits from business partners, etc., or accepting personal compensation or commissions in relation to the business.

5-5 Transactions with subcontractors

With respect to subcontracting, Yamaha will observe its obligation as a primary subcontracting entrepreneur as defined in the Act against Delay in Payment of Subcontract Proceeds, Etc, to Subcontractors, and shall not engage in prohibited unfair conduct by abusing its dominant bargaining position.

In fiscal 2014, Yamaha focused on legal compliance, such as promoting transactions at base prices in response to establishment of the Act on Special Measures Concerning Prevention and Correction of Actions That Interfere with Shifting of the Consumption Tax with the Aim of Ensuring Smooth and Appropriate Passing-on of the Consumption Tax.

Yamaha Corporation has obtained approvals required by the Construction Industry Act for some businesses, such as the installation of pipe organs. In March 2015, Yamaha received administrative advice regarding deficiencies in documentation for transactions with a subcontractor, documentation specified in the Construction Industry Act. We are currently working on correcting these deficiencies.

6. Relationship with competitors

6-1 Compliance with antitrust law

Yamaha will not engage in unreasonable restrictions of competition and/or unfair practices prohibited by applicable antitrust law.

6-2 Prohibition against inappropriate comparative advertising

Yamaha will not knowingly injure the reputation of the products and/or services of other companies nor use false or deceptive forms of comparison in its advertisements.

6-3 Respect for intellectual property rights

Yamaha will respect intellectual property rights owned by others and will follow legitimate means and procedures for the acquisition when it seeks to use such intellectual property.

6-4 Legitimate and appropriate acquisition of information

Yamaha takes legitimate and appropriate measures when it obtains undisclosed information of its competitors (e.g., corporate information, marketing information, patent information, etc.) and uses such information appropriately.

CSR Procurement Activities

Yamaha stipulates in its Group Purchasing Management Policies that CSR procurement be promoted and endeavors be made to make responsible procurement. We explain our policies for procurement of materials and parts to our suppliers* and seek to have them comply with concepts related to respect for human rights, labor, health and safety, the environment, and fair trade. When required, we ask suppliers to improve their procurement practices.

To further promote our endeavors, in March 2015, we established the Yamaha Supplier CSR Code of Conduct. In fiscal 2015, we are asking suppliers to comply with this code of conduct and regularly assess whether they are or not.

*1 If the client in question is a trading company, improvement measures are requested from component or material manufacturers in Japan and overseas.

Requests to Suppliers regarding CSR

Requests to Suppliers regarding CSR

Category	Requests
Human rights and labor	Prohibition of forced labor Prohibition of child labor Decent work hours Decent wages and benefits Prohibition of inhumane treatment Prohibition of discrimination Ensuring freedom of association Combating use of conflict minerals
Health and safety	Ensuring safety in the workplace Prevention of accidents and responses to emergencies Prevention of occupational accidents and illnesses Consideration of physical loads and illnesses at work Safety measures for machines and equipment Ensuring safety and health in facilities
Environmental preservation	Observation of environmental certification Resource and energy conservation Management of wastewater Management of emissions Appropriate treatment of waste Management of chemical substances Management of substances contained in products Preservation of biodiversity
Ethics	Prohibition of corrupt practices and bribery Prohibition of anticompetitive acts Information disclosure Appropriate provision of product information Prevention and early detection of improper behavior Respect of intellectual property Protection of personal information

- * In addition to the above, suppliers of lumber are requested to procure sustainable wood resources.
- [Yamaha Supplier CSR Code of Conduct](#)

Education for Employees in Charge of Procurement Managers

The Yamaha Group is working to boost awareness of CSR among internal managers in the Procurement Division through training and seminars. In training for employees newly in charge of procurement, we are conducting training with such themes as CSR procurement and green procurement as well as compliance with laws governing subcontractors and the dispatch of workers, and information protection and personal information security in procurement activities.

In February 2015, an in-house CSR seminar on CSR procurement was held and approximately 100 people, including directors of procurement divisions of the Yamaha Group, participated. We invited Mr. Hidemi Tomita, who has been involved in developing ISO 26000 international guidelines on social responsibility, to hold an internal seminar on CSR procurement. Mr. Tomita explained the need for supplier chain CSR in the context of recent changes to the CSR environment and provided examples from other companies. The seminar allowed us to deepen our understanding of CSR procurement, an area that Yamaha needs to further strengthen.

See [here](#) for Yamaha's report on Green Procurement Activities.

Sharing Information with Business Partners

The Yamaha Group implements activities to share various types of information aimed at maintaining healthy and sound relationships with business partners. The Group is also working to strengthen partnerships by explaining Yamaha's management policy as well as environmental, procurement and CSR policies to suppliers.

•Information Sharing with Suppliers and Component and Material Processing Subcontractors

Yamaha conducts debriefing sessions concerning production and sales trends as well as seminars related to management and occupational health and safety, and it also publishes a mini informational magazine and conducts workshops, for its partners in

manufacturing, namely suppliers and companies contracted for component and material processing. Through health and safety inspections and patrols as well as environmental safety competitions, Yamaha helps prevent industrial accidents and environmental pollution at these contracted companies.

Events held in fiscal 2014

Annual general meeting (briefing session) –

Briefing session on trends in production and sales - twice a year

Safety and health inspection patrol - 39 factories visited

Environmental safety contest - two companies recognized for having a year of no accidents

Making Public the Yamaha Material and Component Procurement Policies

In order to ensure a better understanding of its stance toward the procurement of materials and components, the Yamaha Group makes public the Yamaha Group Procurement Policy, the Green Procurement Standards and the Yamaha Timber Procurement and Usage Guidelines. Every effort is also made to obtain the cooperation of suppliers.

→ [Yamaha Group Procurement Policy](#)

→ [Yamaha Lumber Procurement and Use Guideline](#)

→ [Green Procurement Standards](#)

Combating conflict minerals

Mineral resources such as tin, tantalum, tungsten, gold and others mined in the Republic of the Congo and neighboring countries are called "conflict minerals" as they may be the source of funds for armed groups violating human rights through inhumane acts including violence and plunder. Aiming to procure minerals that play no part in the violation of human rights or environmental destruction, Yamaha promotes efforts to stop the use of conflict minerals. To satisfy clients who demand that we investigate the sources of raw materials, Yamaha promotes initiatives for Yamaha's suppliers of raw materials to combat conflict minerals based on the Yamaha Supplier CSR Code of Conduct.

Respect for Property Rights (Protecting Intellectual Property)

Fundamental Thinking and Structure Relating to the Protecting Intellectual Property

Since its founding, Yamaha has been working to acquire such intellectual property rights as patents while engaging in intellectual property activities to respect the intellectual property rights of third parties. Yamaha stipulated respect for third parties' intellectual property rights in its Compliance Code of Conduct and follows it.

In recent years, Yamaha has been working to unify its business strategy, research and development strategy and intellectual property strategy, and is taking a range of measures to maximize the business contribution of intellectual property.

The Yamaha Corporation Intellectual Property Department centrally manages the intellectual property of all companies in the Group and has placed intellectual property personnel in all development departments to work to unify business strategy, research and development strategy and intellectual property strategy. And the Intellectual Property Department and each department's intellectual property manager work together to promote intellectual property activities from the standpoints of both the Group as a whole and of each business area. Moreover, it has provisions for handling rights (such as patents and design rights) related to creation that occurs in the course of business duties and a compensation system in place.

Compliance Code of Conduct (excerpt)

6-3 Respect for intellectual property rights

Yamaha will respect intellectual property rights owned by others and will follow legitimate means and procedures for acquisition when it seeks to use such intellectual property.

Measures to Protect Intellectual Property

Yamaha works to protect intellectual property based on respect for third parties' intellectual property rights while proactively acquiring rights to new intellectual property that is created in the course of business activities.

1. Patents

We have formulated a patent strategy to match the characteristics of our business, established themes to emphasize in acquiring patents within that strategy and are aiming to build a strong patent network through selection and concentration.

And with regard to each business, we are engaged in patent activities with the main aims of differentiation from other companies as well as acquisition and maintenance of business superiority, and we are moving forward with licensing to third parties in some business areas.

What's more, regarding all rights retained in Japan and overseas, every year we are working to optimize our property by evaluating our rights, including the state of current utilization and future possibilities, and rigorously categorizing rights held.

The total number of patents and new designs for practical use held by the Yamaha Group in Japan as of March 31, 2015 was approximately 5,500. The total number it holds overseas, principally in the United States, European Union, and China, is 5,200.

2. Design

At Yamaha, we see design as an important element of product differentiation and are working to protect and use it appropriately. In recent years, we have been strengthening our acquisition of design rights in China as an anti-counterfeiting measure. The total number of design rights held by the Yamaha Group in Japan and overseas as of March 31, 2015 was approximately 890.

3. Copyright

In addition to the industrial property rights of patents, designs, and trademarks, Yamaha creates and owns a large number of copyright works in sound, music, and other fields. In particular, music-related copyrights are important intellectual property, and Yamaha tries to manage and fully utilize these rights (including through legal action). Education and training on the proper use of copyright works are also provided to employees. We hold annual copyright seminars, during which time the Yamaha employees in charge of intellectual property makes a presentation. In fiscal 2014, Yamaha held a lecture featuring a speaker from the Japanese Society for the Rights of Authors, Composers and Publishers (JASRAC), who enlightened participants about copyright protection in the music business.



In-house educational tools related to copyright

4. Brand

In 1986, Yamaha established a management procedure related to the Yamaha brand, and it concurrently established a companywide brand management organization (committee). Ever since, we have been advancing the creation of display rules and working to maintain and improve brand value by achieving appropriate use.

In the future, we will strengthen management of product and service sub-brands in addition to the Yamaha brand, and move forward with strategic cultivation and use thereof.

5. Measures to fight counterfeit goods

We are taking countermeasures against counterfeit goods by exposing them as counterfeit, as well as through the governmental and administration of justice routes. To maintain the Yamaha brand and the faith consumers have in it, we are taking appropriate legal steps, including legal action.

Named a Thomson Reuters “2014 Top 100 Global Innovator”

In fiscal 2014, Yamaha Corporation was named a Thomson Reuters 2014 Top 100 Global Innovator based on high appraisal of its intellectual property activities in Japan and overseas. This is the second time that Yamaha has been selected, the first time being in 2011. Yamaha ranked high in terms of the number of patents and the global scope of its intellectual property protection initiatives.

Going forward, Yamaha will continue its intellectual property activities by further accumulating its stock of intellectual assets, including patents.



Consumer Issues



Product Information Disclosure | ➔



Ensuring Product Safety | ➔



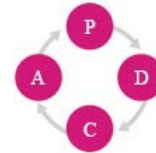
Quality Assurance | ➔



Sustainable Consumption | ➔



Improving Customer Satisfaction | ➔



Initiatives for Improved Customer Response and Support | ➔



Personal Information Protection | ➔



Enhancing Products and Services | ➔

Product Information Disclosure

Information Disclosure regarding Product Safety and Defects

In the event that products, services, facility-use services, etc. provided by the Yamaha Group inflict damage on the mental or physical well-being or the belongings of customers, steps are immediately taken to provide appropriate relief and to prevent any recurrence. In effort to prevent further damage, the Group notifies the relevant authorities, undertakes a product recall and contacts customers without delay.

We painstakingly convey information to customers using methods that range from information posted on the Company's website to press releases, notification through newspapers and industry magazines, direct mail and telephone. While adhering strictly to a policy of disclosure, the type of customer contact is determined by the level of gravity and urgency as well as the status of customer product use.

In August 2013, we disclosed that the GC32S and GC32C classical guitars had bridges that could potentially come off because of insufficient bonding. We notified customers of the models subject to recall via direct mail, and explained how we were responding to the incident. As of February 2015, we had provided free inspections of, or repaired 75% of all the units sold.

In fiscal 2014, there were no products subject to recall. There were two mistaken violations of laws or regulations for products that Yamaha imports and sells.

→ [Important notice on product quality defects](#)
(Website content only available in Japanese)

Providing Information to Promote Safe Product Use

The Yamaha Group provides information through media that is easy for customers to access such as instruction manuals, catalogues as well as its website to promote the safe use of its products, and works to enlighten people on safety to prevent accidents from occurring.

In its catalogue targeting schools and educational facilities beginning with the fiscal 2011 issue, Yamaha introduced a feature on safety education with respect to musical instruments in general. The Company also posts safety information on its website to help educate customers in the safe use of its products. Products currently listed are as follows.

- The safe use of pianos (posted since November 2010)
- The safe use of electronic keyboards (posted since December 2010)
- The safe use of power supply adapters and cords (posted since May 2011)
- The safe use of batteries (posted since December 2012)
- The safe use of home theater and audio equipment (posted since February 2013)

This information is reviewed and revised as deemed necessary based on cases of accidents and other factors.

Proper Product Labeling and Advertising

The Yamaha Group conducts advertising and promotions that accurately convey the details of products and services to customers. At the same time, we strive to provide accurate information related to our products and services in accordance with laws and regulations. To achieve this, we have formulated and are implementing internal regulations concerning basic labeling and prohibition of inappropriate labeling. The labeling is validated based on the quality management system. Yamaha Corporation's Quality Assurance Division conducts checks and reviews of labels on products that are actually being sold, and provides feedback of the results to the department in charge of the product.

Ensuring Product Safety

Philosophy on Ensuring Product and Service Safety

The Yamaha Group believes that the safety of its products, services and facilities falls under the concept of "fundamental quality" that must be provided. We take all possible measures to ensure that our products, services and facilities do not in any way damage the mental and physical well-being, as well as the belongings of our customers by providing products, services and facilities that adhere to the Group's Code of Conduct. If by some chance, our customers are in any way inconvenienced, steps are immediately taken to provide appropriate relief and to prevent any recurrence. In order to put this into practice, we are working to strengthen design processes towards essential safe design and to swiftly respond company-wide, such as creating and applying regulations, when an accident occurs.

Taking Immediate Action When Faced with a Product Safety Issue

The Yamaha Group has put in place a system that enables a faster response to ensure the safety of customers. In the event of a product safety issue in the marketplace, employees who receive notification of a safety problem report it immediately to the applicable department and the Quality Assurance Division. The division that receives the report notifies top management of the occurrence of a product issue. At the same time, the head of the Quality Assurance Division promptly convenes the relevant departments from across the company, moving to respond to affected customers, notify the appropriate government authorities, and initiate measures aimed at preventing recurrence.

Responding to Product Safety Issues

In August 2013, a recall of GC32S/GC32C classical guitars was begun. The defect was that its bridge could potentially come off because of insufficient bonding. As of end of February 2015, we had provided free inspections of, or repaired 75% of all the units sold

Complying with Product Regulations and Standards Worldwide

Yamaha monitors trends in information for regulations and has decided on an internal policy and developed a structure for full compliance with regulations and standards worldwide pertaining to product quality and safety as well as environmental protection. In recent years international standards that apply to electromagnetic waves have become increasingly stringent, and Yamaha Corporation has installed electromagnetic wave measurement equipment and various other kinds of measurement, analysis and evaluation equipment. The design division plays a leading role in evaluating product and component prototypes for compliance with respect to the regulations of relevant countries at this facility. Regulations for chemical substances have also become more stringent in different countries worldwide, and in line with this, Yamaha has created and implemented a management system for chemical substances contained in products and established its own Standards for Chemical Content in Products. These standards have been used to manage chemical substances in products during design and development and have helped facilitate legal compliance as well as minimize the environmental impact of products. The standards undergo revisions as and when necessary, in response to legislative expansion and change, the accession of voluntary standards and other factors. To promptly and appropriately respond to the changes in laws and regulations in each country, Yamaha continues to endeavor to tighten the information network with Group companies and strengthen the structure for managing such information.



An anechoic chamber used for electromagnetic wave measurement

Product Safety Training

In fiscal 2010, The Yamaha Group has initiated human resource training as well as product safety courses in efforts to prevent product safety issues from arising. In addition to introducing case studies of specific safety issues, the Group has commenced training courses in essential safety design policies as well as statutory and regulatory requirements with respect to product safety. During four years between fiscal 2010 and fiscal 2014, these courses were attended by a total of 132 employees comprising mainly engineers and personnel from development areas.

Risk assessment for Product Safety

From fiscal 2010, in order to emphasize product safety during the development, design and production stages, the Yamaha Group has reinforced its design review procedures with respect to product safety, which includes incorporating a risk assessment process into the design review at the time of development.

Through a risk assessment process, we are promoting product safety from the standpoint of product design processes, such as by identifying and hypothesizing potential risks involved in each product and manner of using it, thereby pursuing an inherently safe design that removes the causes of these risks.

Moving forward, we will introduce initiatives to further enhance the efficiency of our risk assessment and related activities in effort to strengthen risk management throughout the Group.

Quality Assurance

As a promise to its stakeholders, the Yamaha Group engages in customer-oriented and quality-conscious management. In its efforts to fully satisfy customers, the Group offers quality products and services that incorporate new and traditional technologies as well as refined creativity and artistry.

Quality Management System

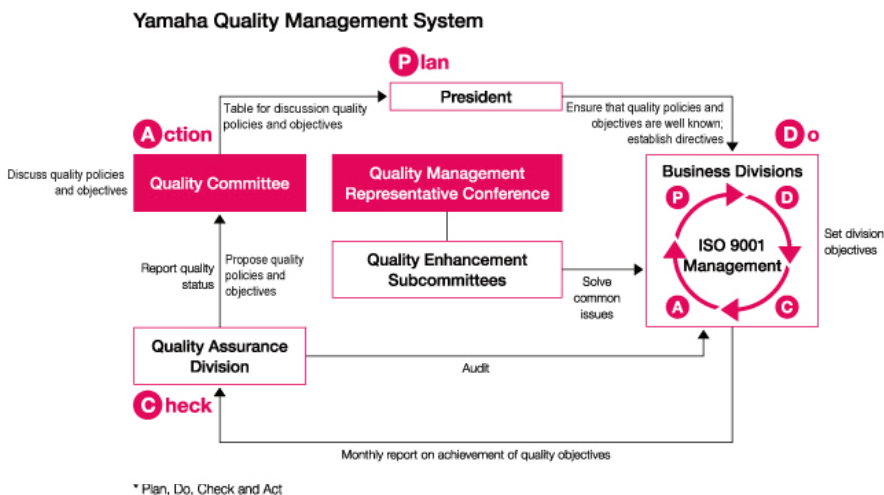
The Yamaha Group has put in place a Group-wide quality management system to ensure the production of high quality products and the provision of high quality services (see the Yamaha Group Quality Management System diagram).

The Quality Management System is used to ensure the production of high-quality products and services. Quality policies and targets as well as important quality-related measures being implemented by the Yamaha Group are deliberated by the Quality Committee and then issued from the president to operating divisions. Each business division sets its own divisional targets in line with the quality policies and objectives set by the president. All production bases both inside and outside Japan follow ISO 9001 international standards for quality management systems or operate a management system in compliance with this and engage in activities designed to achieve quality targets.

At Yamaha, education and training systems are created to develop human resources that contribute to improving quality. The auditors in Yamaha Corporation's Quality Assurance Division and each business department periodically conduct quality audits and submits the results to the Quality Committee.

The Quality Management Representative Conference—attended by representatives in charge of quality management from each business and sales division—reports on quality status and quality-related initiatives in each division, shares information and reflects this in examinations of policy aimed at resolving common challenges.

To further enhance the effectiveness of the Group-wide quality management system, we will examine elements of quality management. Based on the results, regulations for the entire Group will be revised and each company in the Group fully apprised of the changes.



Quality Audit

Yamaha Corporation's Quality Assurance Division conducts audits to check whether or not the quality assurance systems of each business division, as well as the quality of products and services, meet the standards required by Yamaha Group. While urging the necessary improvements, the results of these audits are taken into account in improving the company-wide quality management system.

Each business division instructs and audits the factories they oversee, both inside and outside of Japan. Every effort is made to further enhance product quality.

Moving forward, to further enhance the effectiveness of quality audits, we are determined to improve not only audit results, but also the quality of the audit process itself.

Acquiring ISO 9001 and TS16949 Certifications

By the end of March 2015, Yamaha had acquired ISO9001 international standard quality management system certification for 14 business domains covering the entire Group in Japan and overseas. One business domain also acquired ISO/TS16949.

Quality Management Training

In order to develop human resources capable of contributing to improvements in quality, the Yamaha Group's personnel training system is comprised of expert training related to "quality assurance," as well as training tailored to individual job positions. The goals of this system are to raise awareness and enhance skills with respect to quality management. The Group prepared and offered courses covering a wide range of related topics in fiscal 2014, including quality engineering, FMEA and FTA.*1 A total of 80 people took part. Over a six-year period a cumulative total of 912 employees have attended these courses.

To encourage mid-level employees in the technology field to acquire experience with quality management technologies in the future, the Yamaha Group is revising its quality assurance education system.

*1 FMEA : Failure Mode and Effect Analysis

FTA : Fault Tree Analysis

Methods of systematically analyzing potential malfunctions and defects in products and other items

Sustainable Consumption

Provision of Information Related to Environmental Consideration in Products

In order to meet rising awareness toward environmental preservation among customers, the Yamaha Group discloses examples of environmental consideration in the “Environmental Initiatives” section of its website, such as efforts to conserve energy in its products.

[Initiatives in Energy-Conserving Products/Initiatives in Resource-Conserving Products/Products that Support the Environment](#)

Products that Support the Environment

The Yamaha Group not only manufactures products for the end user, but also for corporations. Within its product lineup, the Group boasts items that help reduce environmental load in the conduct of customers’ business activities as well as in the production of products.

The Group will continue to help reduce environmental load imposed by society as a whole through the development and promotion of products that support the environment.

Examples of Devices and Instruments that Support the Environment

(1) Micro prober (a conduction and insulation inspection device)



In inspecting fine pattern flexible printed circuit boards (FPC), micro prober helps to reduce waste while contributing to the conservation of resources by accurately judging which are defective and improving the yield rate.

(2) Helium Leak Tester



Leak tester for lithium-ion batteries

The helium leak tester accurately measures in a short period of time the airtightness of such products as automobile fuel tanks, air conditioners and lithium-ion batteries, and by preventing minute leaks of fuel and coolant, it is useful for compliance with automobile environmental regulations including those covering the reduction of global warming material, and for helping to reduce environmental load during driving.

Improving Customer Satisfaction

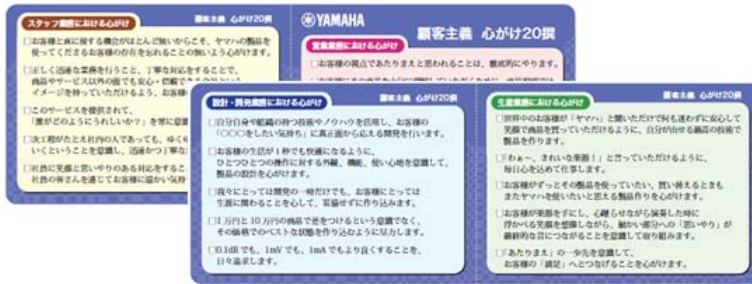
Philosophy on Realizing Customer Satisfaction

At Yamaha, we do our utmost to excite customers by developing, manufacturing, and selling leading products that exceed their expectations.

Aiming to Realize a Truly Customer-Oriented Stance

The Yamaha Group declares a customer-oriented approach as its promise to stakeholders. A personal card explaining the need to implement this approach in the course of daily activities is distributed to every employee.

Recently, employees at each workplace discussed and set goals so that the entire Group will conduct business utilizing a customer-oriented approach and following the PDCA cycle.



Personal customer-oriented reminder card

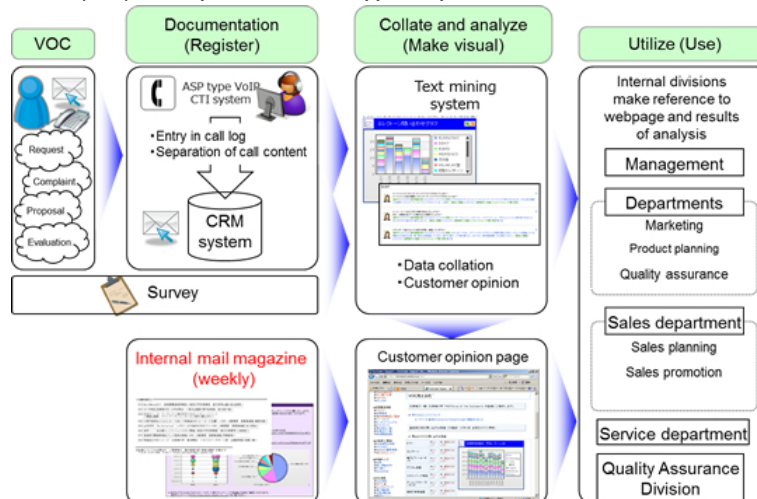
Aiming for Products and Services that Exceed Customer Expectations

The Yamaha Group has created a Quality Assurance Officers Committee that consists of staff responsible for quality management in our operating and sales departments. The theme set for the committee was "Enhancing Customer Satisfaction." To comprehensively understand our customers' evaluations and requests, each business division of the Yamaha Group conducts customer satisfaction surveys using various formats. In particular, our musical instruments and audio divisions focus on establishing and improving systems that allow global collation, analysis, sharing, and utilizing the voice of the customer. Customers' comments are collected not only from the customer inquiry service, but also from communication with customers during daily business activities. Based on the information we receive, our aim is to provide products and services of high quality and originality. Products that are deemed attractive to our customers.

System example

In Japan, we collect in a database then collate and analyze opinions and requests from customers in our customer support department, discussing the results in monthly meetings attended by product development and quality assurance managers from each business division. In fiscal 2010, we established a system to visualize VOC (Voice of Customer), which shares information on customer opinion and requests internally in real time, and started operating the system in fiscal 2011. As a result, we have been able to better use this information in related sales and product development activities, rapidly reflecting customer feedback in our business models.

Voice of the Customer (VOC) from Japan's Customer Support Department – VOC Visualization



Product development example

To introduce improvements and product and services development, Yamaha Corporation's AV Products Division analyzes the opinions and requests of users regarding its product manuals using a text mining tool.*1

*1 Text mining refers to an analytical method for text data in which ordinary text is analyzed and useful information extracted.

【Example of Product and Services Development】

AV Products Division

Items	Description
Product manual	To meet the demands of general users with no deep knowledge and users with high technical knowledge, two types of manuals have been created: quick guides with full illustration and detailed manuals with superior search capabilities.
RX-V577 AV receiver	To solve the problem of customers wanting to set up a home theater in a room where speakers cannot be set up in various locations, the AV receiver is equipped with virtual surround technology called Virtual CINEMA FRONT that creates an in-theater feel even when the surround speakers are set up in the front.
YSP-2500home theater speaker	In response to a request for the choice of wired or wireless connection, a subwoofer connection terminal was added to the speaker.

Improving Usability

The Yamaha Group works to develop products from the customer's point of view. As part of these efforts, we conduct usability tests^{*2} with the aim of improving the user-friendliness of our products and making manuals easier to understand, and we conduct product evaluations with the cooperation of actual customers. Results are reflected in our product specifications and manuals. In particular, it is important whether or not the operating procedures and manuals are easy to use for customers since products with an electric or electronic structure such as digital instruments, AV devices and PA products have various functions not found in acoustic instruments.

The development and other departments involved in products and services work together to conduct usability tests and product evaluations by users in order to swiftly share information about problem areas. This makes it possible to quickly take the steps necessary for improving the usability of existing products and uncovering operability issues with new products in development.

*2 Usability test: Having likely customers actually use a product to determine the product's ease of use (usability). Yamaha uses employees as volunteer testers.

« Product development example »

For example, we received cooperation from professional mixing engineers on product evaluation from the development stage for the digital mixing console CL5 that was launched in April 2012. We collected opinions after they had actually handled the product regarding ease of installation, connectivity, operability, aesthetic appeal, sound quality and design, and reflected them in products. In the development of the QL Series digital mixing console, which went on sale in April 2014, the same approach was adopted.

« Product development example »

In addition, usability tests were performed repeatedly for the MG Series of analog mixers that went on sale in February 2013 and their manuals during the development stage. We also analyzed the content of inquiries to our customer service line. As a result, we were able to achieve layouts, operability and manuals that are easy to understand for customers unaccustomed to PA systems.

« Product development example »

The AG Series webcasting mixer—a sound/voice mixer for the Internet—was launched in May 2015. To develop products in a new field specialized in sound/voice mixing on the Internet, we paid special attention to customers who are not familiar with sound devices. We visited houses of general users and had them evaluate the prototypes. We also recorded how they used the devices, and based on the opinions of these users, we improved website and software content. By taking these steps, we enhanced the products and services.

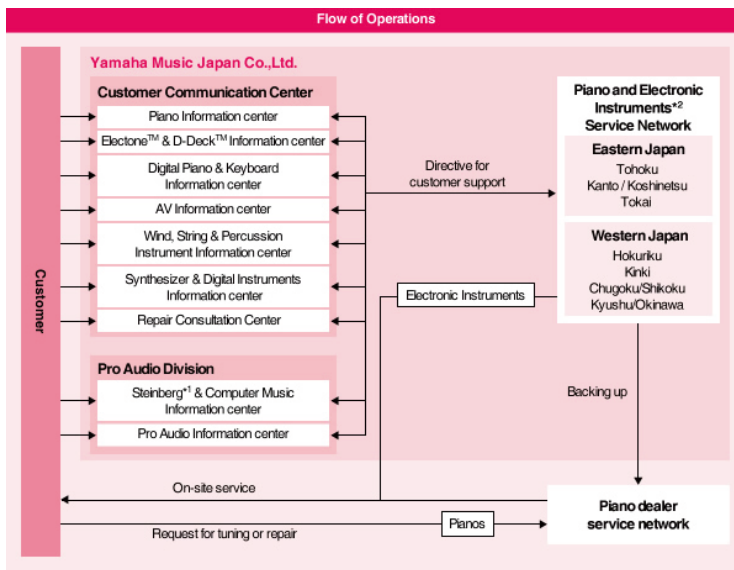
Initiatives for Improved Customer Response and Support

Improving Customer Support Structure

The Yamaha Group has established an after-sales service system for customers that have purchased our products and services and is working to respond to customer inquiries and requests. In April 2008 we set up a Customer Support Department within the Domestic Sales & Marketing Division (currently Yamaha Music Japan Co., Ltd.). At the same time, we opened our Customer Communications Center, which houses a help desk for each of our products. These changes have improved a support structure designed to strengthen customer convenience. Overseas, we have created an after-sales service network for each region as a customer support system for musical instruments and acoustic products. This network serves as a point of contact for customers and includes Yamaha Group service centers, Yamaha Authorized Service Centers, distributors and contracted engineers.

The customer support departments develop customer support systems that make use of telephone, website and social networking services in order to respond smoothly to inquiries. Some of these departments have introduced a customer management system using cloud computing.

Customer response and support system in Japan



*1 Steinberg: Music production software

*2 Electronic Instruments includes electronic and electric acoustic instruments

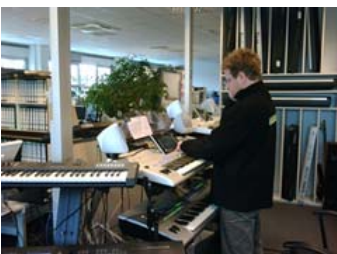
Support departments



Customer Communications Center (Yamaha Music Japan Co., Ltd.)

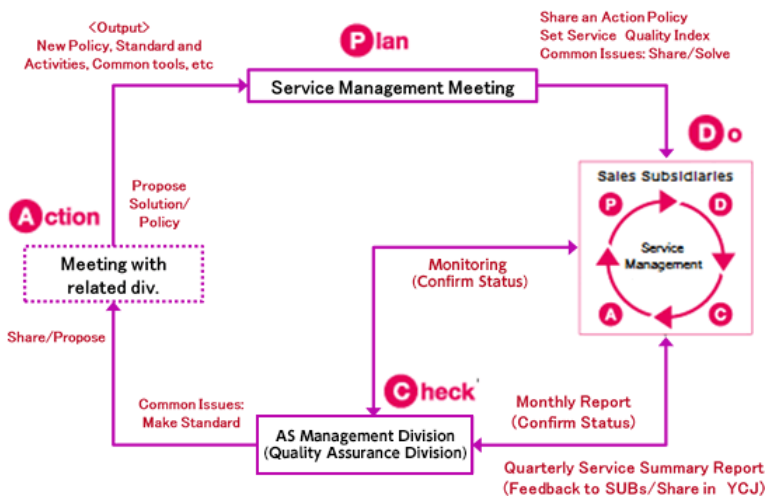


Yamaha Corporation of America (right: supporting materials)



Yamaha Music Europe

Yamaha Group After-sales Service Management System
Yamaha Service Management System



Initiatives for Improved Customer Response and Support

The Yamaha Group has created an after-sales service management system and is working to continually improve the quality of our customer response and support based on the slogan "ONE YAMAHA." In concrete terms, the Group policy is shared at the Service Management International Conference and each Group sales company and manufacturing subsidiary with a parts center, in Japan and overseas. It sets target values for improving after-sales service quality, such as the speed at which products received for repair are returned and the speed at which repair parts are supplied, thereby helping Group companies to achieve their goals.

Each Group company conducts activities according to the policy, and Yamaha Corporation's Quality Assurance Division monitors how well they are doing, and provides instruction and corrective measures when required. In this way the entire Yamaha Group works together in sharing good approaches and making improvements to continuously enhance customer support. Furthermore, in order to provide standardized high-quality after-sales support, in January 2015, the Yamaha Group established the After-sales Service Management Policy, which outlines the basics of after-sales services that need to be shared in the Group. The Yamaha Group endeavors to thoroughly apply the policy and to provide prompt, solid, and sincere after-sales service.



Service Management Conference (October 2014)



To improve the after-sales service skills of employees, Yamaha also holds after-sales service skills technical training for Yamaha sales employees who handle after-sales service in Japan and overseas. Those receiving this training pass down repair skills to repair technicians at authorized Yamaha repair service outlets and sales subsidiaries in their area, thereby improving the skill level of Yamaha's overall business. Yamaha Corporation's Corporate Sales Division holds after-sales service skill technical training for importers in areas without an overseas local sales subsidiary. In this way, we are striving to develop an after-sales service network so that customers can continue to use our products with peace-of-mind.

[Initiative] Evaluation of Customer Service Call Centers from Customers' Point of View

Yamaha Music Japan Co., Ltd. has adopted targets such as Response Rate* (ease of contacting us by telephone at the call center) and time taken to respond to email inquiries. Using these indices helps us maintain and improve customer service quality. In March 2015, the "telephone response rate" was 94.2% and "within 24 hours on a business day after receiving an email inquiry" was 97.4%. Yamaha Music Japan also checks customer satisfaction. Results of the customer satisfaction survey in fiscal 2014 showed 86.5% of our customers were "satisfied by the support" and 66.0% were "dealt with more promptly than expected and had the problem resolved." For customers who do not tend to make contact by phone or email, Yamaha Music Japan has taken the initiative to detail its frequently asked questions (FAQs) section on the website. Yamaha Music Japan continues to further improve customer service by upgrading communicator training based on the evaluation and comprehensive analysis of other indices.

* Ratio of incoming calls answered by an operator.

Personal Information Protection

Policies and System for the Personal Information Protection

Yamaha Corporation appropriately protects and manages the personal information of its customers in accordance with the Yamaha Personal Information Privacy Policy and the Personal Information Protection Regulations, complying with laws, ordinances and regulations relating to the protection of personal information.

In 2004, the Company put in place a system of Personal Information Protection Regulations for appropriately handling important information we have in our custody, such as the personal information of customers using its products and services. At the same time, the Company appointed an officer to assume overall responsibility for the handling of personal information and an officer responsible for managing personal information in each department that handles it. A system was established to promote personal information protection and management and to swiftly respond in case an accident occurs. At the same time, a secretariat to supervise this activity was established within Yamaha's Legal Affairs Department, and it monitors the operational situation of the aforementioned regulations and system and collects accident reports and the like.

Based on the aforementioned regulations, we have formulated a manual that explains key considerations when handling personal information and have put it into practice. Each year we also conduct education, training and audits for departments handling personal information. In fiscal 2014, we issued a special caution to supervisors of outsourcing companies and conducted a survey of Group companies in Japan. At the same time, measures are implemented in an effort to enhance awareness of and make improvements in personal information protection, particularly through training for new employees.

In fiscal 2014, a Group company mishandled personal information. Yamaha openly disclosed the breach and apologized to its customers. As of today, we have not received any claims or reports of misuse of the information (as of March 2015). We are determined not to repeat such accidents in the future.

Related News Release

Notification of and apology for inappropriate sending of postcards containing personal information is available on the Company's Japanese website:

<http://jp.yamaha.com/services/fc/info/20140416/>

Enhancing Products and Services

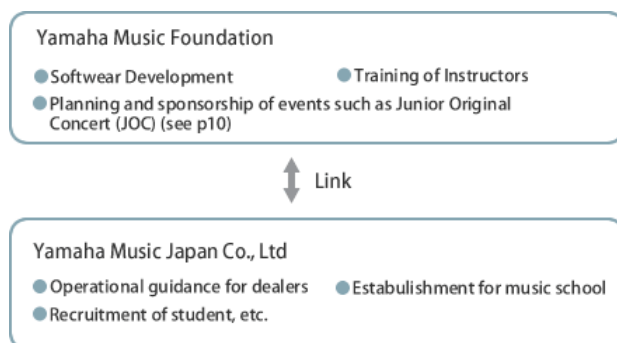
Music Education Business

Unlocking Musical Potential in More People

Conveying the joy of playing music to people throughout the world, the Yamaha Group operates a music education business both in and outside Japan as a part of efforts to contribute to the enrichment of society. Since opening an experimental organ class (a predecessor of Yamaha Music Schools) in Tokyo in 1954, the Yamaha Group has provided music education to help enrich the growth of children and established and developed the Yamaha Music Education System, a unique education method. Yamaha provides courses that meet the needs of each generation. These include Yamaha Music Schools for children between age 1 and junior high school age, Yamaha's Music Lessons for Adults for both music enthusiasts and individuals interested in learning to play a musical instrument as a hobby, and Yamaha's Wellness Program, which aims to maintain good health and improve fitness in older people in a fun way.

Operating Structure of Education Business

The Yamaha Group's music education business is essentially conducted by the Yamaha Music Foundation, which is responsible for developing a curriculum as well as teaching materials, and basic operations such as nurturing instructors, and Yamaha Music Japan Co., Ltd.^{*1}, whose activities extend to the actual operation of the schools and the recruitment of students as well as other areas aimed at business development. Both work to develop educational software, nurture human resources and create new schools while bolstering ties as inseparable aspects of the music school business. In addition, Yamaha Music Japan Co., Ltd. contracts 450 dealers nationwide to run the Yamaha Music Schools and educates the staff at each dealer in charge of reception services.



*1 A sales company established in April 2013 that is 100% owned by Yamaha Corporation. It engages in the wholesale of such products as musical instruments, home theater and audio systems, music production equipment, professional audio equipment and soundproof rooms in Japan, as well as the import and sale of music instruments, and the operation of music schools and English language schools.

[Position in the Yamaha Group : Japanese only](#)

On July 1, 2015, the operating system of Yamaha Music Schools in Japan changed.

Yamaha Music Japan Co., Ltd. had been responsible for music school operations such as providing management guidance to dealership managers, overseeing actual operation of the schools, and recruiting students, but the Yamaha Music Foundation took over these responsibilities.

Outside of Japan, music school businesses continue to be operated by Yamaha Group subsidiaries.

Yamaha Music School Nurtures Love of Music

Promoting Physical and Mental Development in Children by Fostering Rich Musical Talent

Yamaha Music School provides lessons that focus on nurturing a love of music based on the three features of comprehensive music education, timely education and group lessons. Comprehensive Music Education entails lessons that encompass a full range of musical pursuits including listening, singing, playing, reading and creating. Through these means, children are encouraged to express themselves by thinking freely. The concept behind Timely Education is to give children appropriate guidance in accordance with the degree of their physical and mental development to nurture growth potential during times of growth. Curricula are developed together with specialists in developmental psychology and other fields. Group Lessons enable children to enjoy rich musical experiences through participation in ensembles while fostering a sense of cooperation as well as respect for each other's individuality.



Emphasizing Relationships and Communication Between Parents and Children

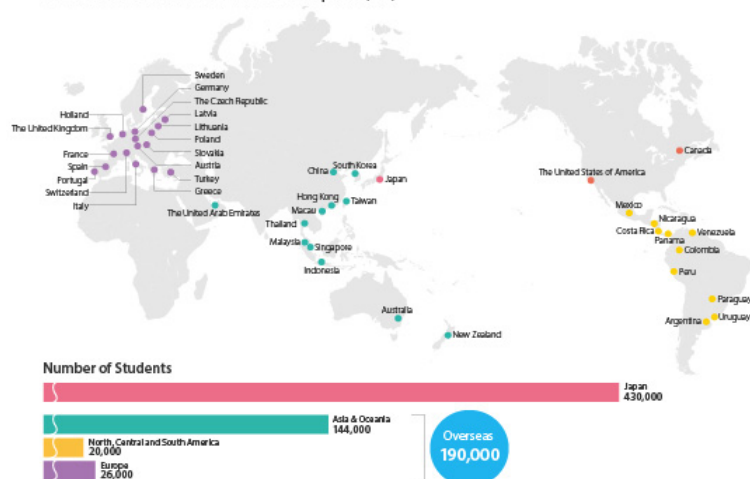
As a general rule, pre-school children are to be accompanied by a parent or guardian at Yamaha Music School lessons. When parents and children take lessons together, the children not only feel more comfortable and uninhibited in the learning environment, but their interest deepens after seeing the fun their parents are also having. Receiving praise from both instructor and guardian during a lesson makes children happy, providing the impetus for further growth. The lessons also provide an opportunity for the adult to track the development of the child, while conversations about the lessons and music at home serve to strengthen communication.



Around 190,000 Students in Over 40 Countries and Regions Worldwide Take Music Classes

Overseas, around 190,000 students are given the opportunity to learn the joy of music at a Yamaha Music School in over 40 countries and regions, including Asia, Europe, North America and Latin America. Each course is developed in light of the culture and character of each region while being based on a philosophy and curriculum for music education developed in Japan.

Countries in which Yamaha Music Schools Operate (2013)



Spreading Yamaha's Music Education Philosophy Around the World

Yamaha's Junior Original Concert (JOC) Activities' offer children studying at Yamaha Music Schools the chance to create and perform their own compositions. We now receive around 35,000 original compositions from children every year. Concerts are held not only in Japan but throughout Asia, Europe and other regions as well. In addition, the International JOC event is held in Japan once a year. Through the common language of music, Yamaha's philosophy of music education is spreading throughout the world. Yamaha also does its utmost to nurture its music instructors overseas. This includes holding the Yamaha World Teachers' Forum^{*2}, which leading instructors from Yamaha Music Schools worldwide participate in and which provides an excellent platform for group discussions on music education and instruction.

*2 JOC and Yamaha World Teachers' Forum are both sponsored by Yamaha Music Foundation

Yamaha Music School Selected for "100 Postwar Japanese Innovations" List of the Japan Institute of Invention and Innovation

Yamaha Music School Selected for "100 Postwar Japanese Innovations" List of the Japan Institute of Invention and Innovation

In June 2014, Yamaha Music School, operated for many years by Yamaha Corporation and Yamaha Music Foundation, was selected for the "100 Postwar Japanese Innovations" list of the Japan Institute of Invention and Innovation.

In 2014, to mark the 110th anniversary of its foundation, the Japan Institute of Invention and Innovation launched a program to identify, over the next few years, "100 Postwar Japanese Innovations." During the first year of the project, the institute announced a group of 38 innovations that had contributed significantly from Japan's recovery period after World War II to the period of rapid economic growth. Here, innovation is defined as follows: "An undertaking, ultimately economic in nature, which by creating something new, brings about major historical and social change that either develops beyond national borders or has the potential to do so. It may include not just inventions, but also business models or projects, and may also include inventions which, though

originating outside of Japan, have been substantially developed within Japan.” In selecting the 100 Postwar Japanese Innovations, relevant data and other information on the innovations were collated so that it can be widely used as a reference for the general public through means such as the Internet.

Yamaha Music School, which marked its 60th anniversary in 2014, was chosen as one of the 100 Postwar Japanese Innovations. Yamaha was selected for its efforts to develop a network of music schools around the world that, through the development of its original system and music education methods rooted in innovative ideas, help people enjoy playing music.



Lessons at Yamaha Music School during the period of rapid economic growth (Left: 1960s, Right: 1970s)



Contemporary Yamaha Music School (Left: Japan, Right: Germany)



New logo of Yamaha Music School

Freedom to Enjoy Performing with Yamaha Music Lessons for Adults

Helping Enrich Lives Through Music

Yamaha provides music lessons Yamaha Music Lessons for Adults for a wide range of age groups, from junior high school students to adults, at around 1,400 locations throughout Japan. Currently, 37 different courses are on offer with some 110,000 students enrolled. It aims to enhance the range and quality of the courses, which include saxophone, drums, flute and other instruments, and to develop exceptional instructors to achieve this. Each course is basically comprised of group lessons, which provide a platform for sharing the joy of music and performing with others. Students are also encouraged to form their own bands and perform at events organized by Yamaha.

Yamaha Wellness Program Enhances Health Through Music

Maximizing the Effects of Music for a Healthier Mind and Body

Yamaha provides a wellness program that aims to improve health through the power of music. A trial run of the program was introduced in 2003 based on recommendations from medical experts, with a full-fledged version of the Music and Health program going nationwide in 2008. The aim of the program is to help people maintain good health in their entire body, including the brain, by combining simple exercise with music. There are currently around 3,000 people enrolled in the program. Sing for Health program was introduced throughout Japan in 2012, which links the benefits of singing with enhanced health. Students have commented that the programs have made their lives brighter, made them more positive and made it easier for them to walk up the stairs.

Promoting Universal Design

Yamaha Corporation is keen to help create an environment in which any and all people can enjoy the pleasures of music. With this in mind, we are considering the merits of incorporating the universal design concept into our products and services. In putting forward this concept, we participated as a supporting company in the 3rd International Conference for Universal Design in HAMAMATSU 2010 held between October 30, 2010 and November 3, 2010 in Hamamatsu City in 2010. Based on the slogan and pledge of “music for you, music with all,” we showcased several universal design prototype products at the corporate exhibition corner of the Conference. Buoyed by this sponsorship and exhibition, the Yamaha Group will again consider adopting a universal design approach. Looking ahead, we will put forward proposals that take full advantage of the power and strength of music to help realize a society that is both rich in communication and that allows people of diverse backgrounds and attributes to live in harmonious comfort.



The Yamaha Group promotes initiatives that give product developers and designers a better understanding and greater awareness of universal design. As one of these initiatives, we hold exhibitions on universal design for company employees.



A lecture on the differences in the vision of the partial color-blind



Electronic musical instruments and PA equipment that takes visibility into consideration such as through color schemes easy for partial colorblind individuals to distinguish (left) and goods for experiencing partial color-blindness (right)



Participants listen to explanations

Yamaha Starts Verification Tests of “Omotenashi Guide”—A Service Supporting the Universal Design of Sound

In September 2014, Yamaha Corporation announced development of the “Omotenashi Guide”—a service supporting the creation of an extremely convenient multi-language voice and character guide frequently used at businesses, public facilities, and tourist facilities that have inbound tourism promotion and barrier-free initiatives. Verification tests started in May 2015.

With the Omotenashi Guide, people at places where the service is available can receive text translations or voiced interpretations of Japanese announcements and narrations in a language they understand simply by opening the application on their Smartphone or tablet. People who do not understand Japanese and/or who have a hearing disability are able to read the information in Japanese announcements and narrations.

It has become increasingly difficult to effectively transmit Japanese announcements in multiple languages to make life easier for the growing number of foreign tourists coming to Japan. It is also important to convey verbal information in an easy-to-understand format that enables the realization of a society where people with hearing disabilities can live comfortably. However, it is challenging to convey information in multiple languages through announcements because of space and time constraints. Yamaha developed the Omotenashi Guide to help resolve these problems.

As a global company focused on sound and music, Yamaha has sought to take initiative in creating a universal design for sound in order to develop and implement a system that allows information to be easily conveyed to as many people as possible.



Omotenashi Guide

Proposing Solutions that Utilize Sound Technologies

Creating Better Sound Environments

The Yamaha Speech Privacy System™ that Helps Prevent Conversation Leakage

Yamaha Corporation has continued to create better listening environments through research and development regarding sound fields and related control systems while offering superior sound-generating products such as musical instruments.

Yamaha's endeavors to create new businesses in the sound domain have extended to efforts to better protect personal information. In this context, Yamaha has developed its Speech Privacy System™ VSP-1 in order to help provide an environment in which private conversations can be protected in public places.

The VSP-1 is equipped with Yamaha's proprietary information masking technology. This technology enables important conversations to be masked using a unique, newly developed masker synthesized from human speech. Even at lower volume levels, this "information masker" is far more effective than conventional noise maskers. In addition, this new masker can be used in combination with environmental sounds such as a babbling river or birdsong, as well as with sound produced by musical instruments, resulting in a more pleasant overall sound.

As awareness towards privacy, crime prevention, and information security heightens, more and more people are becoming concerned about the content of their conversation, including personal information, being overheard by a third party. The Yamaha Speech Privacy System™ meets society's needs by providing a secure sound environment for different locations such as medical institutions, financial institutions, and company offices.



The Yamaha Speech Privacy System™ VSP-1

[Speech Privacy System Product Information : Japanese only](#)

Acoustic Conditioning Panels bring a More Comfortable Sound Space

Ring and booming reverberations around the home or office make listening difficult, quickly rendering a space less relaxing and increasing stress levels. Such uncomfortable sound environments tend to be neglected as they are not perceived as a social issue, and thus few people are willing to expend time or money on countermeasures.

In order to provide a resolution to this problem, Yamaha Corporation has developed and is now supplying "Acoustic Conditioning Panels" that enable the reverberations in a room to be altered. The panels provide a clear and comfortable sound field by the action of acoustic resonance tubes. They can alter sound fields for a given purpose, making it easier to hear people's voices in conference and meeting rooms while also being suitable for audio rooms and music practice rooms. The panels are easy to install due to their thin form and light weight, and are seeing increasing use at music schools, event spaces, and pianists' homes.

In fiscal 2014, Yamaha's ACP-2 acoustic conditioning panel was chosen for the Gold Award in the Interior/Household Equipment category of the annual Home Theater Grand Prix held by Home Theater Phile (Ongen Publishing Co., Ltd.), a specialized home theater products magazine.



A sound-field control panel is composed of multiple tubes with different resonance frequencies.

This means that sound absorption and scattering effect can be obtained over a wide frequency band.



Example of use in a meeting room

Avitecs™ Soundproof Rooms Meet Diverse Sound Insulation Needs

Yamaha Corporation has spent many years cultivating sound insulation technology to create designs for concert halls and studios that prevent sound leakage. Developed using this technology, Avitecs™ soundproof rooms meet a diverse range of sound insulation needs due to their design flexibility and ease of set-up, not only for music practice rooms but also for company laboratories, hospital examination rooms and recording booths. Using Avitecs, it is possible to respond the societal need to avoid sounds in one home leaking into neighboring homes such as in housing complexes. Yamaha Corporation will continue to promote its soundproofing business to eliminate concerns related to sound and support more comfortable living.



→ [Avitecs™ Soundproof Rooms and Acoustic Conditioning Panels Product Information : Japanese only](#)

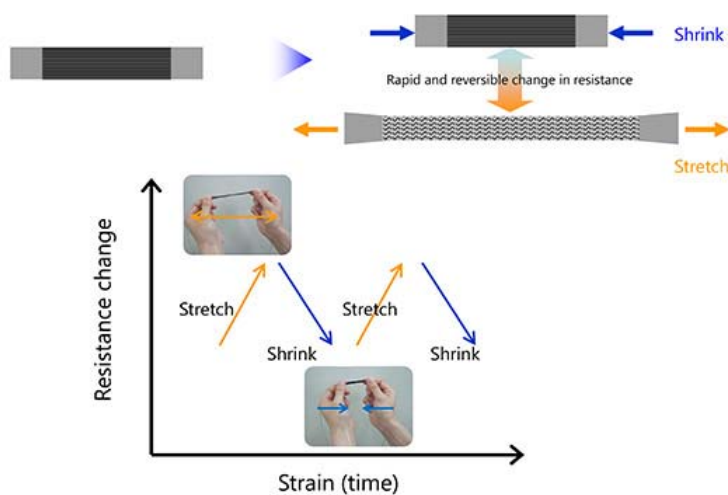
Development of Thin-film Strain Sensor That Detects Human Motion

Yamaha Corporation has developed an elastic, thin-film strain sensor in which the linearity of electrical resistance changes according to strain.

The sensor is made of a carbon nanotube with a special structure and elastomer. It is conductive and has rubber-like flexibility. The electrical resistance changes according to the strain, and the sensor detects strain from the fluctuating resistance generated by extension and contraction.

By mounting the sensor on body supports or training wear, human motion can be monitored in real time.

Yamaha plans to apply this thin-film strain sensor in a range of healthcare fields such as sports, medical services, nursing care, and health maintenance, as well as other fields.



Change in electrical resistance according to strain/Can be repeated



Applicable to evaluation and teaching of music



Sensor being tested for application to treat locomotive syndrome

Proposing Applications of Sound Technology

SoundSignage™ Helping to Enhance the Effectiveness of Information Displays Through Sound

In recent years, digital signage or electronic billboards that deliver images and information using flat-panel displays and projectors have attracted considerable attention for their ability to provide timely information in the advertising and promotional media fields. Yamaha Corporation has put forward the SoundSignage™ System solution, a new concept in presenting information that is based on Thin Light Flexible Speaker (TLF-SP) technology and INFOSOUND, a new information distribution method using acoustic waves. Sales of TLF-SP commenced in 2011.

TLF speakers are electrostatic speakers with the special characteristics of being thin (T), light (L) and flexible (F), and by using them in combination with advertising posters and other visual information, information can be communicated effectively. They can deliver whisper-like sound with clarity at the same sound volume whether near or far thanks to exceptional directivity and projection beyond that of conventional speakers. For this reason, it is possible to use multiple TLF speakers to present information using multiple sounds and to provide sound in limited areas without dispersion.

INFOSOUND is Yamaha's proprietary technology that converts digital information into acoustic signals and then transmits them over radio waves. Information such as a URL or images can easily be sent to a smartphone through the microphone. The new sound transmission technology is expected to have applications in a wide range of fields, from advertising, broadcasting and store promotions to events and packaging media, thereby expanding the possibility of never-seen-before services. As acoustic communication will come into wider use going forward, it is only natural that there should be requirements that the sound signals used not have an adverse effect on the human body. Yamaha Corporation conducted joint research with Showa University School of Medicine into the effect of INFOSOUND on the human body, and discovered that INFOSOUND signals do not cause an unacceptable increase in stress at the volume levels normally used in communication. Yamaha Corporation has released these findings.

→ [SoundSignage™ Product Information : Japanese only](#)

Joint Development of Safety Signs That Use Sound Signage with Shimizu Corporation

Yamaha has jointly developed and commercialized a "directional PA safety sign" for construction sites in cooperation with Shimizu Corporation. This SoundSignage™ product increases the effectiveness of information provision by means of a "Thin-Light-Flexible Speaker," a built-in directional flat speaker.

In addition to traffic control provided by security guards, signs and sounds are used to make pedestrians aware of vehicle entrances to construction sites to protect their safety. However, signs alone can be ineffective and regular speakers broadcast sound across a wide area, disturbing local residents.

In response to this issue, the "directional PA safety sign" can alert pedestrians of dangers more effectively, because it emits a clear sound only in the front of the sign where pedestrians pass.



A construction site where the developed product is installed



Tsuzurabuchi First Tunnel construction site



Pedestrian only crossing in Tokyo Outer Ring Road's Tajiri District part



Yamaha Corporation's "directional PA safety signs" have already been installed in multiple locations. As a recent example, they have been installed in pedestrian only crossings residents use to cross at the No. 6 worksite in the box culvert construction site in Tajiri District, part of the Ministry of Land, Infrastructure, Transport and Tourism's work in the Tokyo Outer Ring Road's Chiba Prefecture section.

SilentBrass™ Makes Possible Performances Anywhere and at Any Time.

SilentBrass™ is a silencing system for brass musical instruments that makes it possible to practice or perform anywhere and at any time. Based on the concept "anytime, anywhere and more fun," it achieves small size, light weight, and silencing ability. Its sound is also comfortable when listening with headphones. The pickup mute™, with a functional shape that reduces the sound of a performance to a whisper, comes in four types - trumpet, flugelhorn, trombone, and French horn - to meet the needs of large numbers of brass instrument performers.

In fiscal 2013, the SilentBrass SB3X, SB5X, and SB7X won Good Design Gold Award (Ministry of Economy, Trade and Industry Award) for their high-quality designs that solved modern problems in an advanced manner at the 2013 Good Design Awards (sponsored by Japan Institute of Design Promotion). They were recognized for their high silencing ability, the presence of their sound, and their design that allows bells to be easily attached and detached. They also received the iF product design award at the 2014 iF design award in Germany (sponsored by the Industrie Forum Design Hannover), as well as a Red Dot Award: Product Design at the 2014 Red Dot Design Awards (sponsored by the Design Zentrum Nordrhein Westfalen), also a German award.

Moreover, Yamaha's Silent Series is winning accolades and design awards in Japan and abroad in recognition of its excellent performance, including a Good Design Long Life Design Award for the Silent Cello in the 2013 Good Design Awards.



SilentBrass™

Awards Presented for the Yamaha Silent Series

Product	Title	Sponsor	2013 Good Design Awards (Japan)
SilentBrass™ SB3X SB5X SB7X	2013 Good Design Awards (Japan)	Japan Institute of Design Promotion	Good Design Gold Award (Ministry of Economy, Trade and Industry Award)
	2014 iF Design Award (Germany)	Industrie Forum Design Hannover	iF Product Design Award
	2014 Red Dot Design Awards (Germany)	Design Zentrum Nordrhein Westfalen	Product Design at the 2014 Red Dot Design Awards
Silent Cello™	2013 Good Design Awards (Japan)		Good Design Long Life Design Award



The Good Design Gold Award (Ministry of Economy, Trade and Industry Award) logo



iF product design award logo



Red Dot Award: Product Design 2014 logo

TransAcoustic™ Piano Equipped with new TransAcoustic™ Technology

Yamaha developed a new technology called TransAcoustic™ in which transducers effectively transmit vibrations to an acoustic piano soundboard. In March 2015, the TransAcoustic™ Piano equipped with TransAcoustic™ technology was launched in the market.

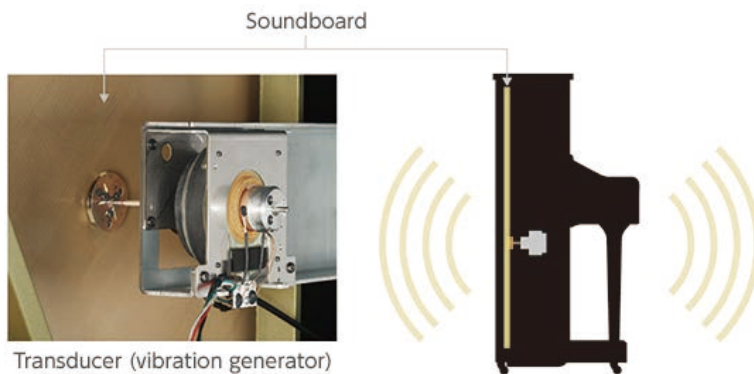
Yamaha has long valued the tradition of acoustic pianos, but at the same time, has continued to develop new types of pianos that fill the gap between acoustic and digital pianos, such as the Silent Piano™, the Disflavier™ player piano, and the AvantGrand hybrid piano.

The TransAcoustic™ Piano delivers the sound of a real, fully strung and resonant acoustic piano and the volume changes of an electric piano without compromise. The new TransAcoustic™ technology changes digital sound to physical vibrations that are transmitted directly to the piano soundboard. The vibrations of the soundboard induce the resonance of piano strings and the piano itself, making the piano act like a loudspeaker.

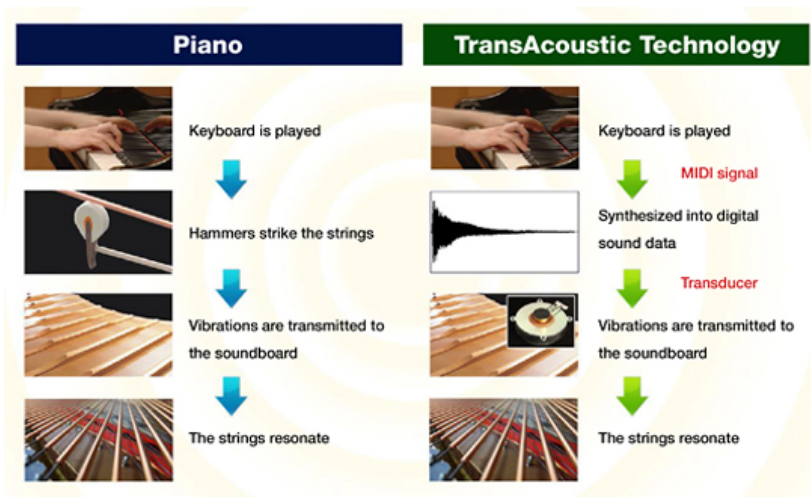
The conventional Silent Piano™ requires headphones to be worn or connections to external speakers when it is in silent mode. However, no speakers are required for the TransAcoustic™ Piano and the volume can be adjusted so that it can be played regardless of the situation. What's more, not only does the TransAcoustic™ Piano generate piano sound, a range of digital sounds can be selected as well. These digital sounds can be combined with acoustic piano sounds, making a large range of musical performances possible.

With these features, the TransAcoustic™ Piano represents a new choice for people who cannot play an acoustic piano because of sound problems, and for a wide variety of other users as well.

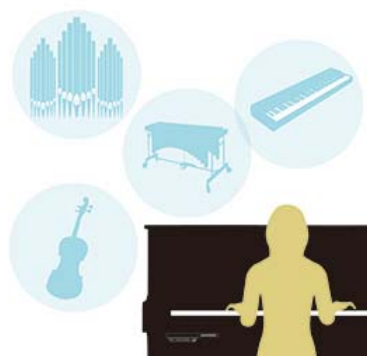
* TransAcoustic is a new word combining the words "trans" and "acoustic," suggesting a new piano beyond conventional pianos.
<http://jp.yamaha.com/products/musical-instruments/keyboards/uprightpianos/up-ta/?keyid=p01>



Transducer (vibration generator)



Volume can be freely controlled according to the time and living conditions



Acoustic piano and digital sounds can be combined

Supporting Research in the Field of "Health and Music"

Yamaha Corporation of America (YCA) established Yamaha Music and Wellness Institute (YMWI) in 2007 in conjunction with a non-profit organization that conducts research in the field of health and music. YMWI is conducting research and developing programs that help to enhance a healthy mind and body through music and musical instruments. The results of the research are released in the form of research papers based on the idea of promoting application as widely as possible.

[Yamaha Music and Wellness Institute](#)

Community Involvement and Development



Connection to Local Communities | ➔



Promoting Music Culture | ➔



Community Support Activities | ➔



Support that Helps Foster Future Generations | ➔



Donations and Social Welfare Activities | ➔



Expenditures for social contributions | ➔

Connection to Local Communities

Connection to Local Communities

The Yamaha Group makes ongoing efforts to communicate with local governments and local residents to maintain good relations with the communities that are home to its business offices and factories. Along with exchanging information regularly with neighborhood councils, The Group helps with and participates in events organized by local governments and other organizations while taking part in a range of environmental preservation activities that include regional cleanup efforts and green campaigns.

The Yamaha Group also invites local residents to summer festivals it holds every year at all of its factories to show its appreciation for their continual cooperation and understanding.

At the Toyooka Factory, books are purchased with money raised through charity bazaars, union events, and donations from employees, and are then donated to local schools every year.

Examples of the communication efforts conducted at business sites and factories in fiscal 2014

- Accepting factory tour visitors (manufacturing lines)
- Accepting middle and high school visitors for hands-on workplace experiences and tours
- Holding summer festivals to strengthen relationships with communities
- Lending of facility, parking lot, etc.
- Participation in regional cleanup efforts by employees
- Regular holding of information exchange sessions with neighborhood councils
- Signing of memorandums to open up facilities to the public during disasters
- Donating books to local kindergartens, daycare centers, elementary schools, and junior high schools
- Donating food stockpiled for emergencies to Food Bank Fujinokuni

→ [Link to Food Bank Fujinokuni to donations and social welfare activities](#)

The Yamaha Group also demonstrates a regard for the environment in local communities, ensuring no toxic substances are released by building wastewater treatment facilities and producing products with minimal environmental impacts.

→ [Yamaha's environmental initiatives](#)



Summer festival



Regional cleanup effort



Information exchange session with neighborhood councils (headquarters business site)



Donating books to local school (Toyooka Factory)

Kitami Mokuzai Co., Ltd. Certified as Volunteer Fire Corps Office

In fiscal 2014, musical instrument components manufacturer Kitami Mokuzai Co., Ltd. (Monbetsu, Hokkaido) cooperated in regional volunteer fire department activities, and was certified as a collaborating office. It was commended by the Fire Disaster Management Agency, receiving the Volunteer Fire Corps Office Symbol (Gold Mark).

Of the certified volunteer fire brigades, the Gold Mark is presented to those that have demonstrated significant achievements, such as establishing a volunteer fire brigade, giving consideration to employees who participate in fire fighting activities and contributing to the strengthening of firefighting and disaster prevention systems. In fiscal 2014, of the 8,603 volunteer fire brigade offices in Japan, 32 were certified including Kitami Mokuzai. At Kitami, 24 out of the 128 employees are volunteer firemen, and some of them are chiefs or deputy chiefs of their local volunteer fire brigades, which was highly evaluated. Kitami is determined to further strengthen its firefighting brigade and contribute to local society through fire corps activities.



Kitami Mokuzai Co., Ltd. received the Gold Mark

Promoting Music Culture

Supporting Music Contests and Clinics

The Yamaha Group contributes to the development of music culture by supporting various music contests and clinics both in Japan and overseas. Yamaha Corporation not only provides musical instruments, but also assists with the running of the events that include the Hamamatsu International Wind Instrument Academy and Festival, Japan Band Clinic, the Shizuoka International Opera Competition, the Hamamatsu International Piano Competition, and the Shizuoka International Opera Competition, in all of which participants from both Japan and other countries pursue a high artistic standard.



Hamamatsu International Wind Instrument Academy and Festival



Japan Band Clinic

Since 2012, Yamaha Music & Electronics (China) Co., Ltd. has been holding the Yamaha National Piano Competition, in which approximately 10,000 people participate each year. The aim of the competition, which is at one of the highest levels in the country, is to nurture promising students.



Support Related to Scholarships and Music Education Institutions

The Yamaha Group has set up scholarship systems in different regions of the world as support for aspiring musicians. Yamaha also teams up with music education institutions, continues to support the educational curriculum and provides seminars for instructors. Yamaha introduced a scholarship system in China in 2000, and provided approximately six million yen to music students at 15 universities in 12 cities during fiscal 2014.



Central Conservatory of Music, China (left) Shanghai Conservatory of Music, China (right)



Scholarships granted in Korea

Propping Up School Music Education

The Yamaha Group supports music education at schools in various regions of the world. Efforts are made to contribute to the enrichment of course content by donating instruments, giving courses to instructors and providing music-related information.

(1) Band Clinics & Band Directors' Clinics

Since 2010, Yamaha Music & Electronics (China) Co., Ltd. has dispatched instructors to school bands in major cities in Japan and overseas. The number of workshops and participants are increasing every year, with 45 workshops held in fiscal 2014 and approximately 3,000 students receiving guidance from prominent instructors. Yamaha also holds clinics for band directors so that general music teachers can teach band music.



Taidongliu elementary school in Tsingtao



Jiangxi Normal University in Nanchang City



Jiefangqiao elementary school in Guiyang City



Experimental middle school in Zhuhai City

(2) Student Orchestra Maintenance Seminar (Korea)

In Korea, the formation of orchestras at schools is recommended as a government policy. To support that kind of music performing environment, Yamaha Music Korea Ltd. offers a service in which wind instrument technicians visit schools that have established an orchestra, teach the students how to care for their instruments, and tune instruments free of charge. It also supports the sending of wind instrument instructors to schools, contributing to the vitality of wind instrument activities in Korea, where there is a shortage of instructors.



Student orchestra maintenance seminar



(3) Drumming Seminar

Yamaha Music Gulf FZE (YMGF) focuses on promoting music to students. In February 2015, demonstrations of the DTX electric drum and seminars were held at a music university (PAAET) in Kuwait and at the Indian and British elementary schools in Oman. At the drumming seminar, held by Yamaha drum artist Patti Balinas, not only were Yamaha drums promoted to students who have little opportunity to play the drums, but so too were the joys of music. The events were greatly appreciated.



Seminar at the Indian elementary school in Oman



(4) "Music pal" School Music Education Support Website

Yamaha Corporation established the website "Music pal" to support school music education. The site provides content that is useful for music coursework and investigative learning such as the history of music, musical composition, the origin and makeup of instruments, and a full encyclopedia of musical instruments including playing style.

→ ["Music pal" website supporting school music education : Japanese only](#)

Efforts to Spread Music Through Events and Contests

The Yamaha Group takes steps to spread music in the different regions of the world through events and contests. This includes proposing new ways to enjoy music for all ages as well as planning and providing spaces for performances by amateur musicians looking to make the next step up.

(1) Music Revolution

Over the years, the Yamaha Group has provided the opportunity for amateur musicians to perform through a variety of music events, namely the Yamaha Popular Song Contest (1969-1986) and the Teen's Music Festival (1987-2006). Japan's largest music contest "Music Revolution," where any amateur musician under the age of 23 is welcome to take part, started in 2007. In the seventh nationwide Japan Final held in January 2014, 14 groups of young musicians that advanced as winners of the regional preliminary competitions gave performances. The competition supports the sound musical development of youth and the Japan Final receives backing from the Ministry of Education, Culture, Sports, Science and Technology (MEXT). The overall winner is presented with a prize from the ministry.

☞ [Music Revolution : Japanese only](#)



(2) Asian Beat

Yamaha plans and runs "Asian Beat", which aims to promote popular music and develop amateur musicians in the Asia region. The winning bands from the regional competitions in each country go on to the grand final where they perform and compete to be the top amateur band in Asia.

☞ [Asian Beat](#)

(3) Brass Jamboree

The Yamaha Group holds the Brass Jamboree, in which wind instrument enthusiasts gather together in one large venue to enjoy playing music together. The participants hold a large concert together after meeting face to face for the first time at the venue and share the passion of music. The Brass Jamboree, which has over 500 participants every year, offers a place to perform to people who want to casually enjoy playing musical instruments. With experienced musicians, beginners, parents and children, families and friends participating, it is a day for everyone to enjoy music and is aimed at enthusiasts of all wind and percussion instruments. In 2015, a special music seminar was held before the rehearsal. Approximately 700 participants, ranging in age four to seniors in their 70s, gathered and enjoyed meeting other people through music, as well as playing music with many others. Participants shared a very special time playing together in a concert.



Brass Jamboree 2015

→ [Brass Jamboree : Japanese only](#)

(4) Wind Instrument Karaoke Contest (China)

Yamaha Music & Electronics (China) Co., Ltd. holds a wind instrument karaoke competition, which provides an opportunity for beginners and others that have just started learning music to enjoy playing simple tunes with a wind instrument on stage. The music is played together with a sound source as musical accompaniment that has been made solely using wind instruments. Some 6,200 children took part in 26 cities nationwide in fiscal 2014.



Wind Instrument Karaoke Contest (China)

Community Support Activities

Tours of Grand Piano Manufacturing Process

Yamaha Piano Manufacturing Japan Co., Ltd.,

At Yamaha Piano Manufacturing Co., Ltd., the facility for grand pianos opens its doors to the public and a wide variety of people go there to visit, from musicians to families, school students and corporate personnel. A total of 7,930 people took the grand piano tour in fiscal 2014.

Visitors to the factory pass through Harmony Plaza, where we display an early model grand piano that has been recognized as part of Japan's Heritage of Industrial Modernization. In the factory we introduce them to the assembly process for grand pianos using the latest equipment and craftsmanship, as well as our environmental protection initiatives.

Our goal in running these tours is to deepen the general public's understanding of Yamaha Corporation, and to provide the opportunity to experience the appeal of instruments and music. We also take requests from schools for tours and try to present different aspects to suit students of all ages, from elementary school to university, with themes including factories, industry and manufacturing.



Visitors observe a grand piano being made at Yamaha Piano Manufacturing Japan Co., Ltd.,



An exhibition at Harmony Plaza



Revitalizing Communities through Musical Events

The Yamaha Group aims to contribute to regions and community activities by planning and holding music events in different regions.

(1) Hamamatsu Jazz Week

Each year, Yamaha Corporation holds "Hamamatsu Jazz Week" in cooperation with the city of Hamamatsu and other co-organizers. The event has a variety of programs that can be enjoyed by people of all ages, and through it Yamaha is cooperating with the Hamamatsu city government's efforts to create a city with music at its core.

The 23rd Hamamatsu Jazz Week in 2014 included concerts that featured global artists as well as those by outstanding big bands from junior and senior high schools throughout Japan, combined with events organized in collaboration with citizens' groups and region's jazz clubs, a concert for parents with children, and "American Rhapsody," a combination of piano and storytelling that fuses jazz and rakugo (Japanese comic storytelling).

In fiscal 2014, the 23rd Hamamatsu Jazz Week received the Best Live Performance Award at the 4th NISSAN PRESENTS JAZZ JAPAN AWARD organized by JAZZ JAPAN magazine. Established in 2011 to contribute to the creation of new jazz culture for the 21st century, the award is given annually to the best in music, film, and live events.

Hamamatsu Jazz Week, which started in 1992 and marked its 23rd year in 2014, is a large-scale jazz festival in music city Hamamatsu. Jazz music is played everywhere, in jazz clubs, on the streets, and in cafeterias and restaurants by student bands and professional musicians. Hamamatsu gets painted in the colors of jazz for a week. Hamamatsu Jazz Week, featuring a variety of programs that can be enjoyed by people of all ages in and around Hamamatsu, is now a prestigious festival in Japan. The award was given in recognition of the event's long history and its highly evaluated performances.



Yamaha Jazz Festival, which concluded Jazz Week

(2) Creating Community through Music

Yamaha Music Japan Co., Ltd. developed the "Oto-Machi Project for Creating Musical Towns." The aim of the project is to create a sustainable community by harnessing the power of music to connect people and arranging times and places where local people can casually gather to play music. The Oto-Machi Project helps arrange times and places where local people can casually gather to play music, revitalizing the community and creating shared community values, thereby enhancing the sustainability of the community. This is a new business style that Yamaha proposes.

In fiscal 2014, our big band training course for apartment residents—jointly operated by Mitsubishi Corporation and Nomura Real Estate Development Co., Ltd.—received the Good Design Award in the Creation of Town, Local Area or Community category.



→ [Urban Development Project Through Music : Japanese only](#)



Jozenji Street Jazz Festival Swing Carnival



Funabashi Mori no City "Forest City Big Band"



Forest Ladies Swing Orchestra

Regional Efforts to Spread Music

(1) Cooperating with El Sistema

Yamaha Music Latin America, S.A. (YMLA) sponsors "El Sistema"^{*1}, a music education project promoted by the Venezuelan government. YMLA has supported "Fundación del Estado para el Sistema Nacional de las Orquestas Juveniles e Infantiles de Venezuela (FESNOJIV)," which has run the project, for more than 15 years through the provision of musical instruments and technical seminars. El Sistema is a delinquency prevention and poverty eradication system to stabilize society by promoting music activities and securing jobs for children. The fostering of skilled people who can maintain band instruments in the country creates job opportunities, so YMLA dispatches band instrument experts from Japan and Europe and holds seminars several times a year.



Children with El Sistema founder José Antonio Abreu Courtesy of FUNDAMUSICAL



Band instrument maintenance seminar



*1 A music education system that started in 1975 to promote the sound development of less fortunate youngsters through the practice of music in symphony orchestras by providing free lessons and instrument rental.

*2 After studying with El Sistema, today he is one of the most active conductors in the world. He is the musical director of the Los Angeles Philharmonic at present. His success could be considered an accomplishment of El Sistema.

(2) Supporting the Activities of Cauca Wind Orchestra*3

YMLA established the Cauca Wind Orchestra (OCV) in cooperation with the Polifonia Foundation*4 and Incolmos S.A.*5 and supports its activities. Cauca, Colombia, is a region with much coca cultivation centered on rural areas, and in addition to being a route for smuggling cocaine through the Pacific Ocean, the Revolutionary Armed Forces of Colombia (FARC) are active there and it sees frequent FARC terrorist bombings and kidnappings are commonplace.

Given this situation, the aim of OCV's activities is to change the lives and hearts of children through music, to protect the daily lives of general citizens, and to give children positive futures. OCV aims to advance the sound development of youngsters in the Cauca region of Colombia through orchestra activities.

*3 FESNOJIV: Fundacion del Estado para el Sistema Nacional de Orquestas Juveniles e Infantiles de Venezuela

*4 This foundation in Popayan in the southern part of Colombia works toward the sound development of youth by drawing them into musical activities.

*5 This company is a group company of Yamaha Motor Co., Ltd. and sells products from Yamaha Motor Co., Ltd. as well as musical instruments from Yamaha Corporation.



Concert with Cauca Wind Orchestra (OCV)

(3) Recorder Music Popularization Seminar by Sopro Novo

Yamaha Musical do Brasil (YMDB) formed the volunteer organization Sopro Novo in 2005, and it is holding seminars all over the country to train music teachers and popularize recorder music. By giving lessons on teaching methods to over 15 music teachers a total of five times (81 hours), participants learned music performance techniques, starting with how to read music and ending, ultimately, with ensemble performance. After completing the lessons, they can begin giving music instruction to beginners. In Brazil, where there is no music education structure in place for the compulsory education curriculum, this activity is a precious opportunity to offer many people from children to adults their first music learning experience.

In the 10 years leading up to 2015, Sopro Novo has held seminars nearly 1,300 times in 174 cities, and has trained approximately 4,000 teachers. The number of children taught by those teachers has reached nearly 500,000. Since this activity offers the total package, including instruments, textbooks, and teaching methods, it is easy to start. It functions as a regional social activity for NGOs and churches all over Brazil, and as a course on how to teach children.



Teacher training seminar



Annual national gathering

Regional Contribution Activities by the Yamaha Symphonic Band

The Yamaha Symphonic Band, which was established in 1961, holds regular musical performances and pop concerts, and supports the Yamaha Baseball Club at the National Intercity Nonpro Baseball Championship Series tournament and elsewhere. In addition, the band performs regularly in Japan and overseas, and appears in contests. It also performs to make regional contributions and support the areas affected by the Great East Japan Earthquake. In fiscal 2014, the band held a second workshop for junior high and high school students in Hamamatsu and participated in the Symphonic Band Parade. Furthermore, in November, the band appeared in a job experience event called "Hamawaku Kids: What is Work?", sponsored by the local chamber of commerce. A presentation was made on how trumpets are made. All band members had a great time playing music with children.



The Wind Instrument Parade, part of the Hamamatsu Matsuri festival



Workshop for junior high and high school students



Hamawaku Kids

[Yamaha Symphonic Band website](#)

Consisting of employee volunteers from the Yamaha Corporation Kakegawa Factory, the Kakegawa All Stars concert band gives concerts for the elderly in deepening ties with the local community.



Every September the band visits associations for the elderly in the region.



Performing at an event in Kakegawa City

Contributing Locally through the Yamaha Ladies Open Katsuragi

Each year, Yamaha Corporation and Yamaha Motor Co., Ltd. jointly host the Yamaha Ladies Open Katsuragi golf tournament at the Katsuragi Golf Club operated by Yamaha Resort Corporation in Fukuroi, Shizuoka. This major event is made possible with the support of volunteer staff that record and carry out the tournament as well as prepare the gallery, and also the support of local residents and regional governments.

Since the 2008 tournament, Yamaha have given donations to local governments that have backed the tournament as a token of our appreciation to local residents for their cooperation and support of the event. At the April 2015 tournament, we donated a total of ¥6 million, comprising ¥1 million each to Shizuoka Prefecture, Hamamatsu City, Iwata City, Kakegawa City, Fukuroi City, and Mori Town. These donations will be used to revitalize the region and improve social welfare, such as maintaining sports facilities and buying vehicles for volunteer activities. The total amount donated to date stands at ¥41 million.

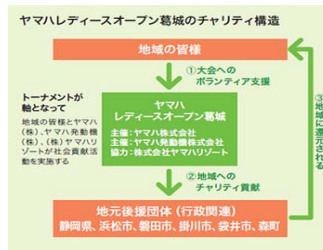
In addition, total of 1,189 new employees from Yamaha Motor Co., Ltd. and Yamaha Corporation took part as tournament operations staff alongside 234 volunteer staff.



Volunteer staff at the tournament in 2015



Charity donation presentation ceremony conducted after the tournament award ceremony



New employees at Yamaha Corporation that participated in the tournament as operations staff (Ayaka Watanabe, winner of the tournament, can be seen in the center of the front row)

Regional Education Support Activities

The Yamaha Group supports education in various ways throughout the areas it has operations in, including factories and sales sites, through workplace experiential learning, tours of its facilities and dispatching employees to conduct lessons.

→ [Support that Helps Foster Future Generations](#)

Efficiently Using Piano Off-cuts to Make Wooden Blocks for Children

Yamaha Piano Manufacturing Japan Co., Ltd offers off-cuts generated in piano manufacturing as wooden blocks to kindergartens, elementary schools, and public facilities in Kakegawa City, Fukuroi City, Iwata City, and Hamamatsu City.

The off-cuts created in the production process were historically thrown away, but when they started being used in woodcraft projects, ideas arose. Requests started coming in from teachers at local elementary schools, and around 1998, Yamaha Piano Manufacturing began offering the off-cuts to them. The company also recycles the off-cuts by selling them to local companies that make woodcraft products and providing them to local people at summer festivals after making them into wooden mouse pads, shoe horns, and chairs.

The Yamaha Group actively seeks to effectively use resources, contribute to communities, and foster the development of children.

→ [Link to Support that Helps Foster Future Generations](#)



Children playing with wooden blocks

Support that Helps Foster Future Generations

Accepting Students for Workplace Hands-On Learning and Factory Tours

The Yamaha Group accepts requests from local and regional educational facilities and offers workplace hands-on learning, internships, workplace and factory tours, and lectures on vocational opportunities. In Japan during fiscal 2014, Yamaha Musical Products Japan Co., Ltd., Yamaha Fine Technologies Co. Ltd., and Yamaha Music Retailing Co., Ltd. provided workplace hands-on learning and conducted workplace tours and welcomed internships.

Overseas, Yamaha often receives requests from educational facilities in each region and we do our best to cooperate by accepting people for work experience and tours.



Students participating in on-the-job experience at factory



Hands-on experience at a sales store

Manufacturing Classes and On-site Lessons

Yamaha Corporation provides programs for children focused on the themes of manufacturing and science in response to requests from the local community. In fiscal 2014, Yamaha held a handmade guitar class in collaboration with university students from the NPO CSN Hamamatsu in which children created their own handmade one-string guitars that they enjoyed playing together. Another class held in cooperation with Yamaha Piano Manufacturing Co., Ltd. taught children how to make a folk instrument from Africa called a kalimba using a craft kit that was created with off-cuts from piano manufacturing. In fiscal 2012 employees of Yamaha Corporation's Production Technology Department visited schools to give a lesson in ion plating. The managers gave the lesson in response to the following classroom issue raised by teachers: "We teach about ions in classroom lessons, but their workings are hard to connect to daily life and to grasp." In the lessons, employees carried out an experiment that recreates the process of plating wind instruments, one practical use of ions, as well as gave an explanation about ions. Students learned the industrial innovation of leveraging the qualities of ions to make products even better.

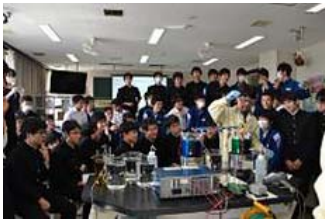
These kinds of initiatives for educating children are being carried out overseas as well. In China, performers are dispatched to elementary schools to which musical instruments were donated the previous year and give keyboard concerts or other performances.



Handmade guitar class(Playing with the handmade guitars (left), making guitars(right))



A class for making kalimbas (from left: the assembly kit uses off-cuts of wood from the production process for musical instruments; playing kalimbas they made; manufacturing class jointly held with Yamaha Motor Co., Ltd.)



Yamaha staff conduct a lesson on "plating" at a junior high school



A mini concert at a school for the children of migrant farmers to which instruments had been donated

Support for Learning Facilities and School Supplies

Yamaha Corporation is helping Hamamatsu Science Museum (Hamamatsu City, Shizuoka Prefecture) with its display items. The museum opened in 1986 to develop science-oriented minds and includes a planetarium and a participation-type exhibition that people can touch to aid in learning. Many of the exhibitions can be attributed to the participation and support of regional companies and groups, and Yamaha Corporation has also played a role since the museum opened. The following items are currently on display in the "sound" corner. (They were donated in 2012.)

Section	Details
Variable acoustic room	Exhibit using audio signal processing technology. Visitors can experience sound vibrations virtually in such simulated settings as a theater, echo room, cave and church simply by flicking a switch.
Cutaway models of musical instruments	Exhibit where the cross-section of eight different kinds of musical instrument, including wind, string and percussion instruments, can be observed close-up.

Baseball Clinics for Youth Teams

The Yamaha Baseball Club regularly holds clinics for local youth baseball teams in the western region of Shizuoka Prefecture as part of its efforts to contribute to the community and the development of young people in the area. At these clinics, members of the Yamaha Baseball Club provide guidance and instructions, teaching young ball players techniques such as how to shift their weight, stance, basic posture when fielding infield and outfield, play combinations and batting. Some 44 such clinics have been held to date.

In fiscal 2014, five clinics were held in Shizuoka City (Kusanagi), Kakegawa City, Iwata City, Hamamatsu City (Hamamatsu/Hamakita) in Shizuoka Prefecture, with a total of 74 teams and 1,055 players participating. In response to the results of a national physical fitness test held in fiscal 2014 that showed that the softball throwing ability of fifth-grade boys in the public schools of Shizuoka was the worst in Japan, Shizuoka Prefecture asked the club to teach children with no baseball experience how to use their bodies to make long throws, which contributed to improving the overall skills of elementary students in the prefecture.

At the classes in Hamamatsu, Kakegawa, and Iwata, the Junior Baseball Instructing Club, made up of former members of the Yamaha Baseball Club, gave baseball health examinations to children with injuries in cooperation with sports physicians and worked to help prevent injuries and accidents.

The Yamaha Baseball Club will continue fostering healthy young baseball players and the dreams and development of young people through these youth baseball clinics.



Baseball clinics



Donations and Social Welfare Activities

Voluntary Philanthropic Activities by Employees

Yamaha Corporation of America launched Yamaha Cares in 2003 as a way for employees to implement voluntary philanthropic activities. Yamaha Cares aims to contribute to the regions in which employees live and work primarily through activities that spread the joy of music, as well as through other philanthropic activities with themes in education, the arts, welfare and community revitalization. Among these is an activity benefitting a children's hospital researching the treatment of Type 1 juvenile diabetes. Every year employees participate in the Southern California Half Marathon and solicit contributions, which have exceeded \$60,000 total. Yamaha Cares continues to support the hospital, one of the few institutions researching the treatment of childhood diabetes. Yamaha Cares is also active in fundraising efforts and donating the Company's products for many other programs, including the Special Olympics for people with intellectual disabilities, The Boys and Girls Club after school sports programs, American Cancer Society, and several other charities in support of children battling disease and people in poverty.



Funds raised from a half marathon were donated to Children's Hospital of Orange County (CHOC)



Yamaha supported the opening of the Special Olympics through donations and volunteer activities

Regional welfare activities

Donating Food to Food Bank Fujinokuni for Disaster Stockpiling

The Yamaha Group works closely with Food Bank Fujinokuni, a charitable organization seeking to help society. Food Bank Fujinokuni accepts food that is safe to eat but would otherwise be discarded from companies, organizations, and individuals, and distributes it to people who need it. The Yamaha Group fully supports the organization. At its offices in Shizuoka Prefecture, Yamaha stockpiles food to be distributed in the event of a disaster. One month before the food is due to be replaced, Yamaha donates it to the food bank.

Support for Areas Devastated by the Great East Japan Earthquake

For restoration and recovery in areas affected by the Great East Japan Earthquake, the All-Japan Musical Instrument Association, together with musician Ryuichi Sakamoto, established the School Music Revival. This is part of a three-year project (July 2011 to August 2014) under the theme "Use the power of music and musical instruments to bring smiles to children's faces." The Yamaha Group supported the devastated region through the activities of the project.

Support Through the School Music Revival Fund «School Music Revival Live»

In the affected regions, School Music Revival sponsors events such as concerts and music appreciation classes at kindergartens and elementary schools, carrying out activities to make children aware of the fun of music and musical instruments. In August 2013, School Music Revival Live was held in Natori City, Miyagi Prefecture, which was damaged by the tsunami, and more than 300 Tohoku region high school students put on stage performances full of the energy of youth. What's more, the third School Music Revival Live will be held in Sendai City in August 2014, wrapping up the Fund's activities.

Donation of Musical Instruments and a Concert for Schools for the Children of Migrant Farmers

Yamaha Music & Electronics (China) Co., Ltd. began donating instruments to schools for the children of migrant farmers all over China in 2012 as a five-year project to show gratitude toward local areas for the development of its business in China and the development of its business there.

This activity is carried out with the idea that by donating upright pianos, portable keyboards, AV equipment and more for music classes in the schools, it could offer more children the opportunity to experience music and teach as many children as possible about the wonders of music.

In fiscal 2014, it donated musical instruments to seven elementary schools for the children of migrant farmers in Suzhou and Guangzhou. It is also putting effort into music education support activities in China. For example, it sent portable keyboard performers to a school for the children of migrant farmers it had donated instruments to the previous year and performed concerts. We will continue initiatives to reinforce the activities that support music education in China.



Musical instrument presentation ceremony (Guangzhou)



Concert at a school



Donating Musical Instruments to the Japanese School in Ipoh

Yamaha Electronics Manufacturing Malaysia has donated musical instruments to the Japanese school in Ipoh, Perak since fiscal 2012.

There is no official Japanese school in Ipoh, so Japanese children living there have few opportunities to learn about Japanese culture. The Ipoh Japan Society gave approval to the parents and guardians of Japanese children to open a Japanese school every Sunday, where Japanese customs and culture are taught. At the school, music is played at enrolment ceremonies, graduation ceremonies, and Japan Society meetings. Yamaha Electronics Manufacturing Malaysia has a base in Ipoh, and it donates musical instruments every year on the occasion of school events in order to support education of the children. The company has donated a large drum, an electric organ, a xylophone and, in fiscal 2014, 10 Pianicas.



Donating Pianicas for the children

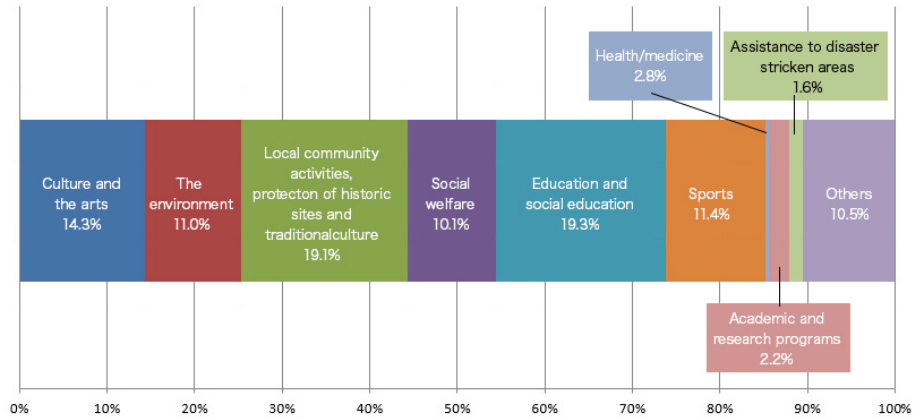


Expenditures for social contributions

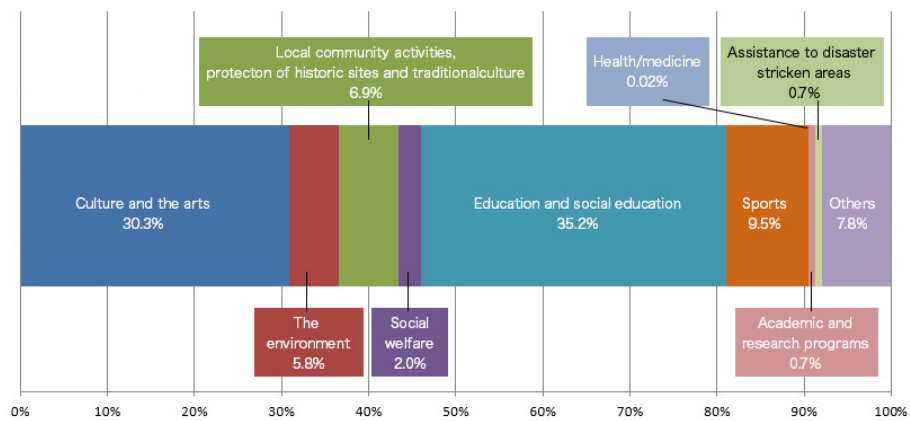
In fiscal 2014, the Yamaha Group spent 252.45 million yen on social contributions, including activities contributing to the popularization and development of music and music culture, and contributions to the region and to welfare of society.

*The above expenditures do not include actions taken by the Yamaha Music Foundation.

Expenditures for social contributions made: 252.45 million yen



Number of social contributions made: 446



* Classification of expenditure is based on surveys of social contribution activities performed by the Keidanren One-Percent Club.

closeup



Creating the Core of Corporate Management
— Establishing the Yamaha Philosophy — | ➔



Popularizing Music in China
| ➔



Developing Environment-friendly Products
— Soprano Recorders Made of Plant-based Resin — | ➔

Creating the Core of Corporate Management — Establishing the Yamaha Philosophy —

Yamaha's history began in 1887 with production of a reed organ.

Then, marking the 125th anniversary since its founding,

in a new era we opened a new chapter in which we are facing new challenges.

Looking ahead to its 150th and 200th anniversaries with the aim sharing values and growing and developing as a united group,

Yamaha reviewed its corporate philosophy and newly formulated the Yamaha Philosophy in November 2014.

The Yamaha Philosophy incorporates the Yamaha Way, which stipulates the behavior expected of each and every employee of the Yamaha Group.

With the Yamaha Philosophy, an expression of the corporate DNA formed over its long history,

the Yamaha Group is committed to creating excitement and cultural inspiration together with people around the world.

The following explains the Yamaha Philosophy and how it was established.



Sharing Values Throughout the Yamaha Group

As we continue substantial progress towards the globalization of our business activities—including mergers and acquisitions—and proceed with the division of production and sales activities in Japan, it is essential that a sense of unity and shared values are promoted within the Group. In January 2014, our leader and president, Takuya Nakata, thus launched an in-house project to establish the Yamaha Philosophy.

To ensure that Yamaha's 125 years of history and traditions are passed along, the first step was to clarify Yamaha traditions, culture, and corporate DNA, and to define its unique qualities. In addition to that, in order to continue growing and developing as an organization where employees act on their own initiative and embrace new challenges, we reformulated the current corporate philosophy so that all employees around the world can achieve shared values throughout the Group.

Purpose for Establishing the Yamaha Philosophy

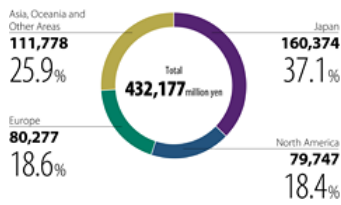
Significance for and Effects on Society

- Creating new values and providing products and services that meet the needs of the time based on Yamaha traditions

Significance for Yamaha

- Foster values that can be shared among all Group employees
- Pass down refined, unique traditions and spirit
- Create an organization where everyone acts on their own initiative and embraces new challenges

Consolidated Net Sales by Region (Million yen)



Employees by Region (People)

(As of end of March 2013)



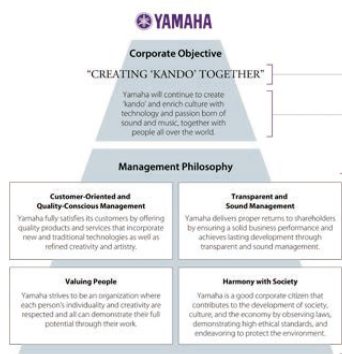
Activating Our Corporate Culture through Frank Dialogue

The Yamaha Philosophy consists of our "corporate philosophy," which defines the reasons we exist as a company and the goals that we seek to achieve through our work and corporate management; our "corporate slogan," which is a concise expression of Yamaha's corporate philosophy; and "The Way," which explains the behavior expected of all Yamaha Group personnel and how they should act on a daily basis.

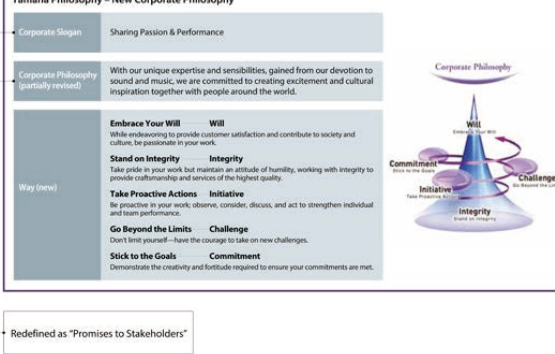
Throughout the project to establish the Yamaha Philosophy, we valued input from personnel around the world. To deepen the understanding of our present corporate culture we reached out to each employee through interviews, questionnaires and roundtable talks, which allowed management and other employees to frankly engage in dialogue. In so doing, we raised awareness and came to understand the path that Yamaha should follow.

We use the Yamaha Philosophy as a foundation on which to build. Our goal is to consistently provide high-quality products and services that exceed customer expectations, to create new values, and to contribute to the development of society and culture. We are determined to be a company that is needed by our customers and society.

Previous Corporate Philosophy



Yamaha Philosophy - New Corporate Philosophy



Previous Corporate Philosophy

Phase 1 Preparation (Preliminary investigations, determining concepts)
(January – March 2014)

Clarification of Yamaha's DNA, Shared Values, and corporate culture

- Reviewed corporate history and analyzed Yamaha's DNA
- Executive interviews (total of 10)
- Employee interviews (total of 14)
- Questionnaire (5,300 Yamaha employees in Japan and 30 Group company management-level personnel in English-speaking countries)
- Employee workshops (total of 5)

Phase 2.3 Broad-based discussions and examination of dissemination plans
(April – October 2014)

Broad-based discussions with everyone in the Yamaha Group—from management to employees levels—based on the DNA and shared values extracted in Phase 1

Reformulate to establish a corporate philosophy structure that can resonate throughout the Group, reflecting the ideal image of Yamaha for the future

- Round-table discussion with Executives With young employees (total of 17 times) With mid-level employees (total of 6 times)
- Questionnaire for overseas group companies (1,800 employees)
- Interviews at overseas group companies (total of 23 times)
- Deliberations among executives (monthly)

Establishment of the "Yamaha Philosophy" (November 2014)



Yamaha Philosophy booklet in multiple languages

Currently available in 10 languages, with translation into more languages scheduled.

Spreading the Yamaha Philosophy (beginning November 2014)



Poster



Personal card



Explanatory video in multiple languages

Popularizing Music in China

Parallel to the economic development in China, there has been a new focus on promoting the fine arts in Chinese schools.

The Yamaha Group has been doing businesses in China since 1989—over a quarter of a century.

We now have four production bases and a holding company in the country,

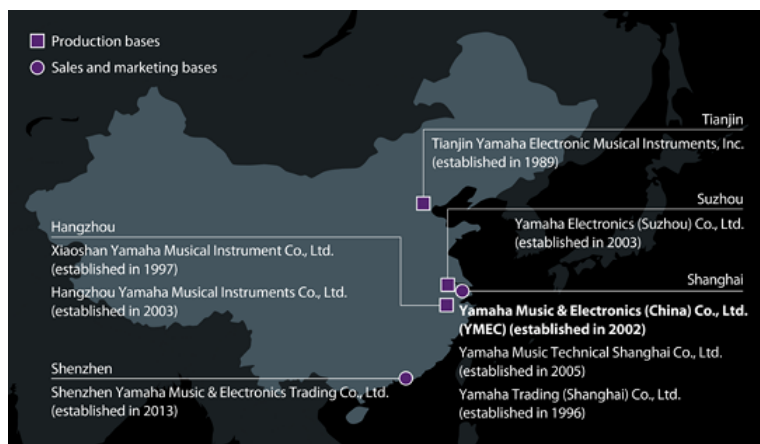
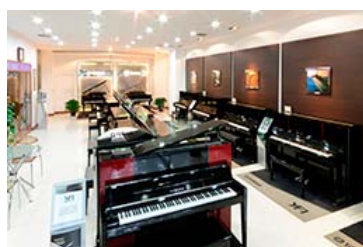
Yamaha Music & Electronics (China) Co., Ltd. (YMEC).

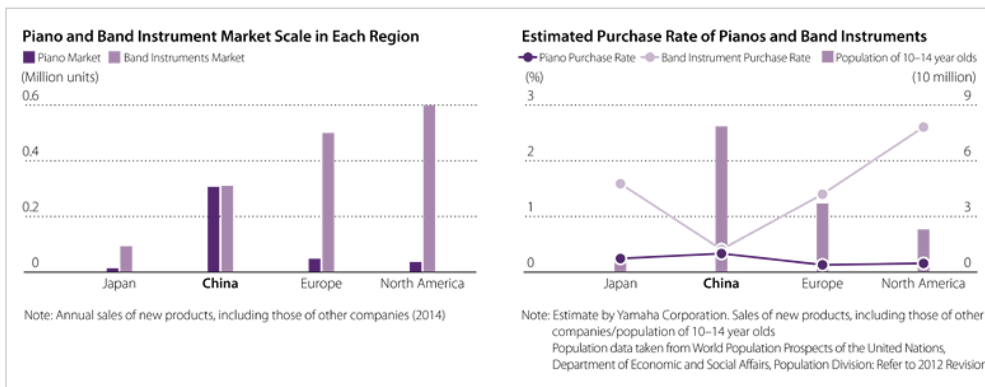
YMEC is working with other Group companies to grow our business even more.

In view of the corporate mission to provide a wide range of products and services and help further develop education and culture in China through the popularization of music and musical instruments,

the Yamaha Group has been very active in the Chinese piano market—in which Yamaha is one of the largest players—as well as the band instruments market, which Yamaha is developing through its vast expertise.

This section reports the business and music popularization activities of the Yamaha Group in China.



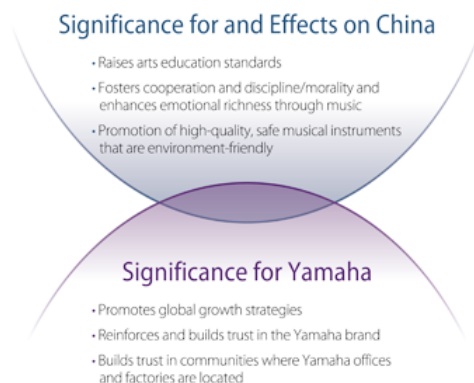


Contributing to the Development of Music Education and Culture in China by Growing Our Businesses

In China, it is widely believed that music and other fine arts simultaneously promote the development of culture, enhance a person's emotional richness, and teach discipline and morality. Government policy has thus begun emphasizing fine arts education in schools.*

Yamaha has long provided pianos and other musical instruments, as well as music education, in China, thereby helping develop music education and culture in the country. We believe that supporting budding musicians by providing scholarships and musical instruments, as well as sponsoring music contests and clinics, is a fine way of giving back to China, which has been very supportive of our business. Yamaha also benefits by these activities, which reinforce the Yamaha brand and build trust in the company. Yamaha will continue to contribute to China through these activities as part of its global development strategy.

Yamaha's Vision of Business in China



* Ministry of Education on promoting the development of school fine arts education (January 2014)
http://www.gov.cn/gongbao/content/2014/content_2667617.htm

Focus on Music Promotion Activities that Meet the Needs of Society in Three Key Ways—Contributing to Communities, Developing Human Resources, and Contributing to a Healthy Global Environment

A company rooted in community

While conducting business in China, Yamaha is focused on the three initiatives of contributing to local communities, developing human resources, and contributing to a healthy global environment. We strive to strengthen connections in local communities by supporting the promotion of music in the region, fostering human resources that will promote music in the future, and providing not only high-quality, but also safe musical instruments that are environment-friendly.

Using expertise accumulated in Japan and experience obtained in China over the last quarter-century, we are determined to continue growing our business and promoting music through fair, transparent business activities.

1. Providing opportunities that connect community members with music

We believe that the emotional well-being of children is enhanced when they are connected with music and musical instruments. Accordingly, in commemoration of its 10th year of business in China, in 2012 YMEC and four of our factories donated musical instruments to elementary schools* as part of a five-year project to express gratitude to the country. By the end of fiscal 2014, 33 pianos, 900 portable keyboards, and 36 AV units had been donated to 36 schools in communities where Yamaha has offices or factories. The retail value of these items amounts to 2.77 million yuan (approx. 50 million yen).

Other activities supporting the popularization of music in China include sending musicians to schools that had received musical instruments the previous year to perform concerts, as well as holding concerts at various locations that feature renowned pianists.

* Elementary school for the children of migrant farmers



Donation of musical instruments to an elementary school for the children of migrant farmers(left);
Concert at a Yamaha Music School for a school to which Yamaha had donated musical instruments (right)

2. Developing human resources—Supporting people who will promote music in the future

Yamaha supports young musicians by providing scholarships and sponsoring music contests and events. We established a scholarship program in 2000, and by the end of fiscal 2014, had provided scholarships totaling 2.3 million yuan (approx. 44 million yen) to 250 music students at 15 universities. The Yamaha National Piano Competition, which started in 2012 and boasts some 20,000 participants annually, is now one of China's most prestigious competitions. This is another fine example of how Yamaha supports students of music.

3. Contributing to a healthy global environment—Practicing sustainable production activities

Yamaha ensures that its business operations give full consideration to the environment and safety. Based on Yamaha Group Environmental Policy, all four of the Group's factories in China have obtained ISO 14001 certification, and three of them have obtained Cleaner Production Audit certification based on China's Cleaner Production Promotion Law. Yamaha is not only committed to observing environmental laws and regulations, but also to conserving energy and minimizing CO₂ emissions. Yamaha is also installing LED lights and reducing and recycling materials used in shipping. Through the Yamaha Green Campaign, we clearly explain to our customers in price sheets and catalogs that the products we manufacture are environment-friendly and safe, and that our factories and band instruments feature lead-free soldering.



Yamaha Green Campaign

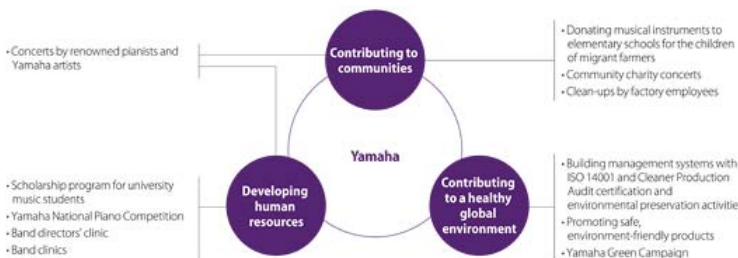


Yamaha National Piano Competition



Nationwide concert tours by Yamaha artists

Primary Activities for Popularizing Music in China



School band clinics for popularizing band music and expanding the band instrument market

Although China is the largest piano market in the world, band instruments are played very little and school band activities are relatively few in number (see graph on page 13). One of the biggest reasons for this is the shortage of teachers who can teach band instruments or can conduct bands. To make band music more popular and build the band instrument market, Yamaha holds workshops and clinics for school teachers.

Yamaha's school band clinics are based on teaching expertise Yamaha has gained in Japan, Europe and the USA. We send teachers to schools where they teach students with easy-to-understand instructions using the Yamaha teaching instrument called the Harmony Director, a much lauded approach. We have received many requests for clinics from schools near Yamaha sales outlets. In fiscal 2014, about 3,000 students and teachers participated in clinics at 45 schools. China is being watched closely in recent years as band music is really catching on at schools. One reason is that it requires the children to coordinate their breathing in large groups, which in turn improves cooperation and discipline and builds team spirit.



Comments

Highly acclaimed Yamaha band methods

Yamaha's advanced training methods using Yamaha Harmony Director keyboards are enthusiastically endorsed by all who use them. I will continue to promote music education with Yamaha.



Zhang Min
Yamaha Band Director,
Resident Conductor Shanghai University
Symphonic Band

Music instruction that enhances children's discipline

Our school band department has regularly been guided by Yamaha since its foundation in 2000. I believe Yamaha's excellent methodologies not only improve skills, but also make students more disciplined.



Ge Wei
Band Director
Huaxi Second Primary School

Yamaha employee in charge of band instrument sales

Promoting the popularization of music using methods appropriate for communities

We promote the dissemination of band instruments and band music to help develop China's education culture. Applying Yamaha expertise, we adjust to each situation according to the region with the aim of improving standards and expanding activities nationwide.



Mamoru Fukuzawa
General Manager, Combo BO Division
Yamaha Music & Electronics (China) Co., Ltd.

Developing Environment-friendly Products — Soprano Recorders Made of Plant-based Resin —

Recorders are traditional woodwind instruments that many people are familiar with.

They are often used in schools because even young students can readily produce sounds with them.

Yamaha started manufacturing and selling recorders in 1967. Since then, the qualities of Yamaha recorders, such as their impact resistance, pitch accuracy and agreeable tone, have been widely recognized. Many elementary and junior high schools have adopted them for their music programs.

Against this background, Yamaha began developing musical instruments for students that not only have great sound quality, but also are environment-friendly and safe to use.

The YRS-401 and YRS-402B soprano recorders developed in July 2014 are the world's first musical instruments made using plant-based resin. *1 This section discusses their features and how they were developed.

*1 Yamaha recorders are sold at music stores.



World's First Recorder Made using Plant-based Resin Developed with a Materials Manufacturer

Yamaha strives to manufacture products that are environment-friendly and safe to use. We use no adhesives in manufacturing our soprano and alto recorders. The Yamaha Group Environmental Policy states that the Group focuses on developing technologies and providing products that are more environment-friendly. One approach we have taken is to use an environment-friendly resin in the production of recorders. By incorporating the ecodear™ polylactic acid developed by Toray Industries, Inc., the world's first recorders made using a plant-based resin were developed. *The use of renewable plant-derived polylactic acid, as opposed to fossil fuel-derived materials, helps reduce greenhouse gas CO₂ emissions. Recorders are one of the first teaching tools students encounter when they enter elementary school. Providing them with an instrument that is familiar to them not only arouses their interest in music, but also in the case of Yamaha recorders that have prominent environmental attributes, enhances their awareness of environmental issues. Yamaha and Toray have gone the extra mile not only to create instruments of the highest quality, but that also feature designs that convey environmental information.

* Musical instruments commercially available as determined by Yamaha in-house research in June 2014.



ecodear
Plant-based PLA Compound Resin

Yamaha's commitment to environment-friendly, safe recorders

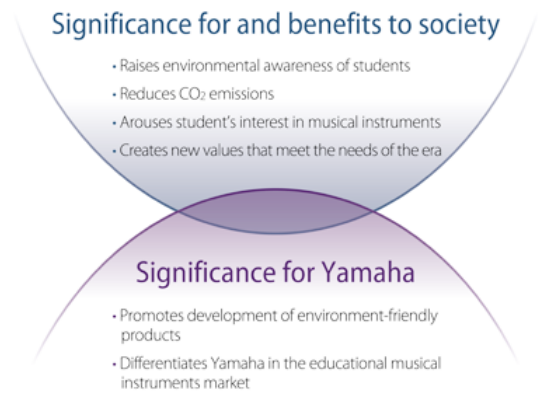
- Our ABS recorders comply with the following regulations related to the production and use of chemical substances. (May 2015)
 - Japan: Food Sanitation Law
 - Europe: REACH
 - The United States: CPSIA
- Manufacturing at factories that have received ISO quality assurance certification.
- Adoption of ultrasonic welding that eliminates the need for adhesives (soprano and alto recorders)
- Adoption of environment-friendly, natural, plant-derived cloth case



Use of ecodear™ for recorder bodies

* ecodear™ is a trademark of Toray Industries, Inc.

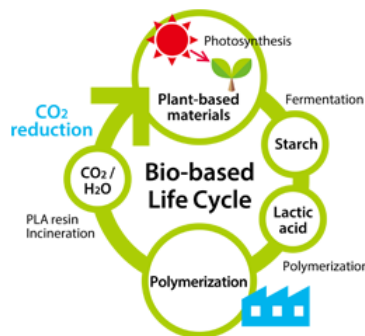
Goals in developing recorders made with resin derived from plants



Helps Students Experiencing a Musical Instrument for the First Time Discover the Fun of Playing Music and Raises Their Environmental Awareness

Helping to prevent global warming by using renewable, plant-based materials

ecodear™ is a composite material that combines plant-based polylactic acid* and petroleum resin (ABS resin) developed by Toray Industries, Inc. Recorders manufactured using ecodear™ have about the same workability, durability, strength and appearance as conventional ABS resin recorders, but the production process generates about 20% less CO₂.



ecodear™ plant-based polylactic resin

The use of ecodear™ generates about 20% less CO₂ emissions than conventional ABS resin. Therefore, substituting ecodear™ for ABS resin in the production of one million soprano recorders would reduce CO₂ emissions by 230 tons. This is the amount of CO₂ that a car traveling around the earth 25 times* would produce.

* At a fuel consumption rate of 10L/100km and an Earth circumference of about 40,000km

Given that plants grow by absorbing CO₂ in the atmosphere, the amount of CO₂ generated in the production of a recorder is reduced by the amount of CO₂ absorbed during plant growth. Furthermore, fossil fuel resources are finite and being depleted, so using renewable biomass to make instruments is a significant benefit.

* Plant-based polylactic acid resin is produced from plant starch (currently, primarily corn starch) via a process that includes lactic acid fermentation and polymerization.

Recorders as a teaching tool

Collaboration with Toray has also resulted in the production of better-sounding recorders. Since the specific gravity of ecodear™ is slightly greater than that of ABS resin, use of ecodear™ has given Yamaha recorders a mellower, centered tone similar to that of wooden recorders.

Yamaha has also completely changed the image of school recorders by making them in bright colors that elicit images of plants such as corn and sugar cane, materials from which polylactic resin is produced. The cases are also different, having a gentle leaf-like color and being made of natural-fiber cloth, making Yamaha recorders even more environment-friendly.

Opportunities for environmental education for students

In response to requests from schools and agents, Yamaha provides introductory seminars to teach students how to play recorders. These seminars focus on arousing the interest of students who are playing a recorder for the first time and on training teachers how to teach.

Fujisaki Town Tokiwa Elementary School in Minami Tsugaru, Aomori Prefecture, Japan uses the YRS-401 for third-grade students. The school praises the instrument highly, stating that it is easy to make sounds with and very durable. Students in the third and fourth grades study waste processing, recycling and the environment in social studies, and the recorder has been a useful tool in helping them learn about these issues.

Yamaha is committed to developing even better musical instruments and environment-friendly manufacturing for a sustainable society.



Comments

“I want upcoming generations to have greater environmental awareness.”

I was really hoping to help reduce global warming through the use of ecodear™ and found the request to use it to produce recorders rather timely. I am confident that this environment-friendly recorder is an ideal tool for students to learn about the environment.



Yoshiyasu Naito
Toyolac Technical Dept., Chiba Plant
Toray Industries, Inc.

“It was a great opportunity to expand the use of an environment-friendly material.”

I talked about ecodear™ at a new product release, which was a great opportunity to get the word out about this environment-friendly material. The marriage of a musical instrument and this material was much discussed in journals of both the musical instrument and chemical industries. The public response has been great. I am very happy that we have been able to make the world a better place through products for students.



Keiko Hakozaki
Tokyo Toyolac Sales Section, Toyolac
Dept. Resins Division
Toray Industries, Inc.

“The recorder is an environmental education tool that sounds beautiful.”

The basic requirements for school musical instruments are that even young students can play them, they sound good and they can be played in a group. We decided on the YRS-401 because it meets all of these requirements. There's also the added benefit that we can use such a familiar object for environmental studies.



Taishi Kodate
Teacher
Fujisaki Town Tokiwa Elementary School
Minami Tsugaru, Aomori Prefecture, Japan

Recorder designer

“We are committed to providing students with safe, fun musical instruments.”

Recorders are one of the first musical instruments students experience. Therefore, recorders need to be of high quality, as well as safe and fun. I would be very happy if my goals are realized when students play our recorders.



Toru Ohno
B&O Instruments Development Group
Acoustic Musical Instruments Development
Dept.
Music Instruments Development Division
Yamaha Corporation

Third-Party Opinion

The Yamaha Group is focused on ensuring better communication with all stakeholders in order to respond to various CSR-related issues globally. This year, Ms. Makiko Akabane shares her opinions on Yamaha's CSR activities and the Yamaha CSR Report 2015 to help us make improvements going forward.



Makiko Akabane
Director, Japan
CSR Asia Tokyo Office

This is the third consecutive year I've had the honor of giving a third-party opinion on the Yamaha Group CSR Report. Over this period, the Group has made significant progress in CSR. In fiscal 2013, Yamaha reviewed its status in line with the core subjects of ISO 26000, providing guidance on social responsibility and confirming outstanding tasks that need to be completed to achieve its goals. In fiscal 2014, the Company embarked on building a system that will enable it to meet its CSR aspirations based on the tasks confirmed. Even though Yamaha had formulated a CSR policy, it felt a sense of crisis regarding structural shortcomings that compromised its CSR goals. Accordingly, a system for CSR management was quickly established. Furthermore, each related division presented CSR tasks that need to be carried out as initiatives from fiscal 2015 onwards. These tasks are to be incorporated in the mid-term management plan, so that the newly established CSR system will take root and function throughout the Group. Owing to an extraordinary Group-wide effort, the CSR management system was constructed in a short period of time by utilizing input from all divisions.

In 2014, the Yamaha Philosophy was established following extensive discussions among management and other employees in Japan and overseas. This process exemplified "stakeholder engagement," where management and other employees collaborated to decide corporate policies. I admire the management's commitment to adopt this approach. Many other companies have been hesitant to follow suit. I have been told that the Yamaha Philosophy has already been translated into 10 languages; this being done on a voluntary basis, with the employees of overseas affiliates translating it into their native languages. I believe that this stems from the Yamaha approach of engaging all employees, and generating a sense of happiness and pride of being part of the Yamaha Group.

Considerable progress has also been made in the area of CSR procurement, including the establishment of the Yamaha Supplier CSR Code of Conduct in fiscal 2014. I fully understand how difficult it is to have uniform standards for the Group, which often has to deal with different situations on a case-by-case basis. Managing a broad range of products in the sound and music market requires dealing with all kinds of suppliers. That being said, Yamaha was determined to establish the Code of Conduct to demonstrate its sense of obligation to conduct responsible global procurement. CSR procurement, along with climate change, is one of the most important CSR themes. To realize CSR procurement, it is essential that all divisions and departments concerned collaborate together. I would like Yamaha to be flexible in its ongoing efforts in CSR procurement because it is such a vital activity for the Yamaha brand.

Lastly, I would very much like Yamaha—with a history as a global leader in the sound and music market for more than 125 years—to consider one thing: the establishment of a system that enables all Group companies in Japan and overseas to share CSR initiatives. Over the last three years, the Yamaha Group has achieved exceptional progress in CSR, with the Japan head office playing a pivotal role in building the foundation of the Group's CSR management. However, I would like to see CSR promotion bases expanded overseas as well. Circumstances overseas are likely to be very different from those in Japan, and difficult for the Japan head office alone to deal with. Overseas bases have their own experiences and knowledge that the Yamaha Group needs to increasingly tap into. I sincerely hope to see Yamaha, with its rich and extensive history, continue to achieve further growth on the global stage.

(June 2015)

Response to Third-Party Opinion



Satoshi Yamahata
Director,
Senior Executive Officer
Operations Group Manager
Yamaha Corporation

As was done in the two previous years, we received feedback on our CSR activities and CSR report from Ms. Makiko Akabane, Director, Japan, CSR Asia Tokyo Office—a think tank with the largest network in Asia specializing in CSR and sustainability. We are most grateful to her for her efforts.

This CSR report explains the Yamaha Philosophy, and Ms. Akabane has evaluated us highly for establishing it as an expression of the value we place on engaging with our stakeholders. I am most pleased that the significance of Yamaha's aim in establishing the Philosophy is evident and appreciated.

Ms. Akabane showed a deep understanding of the nature of our business, giving us some supportive feedback and high marks for progress in CSR procurement, which we have been reinforcing. With main support originating from the Procurement Division, we are determined to continue our CSR procurement initiatives.

As Ms. Akabane pointed out on the issue of setting up CSR bases overseas, we agree. Understanding CSR initiatives, policy decision-making, and the implementation of measures, the work cannot be done without establishing systems in Japan and overseas if we are to develop global business successfully. We have been working closely with each overseas base, but will clarify the framework of our global activities and further upgrade our CSR activities as a unified Group.

Lastly, I must mention the high marks given to us by Ms. Akabane on our greatly advanced CSR. These marks are a function of her spot-on suggestions over past three years, and I would like to thank her again. As a global leader in the sound and music market, the Yamaha Group has earnestly adopted the points she made, and will continue to contribute to the development of a sustainable society through its business activities.