

▶ Management Emphasis on CSR

- ▶ [Message from the President](#)
- ▶ [Management Emphasis on CSR](#)
- ▶ [Yamaha Corporation Group CSR Policy](#)
- Group-wide Quality Management System
  - ▶ [Corporate Governance](#)
  - ▶ [Compliance](#)

▶ With Our Customers

- ▶ [Quality Assurance](#)
- ▶ [Ensuring Product Safety](#)
- ▶ [Product Information Disclosure](#)
- ▶ [Improving Customer Satisfaction](#)
- ▶ [Reflecting Customer Concerns in Customer Response and Support](#)
- ▶ [Personal Information Protection](#)

▶ With Our Shareholders

- ▶ [Policies for Retained Earnings and Returns to Shareholders](#)
- ▶ [Proactive Investor Relations Efforts to Promote Understanding of the Company](#)
- ▶ [Inclusion in Socially Responsible Investment Indexes](#)

▶ For the People We Work with

- Initiatives for Employees
  - ▶ [Basic Policy on Hiring and Employment](#)
  - ▶ [Job-Tailored Training and Education](#)
  - ▶ [An Environment that Supports Manufacturing and Transmission of Skills](#)
  - ▶ [Initiatives for a Better Work-Life Balance](#)
  - ▶ [Assisting Women's Careers](#)
  - ▶ [Measures to Prevent Harassment](#)
  - ▶ [Health and Safety](#)
- Initiatives for Business Partners
  - ▶ [Mutual Understanding with Business Partners](#)
  - ▶ [CSR Procurement Activities](#)

▶ With Society

- Activities Grounded in Sound and Music
  - ▶ [Activities Aimed at Popularizing Music\(1\) Music Education Business](#)
  - ▶ [Activities Aimed at Popularizing Music\(2\) Music Education Business](#)
  - ▶ [Proposing Solutions that Utilize Sound Technologies](#)
- With Local communities
  - ▶ [Contributions to Local Communities](#)
  - ▶ [Local Involvement through Sports](#)
  - ▶ [Support that Helps Foster the Next Generation](#)
- Social Welfare and Disaster Relief Activities
  - ▶ [Social Welfare Initiatives](#)
  - ▶ [Disaster Relief and Aid](#)

▶ Environmental Initiatives

- Environmental Management
  - ▶ [Promotion of Environmental Management](#)
  - ▶ [Material Balance](#)
  - ▶ [Goals and Achievements](#)
  - ▶ [Environmental Accounting](#)
  - ▶ [Environmental Risk Management](#)
  - ▶ [Environmental Education and Training](#)
- Environmentally Friendly Products
  - ▶ [Environmentally Friendly Products](#)
  - ▶ [Initiatives in Energy-Conserving Products](#)
  - ▶ [Initiatives in Resource-Conserving Products](#)
  - ▶ [Conservation and Effective Use of Wood Resources](#)
  - ▶ [Reducing Substances with Significant Environmental Loads](#)
  - ▶ [Products that Support the Environment](#)
  - ▶ [Green Procurement Activities](#)
- Environmentally Friendly Business Activities
  - ▶ [Measures to Address Global Warming](#)
  - ▶ [Waste Reduction and Resource Recycling](#)
  - ▶ [Management of Chemical Substances and Reduction of Emissions](#)
  - ▶ [Effective Use and Conservation of Water Resources](#)
  - ▶ [Initiatives at Offices](#)
- Environmental Contribution Activities
  - ▶ [Forests/biodiversity Preservation Initiatives](#)
  - ▶ [Regional Activities](#)

▶ Environmental Performance Data

- Environmental Accounting
  - ▶ [Yamaha Group](#)
  - ▶ [Resort Facilities](#)
  - ▶ [Group Manufacturing Companies Located Overseas](#)
- Environmental Data
  - ▶ [Yamaha Group\(1\)](#)
  - ▶ [Yamaha Group\(2\)](#)
  - ▶ [Resort Facilities](#)
  - ▶ [Group Manufacturing Companies Located Overseas](#)
  - ▶ [Sales Offices](#)
- Environmental Data by Site
  - ▶ [\(Environmental Data by Site\)\(1\)](#)
  - ▶ [\(Environmental Data by Site\)\(2\)](#)
  - ▶ [\(Environmental Data by Site\)Resort Facilities](#)
  - ▶ [\(Environmental Data by Site\)Overseas\(1\)](#)
  - ▶ [\(Environmental Data by Site\)Overseas\(2\)](#)
  - ▶ [\(Environmental Data by Site\)Sales Offices](#)
- ▶ [ISO 14001-Certified Sites](#)
- ▶ [History of Environmental Initiatives](#)

# Management Emphasis on CSR



**Message from the President** | ➔



**Management Emphasis on CSR** | ➔



**Yamaha Corporation Group CSR Policy** | ➔



## **Group-wide Quality Management System**

- ➔ Corporate Governance
- ➔ Compliance

## Message from the President

---



President and Representative Director,  
Yamaha Corporation

**Mitsuru Umemura**

### Ongoing Relief Support Following the Great East Japan Earthquake

---

The Yamaha Group has chosen “CREATING 'KANDO' TOGETHER” as its corporate objective and endeavors to contribute to the enrichment of people's lives and society through its business activities grounded in the field of sound and music.

In Japan, relief and recovery following the Great East Japan Earthquake that struck on March 11, 2011 has become a major challenge. Since the earthquake, the Group has continued to support recovery by donating funds and materials for relief, sponsoring charity concerts and working with our network of dealers in the affected areas. Yamaha has also given its full cooperation to the School Music Revival project, an initiative organized by the musical instruments industry as a whole together with renowned musician Ryuichi Sakamoto, to support young children.

We will continue with such efforts and strive to be of assistance in some small way to recovery in the devastated areas.

### Developing Musical Culture and Enriching Society Based on the Yamaha Corporation Group CSR Policy

---

Under the Yamaha Management Plan 125 (YMP 125), the Group's medium-term management plan launched in fiscal 2010, Yamaha has established the management vision of becoming a trusted and admired brand whose core operations centered on sound and music as well as an achiever of growth through both products and services. In order to attain these lofty goals, we acknowledge the critical need to practice sound, transparent and sincere CSR management. Encapsulating this approach toward CSR, we formulated the Yamaha Corporation Group CSR Policy in February 2010. This policy reflects the aim of the Group's CSR management to contribute to the development of musical culture and the enrichment of people's lives. By continuing to provide products and services that meet the expectations of all customers who love music, we can better contribute to the development of musical culture and to the prosperity of people and society worldwide.

As Yamaha develops operations on a global scale, we believe it is vital that we do our part to address the issues faced by local communities, together with such worldwide concerns as global warming and biodiversity. With this in mind, Yamaha publicly acknowledged its participation in and commitment to the principles of the Global Compact advocated by the United Nations in June 2011. Looking ahead, we will place considerable emphasis on activities that are best suited to the particular nature of our businesses guided by both the Yamaha Corporation Group CSR Policy and the 10 Principles of the Global Compact. Aiming to create an even better society, we will continue making efforts to tackle social issues such as by supporting cultural and educational development in each region, using raw materials more efficiently and reducing the environmental impact of our development and manufacturing activities. We will also support forest revitalization as a company that utilizes wood materials to manufacture its products.

## The 2012 CSR Report

The Yamaha Group has adopted a two-tiered approach to presenting its stance toward and activities regarding CSR. This printed report provides key details of the Group's principal activities in a concise manner that is easier to read and digest. More detailed information on the policies and programs that form the foundation of the Group's CSR activities, as well as environmental performance data and other basic information is posted on the Group's website.

The 2012 CSR Report includes a special feature on our global music education business. In addition, this report has been configured in line with the five core components of the Yamaha Corporation Group CSR Policy, as with the 2011 issue, and reports on key initiatives related to each component.

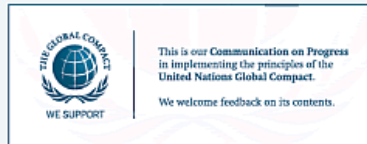
We welcome the opinions, comments, and inquiries of all readers.

June 2012

President and Representative Director,  
Yamaha Corporation

### The United Nations Global Compact

The United Nations Global Compact is a strategic policy initiative for businesses that voluntarily commit to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labour, the environment and anti-corruption. Top management of assenting and participating businesses publicly pledge their commitment and work consistently to achieve the objectives espoused under the 10 principles.



#### 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:	Business should 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
Environment	Principle 6:	the elimination of discrimination in respect of employment and occupation.
	Principle 7:	Business should support a precautionary approach to environmental challenges;
	Principle 8:	undertake initiatives to promote greater environmental responsibility; and
Anti-Corruption	Principle 9:	encourage the development and diffusion of environmentally friendly technologies.
	Principle 10:	Businesses should work against corruption in all its forms, including extortion and bribery.

# Management Emphasis on CSR

The Yamaha Group seeks to implement our corporate philosophy, pursue sustainable business, leverage our core technologies and assets and deepen communication with all stakeholders. Constantly creating 'Kando\*' and enriching culture—that is the Yamaha Group's CSR.

\* 'Kando' (is a Japanese word that) signifies an inspired state of mind.



# Yamaha Corporation Group CSR Policy

---

## - Our Aim is "Creating 'Kando' Together" -

---

The objective of the Yamaha Corporation Group is to continue to create "Kando\*" and enrich culture with technology and passion born of sound and music, together with people all over the world.

Based on this Corporate Objective, Yamaha conducts its CSR activities according to the following guidelines to further strengthen the bonds 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.

(Established in February 2010)

# Corporate Governance

---

Yamaha seeks not only to pursue efficient management and to ensure global competitiveness and a high level of profitability, but also to fulfill its social responsibility through fair and sustainable management. In keeping with its corporate philosophy, Yamaha is working to develop an organizational structure and mechanisms for management that will form the basis for transparent and high quality corporate governance.

## Creating a Management System based on Directors and Executive Officers

---

As of June 28, 2012, Yamaha has six directors, including three outside directors. In order to accelerate decision-making by the Board of Directors and enhance supervisory functions. Outside directors also act as members of the Corporate Governance Committees and serve to ensure transparency of management decision-making. In principle, the Board convenes once monthly, and is responsible for the Group's management functions. This includes proposing Group strategy while monitoring and directing the execution of business carried out by each division. In order to clarify responsibilities, directors are appointed for a term of one year.

Yamaha also employs an executive officer system with the aim of strengthening consolidated Group management and the business execution functions of divisions. As of June 28, 2012, the executive officer system comprises 15 executive officers, including two managing executive officers, who are assigned to business or administrative divisions dealing with important management issues. The executive officers support the President, the chief officer in charge of business execution. Managing executive officers, who serve concurrently as Company directors, are assigned to oversee the operation of businesses and administrative divisions, in accordance with the importance of these responsibilities. In addition, five senior executive officers oversee the entire Company organization. As group managers, they are responsible for the performance of key divisions within the Company, and manage and direct in a manner appropriate for bringing the functions of each group to the fore.

## Audit System that Ensures Fairness and Transparency

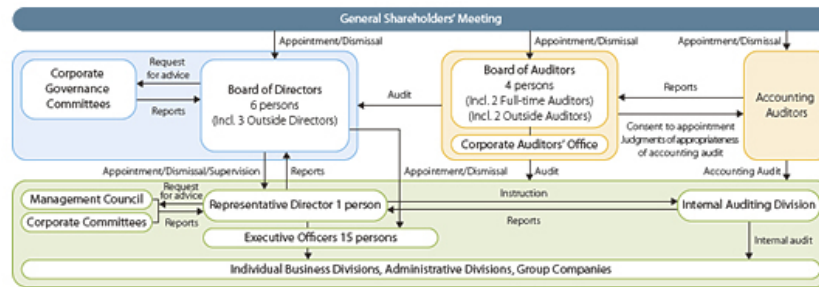
---

Yamaha is a company with a Board of Auditors as defined under Japanese law, and has worked to enhance governance functions by introducing an executive officer system, as well as by setting up Corporate Governance Committees and an internal control system. These actions in conjunction with consistent audits of the Company's daily operations conducted by Yamaha's system of full-time auditors raise the effective of governance.

As of June 28, 2012, Yamaha has four auditors, including two outside auditors. In principle, the Board of Auditors convenes once monthly. Based on audit plans, auditors periodically perform comprehensive audits of all divisions and Group companies, and participate in Board of Directors' meetings and other important meetings such as management councils. Yamaha has also established a Corporate Auditors' Office (with one staff member as of June 24, 2011) dedicated to supporting auditors. This system helps ensure an environment conducive for performing effective audits.

With respect to accounting audits, the suitability of such audits is determined based on periodic progress reports from the accounting auditors of their audits of the Company's financial statements. The Internal Auditing Division (10 staff members as of June 28, 2012) is under the direct control of the President and Representative Director. Its role is to closely examine and evaluate systems pertaining to management and operations, as well as operational execution, for all management activities undertaken by the Company and Group companies from the perspective of legal compliance and rationality. Evaluation results are then used to provide information for the formulation of suggestions and proposals for rationalization and improvement. In parallel, Yamaha strives to boost audit efficiency by encouraging close contact and coordination among corporate auditors and accounting auditors.

## Corporate Governance Structure (As of June 28, 2012)



[>>Click to enlarge](#)

## Registration of Independent Officers

Yamaha has registered outside director Haruo Kitamura and Yoshikatsu Ota as well as outside auditors Takashi Miyazawa and Hirohiko Ikeda as independent officers in accordance with the stipulations of the Tokyo Stock Exchange.

## Activities by Outside Director and Outside Corporate Auditors

Outside director Haruo Kitamura attended all 13 of the meetings of the Board of Directors held during the fiscal year ended March 31, 2012. Utilizing his ample experience and considerable insight as a representative director of a publicly owned company, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside director Hiroyuki Yanagi attended all 10 of the Board of Directors held after his appointment during the fiscal year ended March 31, 2012. Utilizing his specialist knowledge as a chartered accountant, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside corporate auditor Takashi Miyazawa attended all 10 of the meetings of the Board of Directors held during the fiscal year ended March 31, 2012. He also attended all 10 of the Board of Auditors' meetings, making statements based primarily on his knowledge and experience in the finance and accounting of publicly listed companies.

Outside corporate auditor Hirohiko Ikeda attended 9 of the 10 meetings of the Board of Directors held after his appointment during the fiscal year ended March 31, 2012. He also attended 9 of the 10 Board of Auditors' meetings, and made statements mainly from his specialist standpoint as an attorney.

## Support System for Outside Directors and Outside Corporate Auditors

For agenda items at meetings of the Board of Directors and the Board of Auditors to be attended by outside directors and corporate auditors, full-time staff members send documents and other materials to the outside directors and corporate auditors prior to the meeting and provide explanations as necessary to enable them to perform a complete preliminary study. When necessary, outside directors are also individually provided explanations regarding proposals and reports to be submitted to the Board of Directors. As for outside corporate auditors, with regard to other material matters, the Company strives at all times to maintain an effective auditing environment, through such measures as providing information, supplying materials, 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 Company Law and the Enforcement Regulations of the Company Law. Along with the pursuit of optimal corporate governance for enhancing both corporate value and the Yamaha brand, the Company endeavors to qualitatively enhance the internal control system, in recognition that doing so will improve the efficiency of business activities, increase the trustworthiness of Yamaha's accounting and financial data, and lead to stronger compliance, asset soundness, and risk management capabilities.

The Yamaha Group has defined an internal control policy as a specific measure pertaining to the Group-wide internal control system. In line with this policy, the Company is standardizing the rules in place at its subsidiaries, and implementing Company-wide monitoring liaison committees in connection with the internal control system operated by



corporate staff divisions, with the goal of making monitoring activities more comprehensive.

## **Business Continuity Plan (BCP)**

---

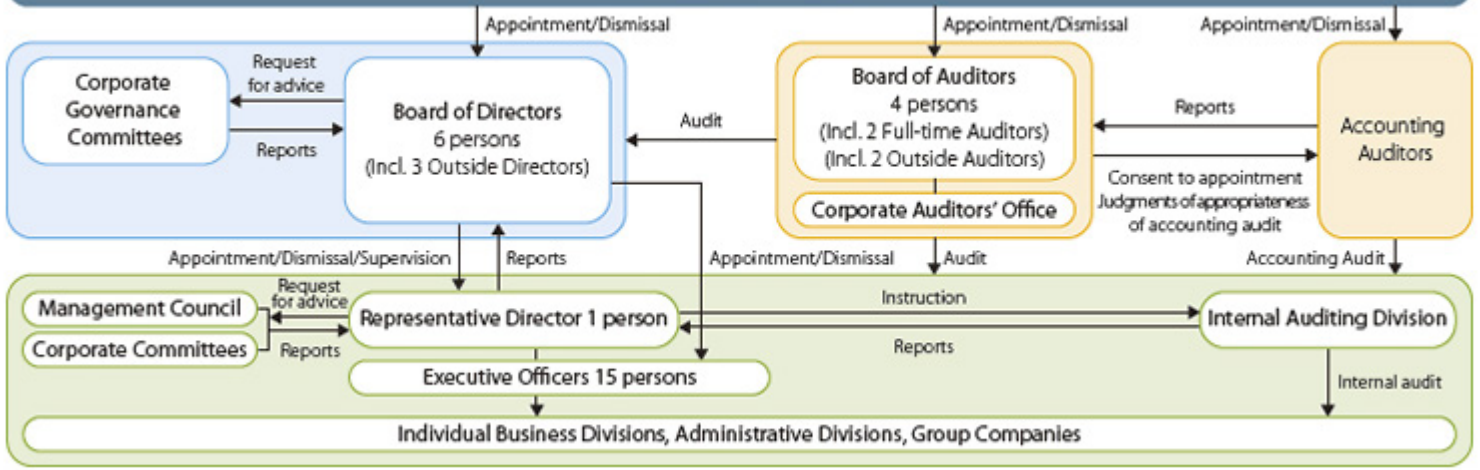
The Risk Management Committee, an advisory body to the Board of Directors, has put the necessary systems and countermeasures in place to respond to the various types of risk.

In fiscal 2008 Yamaha formulated the BCP Guidelines, the basic Group-wide policy for its business continuity plan (BCP), which is designed to enable the immediate resumption of operations in the event of an earthquake in Japan's Tokai region or other major natural disaster that could cause damage to its buildings or facilities. In January 2012, Yamaha made comprehensive amendments to its disaster-related regulations and formulated the BCP and Disaster Countermeasures Basic Regulations, which systemizes and streamlines the regulations.

In light of the impact that the Great East Japan Earthquake and the floods in Thailand had on Yamaha Group business in 2011, Yamaha will further enhance and promote its crisis management system and business continuity plan.

→ [Corporate Governance Report](#)

General Shareholders' Meeting



# 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 Oriented Management

---

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.

Revisions were made to the Compliance Code of Conduct in fiscal 2006, including additions regarding the prohibition of forced and child labor, and other information essential for Group companies with overseas business interests in order to contribute to the establishment of a structure suitable for global business development. Codes of conduct that reflect the individual local governing laws and regulations have been formulated for 29 of 30 of the Group's overseas companies. We are currently creating a code for the remaining one company.

Taking into consideration revisions to various laws and regulations as well as changes in social conditions over the most recent five years since 2006, the Group updated its Japanese version of the Code of Conduct for Compliance in April 2011. As a part of this update, detailed explanations were included covering such items as revisions to consumer, antitrust, and labor legislation, both the severity and expectation in which companies are held by society and the increase in internal reporting and whistle-blowing. In fiscal 2012, the Group plans to revise the Codes of Conduct for each country reflecting any changes that may have occurred, based on revisions to the Japanese version. The Yamaha Group continues to promote activities guided by a uniform philosophy and code.

In June 2010, the Company reorganized its Corporate Governance Committees with compliance activities now steered by the newly established Risk Management Committee through its Working Group for Compliance. A secretariat for this Subcommittee has been established in the General Administration Division. While collaborating closely with the administrative general managers of each workplace, the Yamaha Group is promoting Group-wide cross-sectional compliance.

For details on Compliance Initiatives, see:

[http://jp.yamaha.com/about\\_yamaha/compliance/](http://jp.yamaha.com/about_yamaha/compliance/)

(Japanese only)

## Initiatives in Compliance

---

### **(1) Distributed and promoted third edition of Compliance Code of Conduct (revised in April 2011)**

In order to spread awareness of the revised Code of Conduct, the secretariat first held briefings 30 times 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 took part in the briefings at respective workplaces between May and December 2011, which covered almost all domestic Group company employees.

### **(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. In fiscal 2011, we introduced posters related to compliance and held training sessions for management to boost ability to resolve compliance-related problems, using lawyers as instructors. Approximately 150 line managers with staff working under them took part in the training.

## Results from Operation of Compliance Hotline (April 2011 to March 2012)

---

Yamaha set up and started operating a hotline in April 2003 to provide consultation and take internal reports related to compliance-related matters. From April 2011 to the end of

March 2012, the hotline was contacted on 57 occasions, representing an increase of 15 over the previous fiscal year. Over the nine-year period since the hotline was established, it has received a cumulative total of 443 calls.

**The Status of Calls to the Compliance Hotline**



# With Our Customers



**Quality Assurance** | ➔



**Ensuring Product Safety** | ➔



**Product Information Disclosure** | ➔



**Improving Customer Satisfaction** | ➔



**Reflecting Customer Concerns in Customer Response and Support** | ➔



**Personal Information Protection** | ➔

# Quality Assurance

Guided by a key component of its overarching philosophy, the Yamaha Group engages in Customer-Oriented and Quality-Conscious Management. In its efforts to fully satisfy its customers, the Group offers quality products and services that incorporate new and traditional technologies as well as refined creativity and artistry.

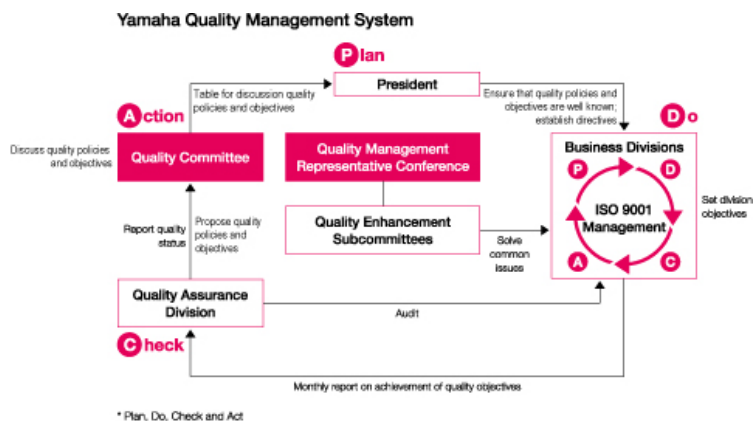
## Quality Management System

The Yamaha Group has put in place a Group-wide quality management system to ensure the production of high quality products. Under this system, quality policies and targets as well as important quality-related measures 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 aforementioned quality policies and objectives. All production bases both inside and outside Japan follow ISO 9001 international standards for quality management systems and engage in activities designed to achieve quality targets.

The Quality Assurance Division audits the quality targets as well as the status of achievement based on monthly quality reports submitted by each business division.

The Quality Management Representative Conference, which comprises officers in charge of quality management from each business and sales division, disseminates Company-wide details of quality policies, targets and important quality-related measures. The conference also conducts joint research with business divisions on improvement case studies.



[>>Click to enlarge](#)

## Quality Audit

The Quality Assurance Division audits whether the quality assurance systems of each business division and the quality of products meet the standard to which Yamaha aspires. The results of these audits are taken into account in improving the Company-wide quality management system. Business divisions instruct and audit the factories both inside and outside Japan over which they have control. Every effort is made to further enhance product quality.

## Acquiring ISO 9001 Certification

As of March 31, 2012, the Yamaha Group had acquired certification under the ISO 9001 international standard for quality management systems at 28 business divisions in Japan and overseas.

## 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 offers courses covering a wide range of topics including quality engineering, FMEA and FTA<sup>1</sup>. Over a four-year period a cumulative total of 600 employees have attended

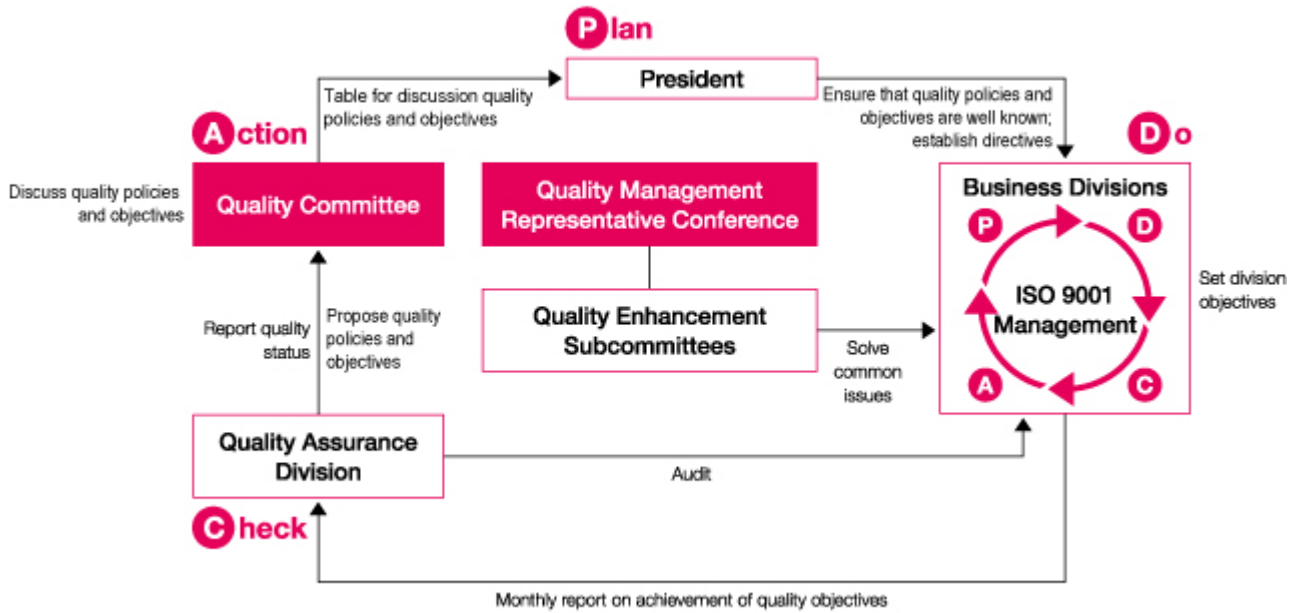
these courses.

\*1 "FMEA: Failure Mode and Effect Analysis

FTA: Fault Tree Analysis

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

# Yamaha Quality Management System



\* Plan, Do, Check and Act



# Ensuring Product Safety

---

## Compliance Code of Conduct (Ensuring Product and Service Safety)

---

Yamaha takes all possible measures to ensure that its products, services and facilities do not in any way damage the mental and physical well-being as well as the belongings of its customers. If by some chance, the Company's customers are in any way inconvenienced, steps are immediately taken to provide relief and to prevent any recurrence.

## 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. After receiving the report, 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, initiate measures aimed at preventing recurrence and report to top management.

## Responding to Product Safety Issues

---

In fiscal 2011, the Yamaha Group decided to file a recall report with Japan's Ministry of Economy, Trade and Industry, directly notify customer via mail as well as inspect and repair free of charge defects in one product, Silent House, that could have potentially resulted in injury to customers.

"Silent House" is an outdoor type soundproof room for which a recall report was filed in November 2011. There is a probability that the eaves over the entrance will fall down due to the onset of rust caused by the intrusion of rainwater from the caulked part of the eaves. As of May 31, 2012, Yamaha had completed response for 165 of the 215 products sold in total by conducting free inspections and repairs of the eaves.

## Complying with Product Regulations and Standards Worldwide

---

Yamaha has developed a structure for full compliance with regulations and standards worldwide pertaining to product quality and safety as well as environmental protection.

For example, demand has in recent years expanded for the quick development and sale of products that comply with the increasingly stringent international standards that apply to electromagnetic waves. In responding to these calls, Yamaha has established within its headquarters a quality evaluation facility equipped with an array of measuring, analytical and evaluation devices including state-of-the-art electromagnetic wave-measuring facilities. 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.



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 two years between fiscal 2010 and fiscal 2011, these courses were attended by a total of 83 employees comprising mainly engineers and personnel from development areas.

## **Initiatives Aimed at Raising the Level of Product Safety Awareness and Capabilities**

---

The Yamaha Group places considerable emphasis on taking precautions during the development, design and production stages to prevent any incidence of product safety issues. From fiscal 2010, the Group has reinforced its design review procedures with respect to product safety across the development and design divisions.

Furthermore, additional weight was placed on uncovering and predicting risks inherent in products from their design stage and use. Excluding their causes, the Group is ramping up its pursuit of essential safety design and promoting risk assessment that takes into consideration product design processes.

# Product Information Disclosure

---

## Information Disclosure regarding Product Safety and Defects

---

In the event that the products, services and facilities provided by the Yamaha Group inflicts damage on the mental and physical well-being as well as the belongings of customers, steps are immediately taken to provide the appropriate relief and to prevent any recurrence. As a part of efforts to halt any possibility of further damage, the Group notifies the relevant authorities, undertakes a product recall and contacts customers without delay.

The type of customer contact ranges from information posted on the Company's website, press release, 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 November 2011, Yamaha disclosed information about a product defect in its outdoor type soundproof room "Silent House" in which there is a probability of the eaves over the entrance falling down due to the onset of rust caused by rainwater. Customers were notified via direct mail about the products subject to recall as well as the free inspections and repairs.

## Providing Information to Promote Safe Product Use

---

The Yamaha Group provides information through instruction manuals, catalogues as well as its website to promote the safe use of its products.

In its catalogue targeting schools and educational facilities for the fiscal 2011 (issued in April 2011), 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)

# Improving Customer Satisfaction

## Compliance Code of Conduct (Customer Satisfaction)

At Yamaha, we do our utmost to develop, manufacture, and sell the type of leading products that delight and satisfy our customers.

## Aiming for Products that Satisfy Customers

The Yamaha Group has created a Quality Assurance Officers Committee that consists of staff responsible for quality management in our operating and sales departments. We have set up the CS Subcommittee which forms a part of several subordinate Quality Enhancement Subcommittees.

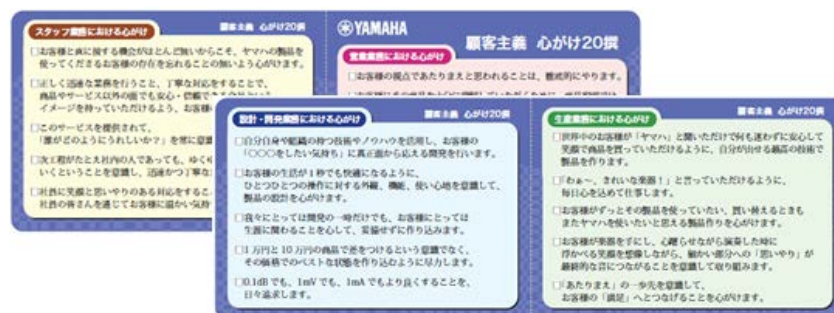
The CS Subcommittee promotes research with a main emphasis on creating planning and design systems that realize products that satisfy customers.

At present, efforts are being made to plan and design products in accord with the concept of considering every person from every angle, which is based on the idea of universal design. Following on from Yamaha Corporation AV Products Division, several business divisions introduced a system to efficiently analyze customer opinion using text mining<sup>\*1</sup> techniques at the end of fiscal 2011. We are promoting the creation of a system that links this text mining method with product development.

\*1 A method for analyzing text data by analyzing regular text and extracting useful information

## Aiming to Realize a Truly Customer-Oriented Stance

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



### «Practical Example»

Yamaha Corporation AV Products Division

“Embrace customer feedback; look at the world from their eyes”

(AV Products Division slogan)



To develop the kind of products and services that exceed customer expectations, the AV Products Division actively gathers and collects customer feedback. By listening to customer's voices as closely as possible, the division continues to look for the way to satisfy each and every customer in every business setting.

For example, in the product planning stages, the division creates a planning sheet in which they input details such as projected customer profile, the value provided to the customer, customer feedback/ improvements from existing products, and other factors approached from the customer's point of view. This information is shared with every person who is involved in the creation of the end product. The division sends out customer satisfaction surveys to customers in Japan, the United States, and Europe immediately after purchase. In a CS evaluation meeting, the division uses the results of these surveys as feedback for current and future product development. Of particular importance are customer assessments and opinions related to sound quality, looks (design), ease of use, innovation (function), and reliability. These factors relate to major quality policies within the Yamaha Group. From this perspective, the division focuses on the differences between pre-purchase customer expectations and post-purchase satisfaction. They use text mining<sup>\*1</sup> techniques on free-form customer feedback to perform trend analysis, combining quantitative and

qualitative data to uncover areas of potential improvement that can lead to greater customer satisfaction.

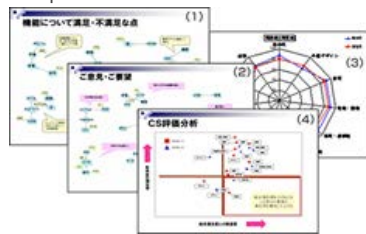
The results of these surveys (please refer to figure 1 for certain examples of analysis results) are published to all divisions, and used as guides to help reach goals defined in our quality policies. We believe that the daily inquiries and opinions coming into our customer help desks provide a wealth of clues leading to future improvements. We analyze and utilize this feedback in the same manner as the customer surveys.

In other ways, too, the division continues activities that tie to product creation and manufacturing from the customer's point of view. The division publishes a monthly CS News newsletter (see Figure 2) delivered to departments, relevant sales companies, and factories. This newsletter is filled with information about customer preferences and trends. The division also creates a daily "Customer Feedback of the Day" (see Figure 3), which is sent to all business locations. The update communicates product-related opinions and impressions from customers in the division's main markets.

Through usability assessments, the division is able to improve product ease of use and product manual readability.

By utilizing customer feedback stemming from various business scenarios, the division moves closer to offering products and services that exceed the expectations of our customers.

Figure 1 Customer feedback analysis for one product model



- (1)(2) Analyze customer feedback (map most frequent comments)
- (3) Chart expectations and satisfaction levels
- (4) CS assessment analysis (analyze important factors to improve customer satisfaction)

Figure 2 CS News (English version for overseas distribution; Japanese version for Japanese locations)



Figure 3 Customer Feedback of the Day



## Improving Usability

The Yamaha Group always focuses on product development from the customer's point of view. As part of these efforts, we conduct usability tests<sup>2</sup> with the aim of improving the user-friendliness of our products and making manuals easier to understand. Results are reflected in our product specifications and manuals.

The development and other departments involved in products and services coordinate usability tests and 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.

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

### «Practical Example»

#### Yamaha Corporation Digital Musical Instruments Division

The Digital Musical Instruments Division conceptualizes and designs digital pianos, other keyboard instruments, digital drums and other instruments as well as related services. Products that incorporate electrical/computerized control systems feature a variety of functions not available in traditional acoustic instruments, and it is important that the customer can easily operate these functions.

[Examples of Initiatives to Enhance Usability]

(1) Example of implementing usability test

- Usability assessment for the CVP versatile digital piano
- Usability assessment for the IDC function (connects the instrument directly to the Internet to stream a song or display musical notes simultaneously) of the CVP digital piano
- Workability assessment for digital drum assembly
- Visual discrimination assessment for LED and operating display colors

(2) Design based on operability

- Employed LED colors and screen display colors that are easier to see for people with weak color vision for the Tyros4 multifunction keyboard
- Considered screen display colors and added a function that allows users to adjust screen colors on their own using a PC for the MOTIF XF synthesizer

(3) Improved ease-of-use of manuals

- Employed easy-to-see colors in product manuals for people with weak color vision (Digital manual for the CP5/CP50 stage piano has been certified by Color Universal Design Organization (CUDO)<sup>\*3</sup>)
- Yamaha Manual Library includes easy to handle text versions of manuals to enable the use of screen reader software
- Assessed the search feature and operating workload of the manual in document format for the 01V96i mixer in order to improve ease of reading and use (assessed by an outside organization commissioned by the Digital Musical Instruments Division and PA Division)

<sup>\*3</sup> non-profit organization that engages in educational activities aimed at raising awareness toward color universal design

# Reflecting Customer Concerns in Customer Response and Support

## Improving Customer Support Structure

The Yamaha Group has established an after-service system for customers, based on the Yamaha Compliance Code of Conduct, which drives our response to customer inquiries and request. In April 2008 we set up a Customer Support Department within the Domestic Sales & Marketing Division. 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.

## Initiatives for Improved Customer Response and Support

The Yamaha group continues to improve its support structure to respond seamlessly to customer inquiries.

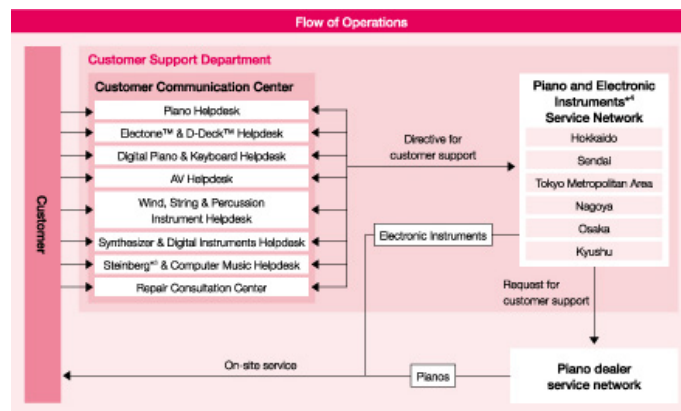
For example, we call each help desk clearly by the product name in question. We have a Piano Helpdesk; we have a Digital Piano & Keyboard Helpdesk. All help desks in Japan are tied into a telephone system that uses "Navi-dial" \*1 as part of a unified customer support system. During fiscal 2009, we moved to a cloud-based management system. Managing data through network-based services ensures greater data safety, allows us to continually update our database based on changes in our business and in customer needs, and provides Yamaha with an extensible, flexible system. In October 2010, we introduced a text mining tool and developed a system to feed customers' opinions and requests back to the Group in real time. We started sharing the information in fiscal 2011. The tool is being used to improve product creation and services beyond our customers' expectations.

While we are improving our customer response system, we have also adopted targets such as Response Rate\*2 (ease of contacting us by telephone) and time taken to respond to email inquiries. Using these indices helps us maintain and improve customer service quality. Navi-dial and other methods incorporated in our call center have allowed us to reach our fiscal 2010 goal of a 90% response rate. Our target for email response is to answer 95% or more of incoming mail on each operating day within 24 hours of its receipt (excluding Sundays and public holidays), and we achieved this target in fiscal 2011. We aim to increase our target to over 97% in fiscal 2012.

Looking for even higher standards of customer service, we have committed resources to operator training in our call centers. To quickly resolve customer concerns or confusion, we have published a frequently asked questions section on our website, which we update regularly.

\*1 "Navi-dial Telephone System: A system that allows customers to call into our help desk at local phone calling rates from any location in Japan.

\*2 "Ratio of incoming calls answered by an operator.



\*3 Steinberg: Music production software

\*4 Electronic Instruments includes electronic and electric acoustic instruments

>>Click to enlarge



Customer Communications Center

## Sharing and Using Customer Feedback

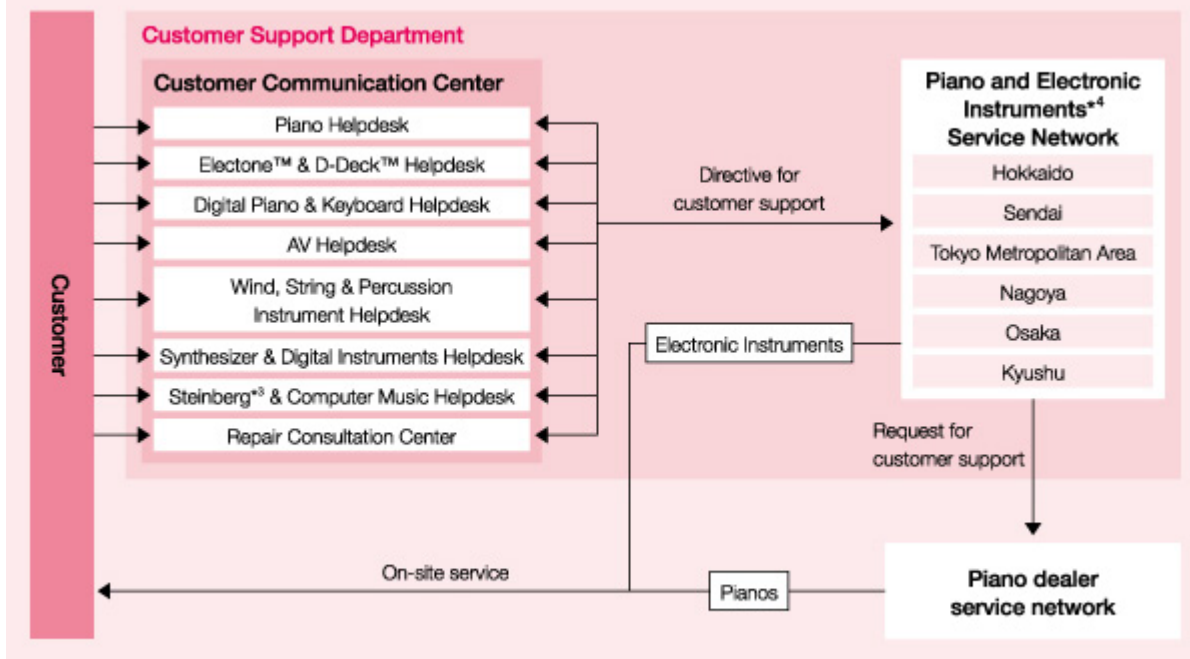
---

The Yamaha Group works to make effective use of our customer relationship management system. We collect 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 moved forward with a system that captures customer feedback in a database, allowing each business location see updated customer opinions and requests in a visual format. 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.



## Flow of Operations



\*<sup>3</sup> Steinberg: Music production software

\*<sup>4</sup> Electronic instruments includes electronic and electric acoustic instruments

# Personal Information Protection

---

Yamaha protects and manages the personal information of its customers in accordance with its privacy policy.

In 2004, Yamaha put in place a system of Personal Information Protection Regulations to clarify the rules governing the handling of personal information in-house. At the same time, we appointed an officer to assume overall responsibility for the handling of personal information. Directly reporting to this officer, a secretariat was established within Yamaha's Legal Affairs Department to promote personal information protection.

Together with the appointment of administrators to oversee the handling of personal information in each division, we have established a responsible reporting framework. Through these initiatives, Yamaha is promoting the protection of personal information while ensuring a timely and appropriate response in the event of an incident.

Each year, the secretariat takes the lead in conducting education, training and audits targeting those divisions that handle personal information. At the same time, measures are implemented in an effort to enhance awareness toward the importance of personal information protection.

## With Our Shareholders



**Policies for Retained Earnings and Returns to Shareholders** | ➔



**Proactive Investor Relations Efforts to Promote Understanding of the Company** | ➔



**Inclusion in Socially Responsible Investment Indexes** | ➔

## 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 40%.

# Proactive Investor Relations Efforts to Promote Understanding of the Company

Yamaha Corporation adheres to our Disclosure Policy that ensures fair and timely disclosure of information to institutional and individual investors around the world.

In addition to holding quarterly results conferences for institutional investors in Japan, Yamaha conducts conferences and briefings on its management policies and individual business segments as well as factory and facility tours as required. For institutional investors in other countries, along with making available English translations of all information provided to institutional investors in Japan, the Company's president and directors visit investors overseas several times a year to foster mutual understanding through direct communication that encompass explanations of the Company's management plans as well as the status of its businesses.

For individual shareholders, and as a part of efforts to expand its shareholder base, Yamaha commenced conferences and briefings for individual investors in regional cities from fiscal 2010. Briefing sessions were held in Nagoya in February 2011 as well as Fukuoka and Hiroshima in March 2011. For the benefit of shareholders, Yamaha also runs a special benefit plan designed to encourage more shareholders to become active proponents of the Company's products and philosophy.

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

## Major IR Activities in the Fiscal Year Ended March 31, 2012

(Regularly Scheduled Events)

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

(Other Events)

Conference for the mid-term Management plan	Briefing on the musical Instruments business	Conference for Individual investors
---	--	-------------------------------------



A conference for individual investors



A conference for institutional investors

# Inclusion in Socially Responsible Investment Indexes

Socially Responsible Investment (SRI) indexes\* 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 (managed by Britain's FTSE), and the Morningstar Social Responsibility Index (MS-SRI).



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.

\* 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 31,2012)

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

# For the People We Work with



## Initiatives for Employees

- Basic Policy on Hiring and Employment
- Job-Tailored Training and Education
- An Environment that Supports Manufacturing and Transmission of Skills
- Initiatives for a Better Work-Life Balance
- Assisting Women's Careers
- Measures to Prevent Harassment
- Health and Safety



## Initiatives for Business Partners

- Mutual Understanding with Business Partners
- CSR Procurement Activities

# Basic Policy on Hiring and Employment

The Yamaha Group observes employment and labor laws in the countries where it does business and conducts appropriate labor management based on labor practices and labor-management relations. We 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.

## Consolidated Employment Figures



## Consolidated Employment Figures by Region

Fiscal 2010 (Unit: People)

Domestic and Overseas Total	Japan	North America	Europe	China	AP	Total
Number of Employees	7,443	513	1,046	5,024	5,668	19,694
Number of Temporary Employees (Yearly Average)	1,642	13	70	1,056	5,716	8,497
Total	9,085	526	1,116	6,080	11,384	28,191

## Employing People with Disabilities

Yamaha Corporation established a special subsidiary\*1 in 1989, Yamaha Ai Works Co., Ltd. Yamaha Ai Works offers opportunities in general office work including data input, enclosing and sealing envelopes as well as printing together with administrative tasks relating to 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, 2012, 95 people with disabilities were employed at Yamaha Corporation and Yamaha Ai Works combined. Of this number, 37 were assigned to Yamaha Ai Works.

\*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.



# Job-Tailored Training and Education

---

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. The Strategic Personnel Development program includes the Yamaha Global Institute, the Yamaha Management Institute and the Manufacturing Base Management Development program, which aim to mold 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, held at production facilities in Japan. Under the Function-Specific Training program employees are trained in core technologies, undertake Monozukuri Education seminars and courses in international awareness. Finally, in the Self-Development Education program, Yamaha provides support for employees' self-directed studies, including through the Yamaha Business School, a distance learning-based program.

Yamaha 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 provides seminars in preparation for a second life covering lifestyle themes for people over 60.

Going forward, Yamaha 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	Number of times held: 2 Number of participants: 78
Seminars in preparation for a second life	Number of times held: 6 Number of participants: 206 + 78 accompanying persons
Total: 284	

# An Environment that Supports Manufacturing and Transmission of Skills

---

The Yamaha Group aims to create an optimal production structure while clarifying the roles and functions of each of its bases in Japan and overseas, in order to adapt to changes in the manufacturing environment. 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.

In Japan, we consolidated our production bases for pianos into Kakegawa Factory in August 2010. In March 2012, we finished integrating wind instrument production into the Toyooka Factory. Both the Kakegawa Factory and the Toyooka Factory will manufacture our highest-quality products. At our factories in Japan, it is increasingly important to constantly hone our competitive edge and stay in tune with trends in the global economy. From this perspective, we aim to improve Yamaha QCD (Quality Cost Delivery) and strive to consistently exceed our customers' expectations by coming up with new ideas and projects.

Our domestic factories play several roles, from technological development to leadership in the transmission of skills and training of personnel. Many highly skilled employees in manufacturing positions have been reaching the retirement age in recent years. In order to guard Yamaha manufacturing technologies and traditions so the Group remains a world-class manufacturer, skill transmission initiatives have been conducted to ensure that core production skills are faithfully passed down to younger workers, and working to cross-train key manufacturing personnel. These initiatives are embodied in the Skill Registration System and From-To Program.

## What is the Skill Registration System?

The Skill Registration System was introduced in 1988 in order to plan for the transmission of skills that have been identified as essential to manufacturing in each business division. Around 380 skills were registered as of fiscal 2004, and in fiscal 2011 we plan to reorganize the registration categories.

«**Purpose**» (1)Skill-related information management  
(2)Create measures to ensure transmission of skills

«**Content**» Skills essential to the continuation of business  
(1)List and define (S/A/B/C scales)  
(2)Skill level evaluation  
(3)Personnel data registration

## What is the From-To Program?

With a focus on the From-To Program, specific skills are identified from a selection of registered skills and timetables set up for when these skills should be passed on from veteran employees to younger workers in a very practical way.

«**Characteristics**» Aims to accelerate the transmission of skills through concentrated and highly effective ways, focusing on people, skills and time.

«**Start date**» October 1998

«**Performance**» More than 250 pairs of employees have participated as of February 2012

## [Case]

### Initiatives to Strengthen Manufacturing at Overseas Production Sites

---

(P.T. Yamaha Music Manufacturing Asia)

P.T. Yamaha Music Manufacturing Asia (YMMA) was established in the outskirts of Jakarta, Indonesia in 1997. It manufactures digital musical instruments such as digital pianos and keyboards as well as professional audio equipment such as analog mixers and power amps for the global market. In its initial stages of establishment, YMMA built a production system with guidance and support from Japan and has since worked to create a human resource development system and various programs to drive improvements with the aim of becoming a manufacturing company that can grow independently. Currently, there

are over 4,000 employees engaged in production-related operations that seek to establish the world's leading manufacturing base for digital musical instruments and professional audio equipment.

YMMA was awarded the Monozukuri HRD Contribution Award in Japan Management Association's Good Factory Awards 2011. In particular, YMMA was highly evaluated for initiatives to develop human resources for manufacturing such as creating a system for the smooth management of multi-product production processes led by Indonesian employees. The company will continue pursuing higher quality and productivity going forward.

# Initiatives for 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. For example, Yamaha Corporation has for many years worked on a range of initiatives aimed at shortening total work hours. In addition, the Company has taken proactive steps to provide support for both work and family introducing a host of employee benefit programs and systems ahead of statutory requirements. In 1990, Yamaha introduced child care leave followed in 1992 by a system of nursing care leave.

In April 2006, Yamaha established the Work-Life Balance Committee to provide individual employees with support for both work and a fuller life outside of work, and to help them combine the two. Specific measures focused on reducing working hours as well as the implementation and improvement of work/family support systems for the variety of circumstances encountered by employees.

## 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.

## Self-Directed and Highly Productive Work Styles (Reduced Working Hours)

In an effort to shorten total work hours and to prevent overwork, management and labor have jointly established guidelines for overtime. Based on these guidelines, employees are encouraged to utilize paid holidays, 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.

In light of the success achieved when a system allowing employees to take their accumulated paid vacation time all at once was provisionally introduced during the 1990s, Yamaha reintroduced the system in fiscal 2007 Company-wide. As a result, the average number of holidays taken by all employees increased by two days year on year.

In fiscal 2011, Yamaha held seminars concerning work-life balance so people would reconsider the way they approach work, and also introduced the "Go Home at the Same Time Day" system at the end of August in which all employees leave the office by a certain time. Yamaha set limitations on overtime and is striving to instill a style of work in which employees remain more conscious of time. The "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 (Fiscal 2011)

Month	Theme	Target	Participants
July 2011 (First time)	Work-life balance and reforming work style ~Making time for yourself and creating a risk-responsive work environment	Employees (Mainly key management)	Approx. 340
February 2012 (Second time)	Ways to achieve a good work-life balance ~Highly productive work style with good results	Same as above	Approx. 390

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 “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.

## A Dynamic Organization with Flexible Working Conditions (Building and Improving Work-Life Balance Support Systems Responsive to the Diverse Circumstances of Individual Employees)

In response to the enactment in 2003 of the Act for Measures to Support the Development of the Next Generation, Yamaha created a three-year action plan that incorporates such initiatives as an upgraded and expanded child care leave system as well as measures aimed at promoting the take-up of annual paid leave starting in fiscal 2005 and submitted it to the Ministry of Health, Labour and Welfare. Furthermore, through consultations with labor, the Company established concrete goals for the three-year period, and began working to achieve its objectives, receiving Ministry recognition for its support in the development of the next generation in 2008.

Yamaha also formulated a new five-year plan that began in fiscal 2008, and is working to achieve its objectives. As the first step, during the spring 2008 labor negotiations, management and labor reached an agreement on further expanding systems for a work-life balance. We extended the period of eligibility for shortened work hours for employees with small children, and established a scheme of shortened work hours for parents to participate in school events. We also implemented a program of shortened work hours for employees enrolled in adult self-development courses, as well as introduced an employee assistance program (EAP)<sup>\*1</sup>

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.

<sup>\*1</sup> EAP(Employee Assistance Program): 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 the development of the next generation.

## Principal measure for Better Work-Life Balance (From Fiscal 2005)

### **Fiscal 2005 Revision of programs for childcare leave and shortened work hours for childcare**

Flexible work hours introduced for employees raising small children.

### **Receipt of the Fiscal 2005 Family Friendly Company Award from the Ministry of Health, Labor, and Welfare**

The award recognized Yamaha's programs to provide broad support for work and family, and to create a friendlier work environment.

### **Fiscal 2006 Extensive revision to employee benefit programs**

Lifestyle-related benefits were newly established or revised, providing expanded support to employees struggling with economic burdens arising from childcare, education, disability or nursing care. A wide range of membership-based welfare benefit services were also introduced.

### **Fiscal 2007 Introduction of Company-wide annual paid leave**

The Company has established a labor agreement stipulating three days per year when all workers take paid vacation, two days more than in the previous fiscal year.

### **Fiscal 2008 Acquisition of the “Kurumin” mark, recognizing Yamaha's support for the development of the next generation**

Extension of period of eligibility for shortened work hours for employees with small children.

Introduction of system for shorter work hours for parents to participate in school

events.

Introduction of an Employee Assistance Program (EAP)

Introduction of a system for reemployment of spouses of employees on overseas assignment.

**Fiscal 2010 Revisions to the child care leave, nursing care leave and shorter working hours for nursing care employee benefit programs**

Responding to the enforcement of revisions to Japan's Act on the Welfare of Workers Who Take Care of Children or Other Family Members Including Child Care and Family Care Leave.

Efforts to promote male employees taking child care leave (posting introductions of employees who have taken child care leave, an acquisition guide and a corner in which employees can share their experiences on the Company's intranet).

Revisions to and the new establishment of child and family nursing care leave employee benefit programs.

Review of nursing care-related programs.

Revisions to programs aimed at further enhancing work and nursing care balance.

Initiatives include revisions to the applicable period for nursing care leave and shorter working hours for nursing care. The applicable period for nursing care and shorter working hours for nursing care revised from a combined period of one year or less to one year or less for nursing care leave and the three years or less for shorter working hours for nursing care.

**Fiscal 2011 Held work-life balance seminars**

Seminars that include outside lecturers are held to help foster an organizational climate with heightened understanding and awareness of the need for a good work-life balance in each employee.

**Introduced "Go Home at the Same Time Day"<sup>\*2</sup>**

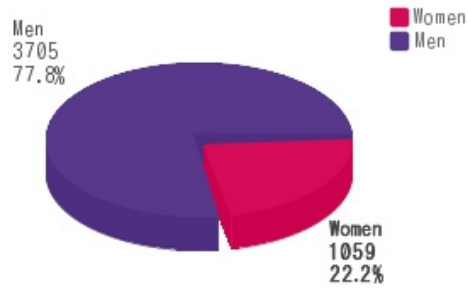
<sup>\*2</sup> Go Home at the Same Time Day: A system aimed at helping employees realize a good work-life balance by implementing a style of work in which they are more conscious of time by setting time limits. On these days, all employees at work leave the office by a set time.

# Assisting Women's Careers

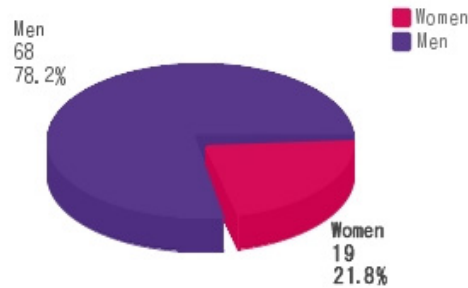
The Yamaha Group holds the diversity of its employees in high regard, and aims to be a place where all employees can make the most of their abilities, regardless of their gender, nationality or other factors. In this regard, the Group strives to promote a workplace environment in which women can excel. As a measure of its success in this area, Yamaha Corporation boasts nearly an equal average number of years of continuous employment for male and female employees with a proportion of women returning to work after childcare leave at nearly 100%.

## Principal Indicators Related to Female Employees at Yamaha Corporation

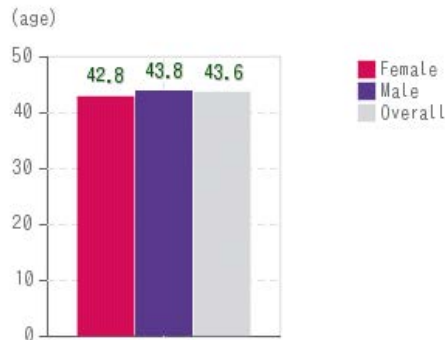
### Ratio of Female Employees (as of March 2012)



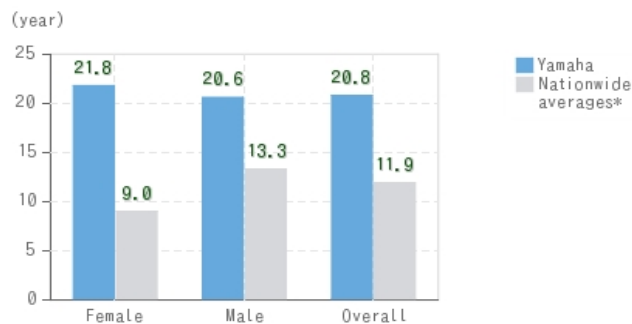
### Ratio of Female New Graduate Hires (fiscal 2012)



### Average Age and Number of Years of Continuous Employment (as of March 2012) (Average Age)



### Number of Years of Continuous Employment (As of March 2012)



### Female Manager Ratio

2012: **4.1%** 2011: **3.4%** 2010: **3.1%**

### Number of Employ Taking Child Care Leave



## Positive Action Projects and the Establishment of the Diversity Development Department

Yamaha Corporation inaugurated the Positive Action Project in May 2004 by inviting employees to apply for a position within the project group. The project group examined the situation of women at Yamaha and other companies, held lectures and created an internal website in an effort to create a comfortable working environment and employment system for women. The results of activities undertaken over the course of one year were compiled into an action plan that among a host of initiatives recommended the creation of a female career promotion department, the employment and recruitment of female employees and the establishment of training programs.

Based on these recommendations, Yamaha established the Diversity Planning Department as a dedicated organization within the Human Resources Division in March 2006. The department is carrying out wide-ranging measures, which include further accelerating support for women's careers, broadening opportunities for women to develop their abilities and play an active role and creating a more comfortable working environment.

## 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 (the female hiring ratio in fiscal 2012: 21.8%)

Securing outstanding human resources through hiring activities that include information about the active roles played by female employees and by creating a more comfortable working environment for women

### Actively recruiting and increasing opportunities to develop the abilities of female employees

Increasing the promotion of women for managerial positions  
Planning and implementing various training program

### Creating working environments that are comfortable for women

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

Implementing the 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, seminars and pamphlets  
Providing information through Net J Career, an intranet service operated by the Diversity Planning Department.

Launched in January 2008 as a communication site designed to promote optimal balance between a career, work and family life. Continuous update in principle monthly. Accessed by more than 500 employees each month. This site serves as a forum through which information can be dispensed and shared. In addition to providing support that allows female employees to work in an active and lively manner, this site delivers important reference information for managers and male employees.





## Promoting efforts in the Yamaha Group

Formulating and promoting Action Plans that cover the five-year period from 2008 to 2012 at Yamaha Group companies in Japan in support of the careers of women. These Action Plans share the following activity policies.

The Yamaha Group seeks to create workplaces where every employee can perform to his or her fullest potential. In order to achieve this goal, we will build comfortable workplaces, create more opportunities for both women and men to succeed, and support them in every challenge they take on.

Action Statement from the Yamaha Group's Action Plans to Support Women's Careers

## 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.

In an effort to prevent sexual harassment and other forms of harassment in the workplace, Yamaha has distributed the Code of Conduct in the form of a booklet to all employees, as well as clarifying and making all employees aware of the consequences for failure to comply with company rules and regulations relating to harassment. We also work to thoroughly prevent harassment through workplace meetings and management training to better educate employees about the issues involved.

In addition, we set up a sexual harassment counseling desk as well as a helpline that deals with requests for advice and notifications concerning compliance issues in general from both in and outside the Company. Every effort is made to respond promptly and to solve any problems that are brought up through these channels. Details of both the counseling desk and helpline are outlined in the Compliance Code of Conduct. Working to further promote awareness, details are also introduced in internal newsletters and magazines.

The problem of harassment in the workplace became recognized as an important issue in Japan. In 2011, the Group revised the article of Compliance Code of Conduct regarding harassment, stressing the need to prohibit different forms of harassment, in addition to sexual harassment. We worked to spread awareness of the issues involved by adding a detailed explanation in a brochure for employees outlining the Code of Conduct as well as through workplace meetings and management training.

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.

# 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.

## Health and Safety Management Structure and Activity Guideline

Yamaha Corporation formed in 1987 an Industrial Safety and Health Committee, headed by the Director in Charge of Industrial Safety and Health, with membership comprising branch managers, area leaders, and the chairs of various subcommittees including occupational health and safety, health promotion, traffic safety and international safety. This committee engages in a variety of activities related to managing health and safety.

Each year in April, Yamaha regularly holds a Group-wide Health and Safety Convention, attended by managers and employees in charge of occupational health and safety, to share basic policies, specific measures and annual plans regarding health and safety.

A total of 308 people participated in the regular Group-wide Health and Safety Convention held in April 2012. In addition, Health and Safety Committees were convened at each of our business locations to discuss Groupwide policies and address issues unique to each business venue.

### «Principal Action Plans at the Regular Group-wide Health and Safety Convention»

- 1) Occupational safety: risk assessment, audit of overall health and safety, etc.
- 2) Traffic safety: continuing promote five Groupwide action plans based on analysis of traffic accidents, etc.
- 3) Health promotion: initiatives to improve work environments (help people stop smoking, mental health, cardiopulmonary resuscitation and AED), occupational preservation of health (workload control by health condition, health and safety at factories overseas, health support for employees stationed abroad), etc.
- 4) International safety: ongoing safety education, strengthen risk management capacity at overseas affiliates, improve information flow and quality, etc.

## Striving for Accident-Free Workplaces

### 1. Work-related accidents over the past three years

		2009	2010	2011
Yamaha Corporation	No. of accidents	7	3	3
	Prevention target	7	6	4
	Frequency <sup>*1</sup>	0.59	0.25	0.25
	Severity <sup>*2</sup>	-	0.01	0.01
Group companies in Japan	No. of accidents	21	28	32
	Prevention target	30	27	24
	Frequency <sup>*1</sup>	1.70	2.98	3.47
	Severity <sup>*2</sup>	0.01	0.02	0.01
Group companies overseas	No. of accidents	47	36	32
	Prevention target	-	-	-

	Frequency*1	1.62	1.08	0.91
	Severity*2	0.02	0.01	0.01

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

\*2 Severity = number of days lost ÷ total man hours×1,000

At Yamaha Corporation, the number of accidents has decreased to the single digits over the past few years. At group companies in Japan and at production bases overseas, however, the number of accidents has remained at a high level. Management is working to address this issue.

## 2. Primary Health and Safety Activities

### (1) Promoting risk assessment based on Occupational Health and Safety Work Standards Checklist (mainly at Yamaha Corporation)

As the number of work-related accidents is on the decline, management should start emphasizing measures to prevent accidents from happening in the future instead of measures in response to specific accidents. At Yamaha Corporation, risk assessment is the fundamental tool used to prevent accidents from happening. In fiscal 2010, we revised our evaluation methods in order to more clearly identify risks in each work process, and held risk assessment seminars with the aim of establishing a standardized methodology Groupwide. In promoting these activities, a large number of employees at different workplaces have stated that they recognized the significance of sharing information on the current status of risk, improvement strategies and other countermeasures among workers, supervisors and managers. Yamaha Corporation is also examining the possible introduction of risk assessment activities based on different techniques that incorporate elements of hazard prediction training (Kiken-Yochi Training; KYT) related to safety at workplaces that do not have an Occupational Health and Safety Work Standards Checklist, particularly administrative and indirect departments.

### (2) Comprehensive Health and Safety Audit (mainly at group companies in Japan and abroad)

Under the guidance of the Groupwide Health and Safety Management Lead Office (Health and Safety Promotion Department in Human Resources), comprehensive audits of health and safety are conducted at group companies in Japan and overseas. Audits were carried out at 14 bases in Japan and 3 bases overseas in fiscal 2009, at 13 bases in Japan and 7 bases overseas in fiscal 2010, and at 13 in Japan and 3 overseas in fiscal 2011.

The audits use a health and safety management analysis table designed to quantitatively assess the level of health and safety at each base, quantifying more than 100 items examined including the level of compliance with rules and standards, and it also clarifies health and safety management systems and policies. At bases with problems identified in the results of the audits, and at bases with frequent work-related accidents, we provide thorough guidance and instruction on all physical and intellectual aspects of health and safety and assist the bases in finding a solution to their own health and safety issues. Yamaha Corporation implemented mass inspections at overseas production bases in Indonesia and China for wood processing machinery where there is a high risk of accidents and also conducted KYT training for supervisors in charge of promoting health and safety in each workplace. The mass inspections were carried out by site managers and environmental managers from Yamaha Corporation's Head Office and steps were taken to prevent accidents occurring in the future by such means as ensuring safety covers are used for the equipment.

The number of workplace accidents that occurred across all overseas production sites in fiscal 2011 was down approximately 32% from fiscal 2009 (47 incidents to 32 incidents). This can be attributed to the key support measures mentioned above.

## Ensuring Employee Health

The basic policy of our Eighth Three-Year Plan for Comprehensive Safety Management to promote health during fiscal 2009-2011 states that the Yamaha Group will strive to precisely assess workplace health risks to employees, and plan and execute measures to address these risks, in order to proactively protect the health of its employees and create comfortable and highly productive work environments. Based on this policy, we made efforts across the Yamaha Group related to mental healthcare and measures against smoking from fiscal 2010 to fiscal 2011.

### (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.

From fiscal 2010 to fiscal 2011, we offered individualized training on health and sanitation to employees working the late shift, for example, based on the results of questionnaires about sanitation during their health checkups and data compiled for each workplace. This way, we were able to identify health risks specific to employees working late-night shifts, raise awareness of preventative measures to mitigate these risks, and further improve work methods and environments.

### (B) Mental healthcare

We continued to further enhance mental health care by providing internal training for production-line workers through training for managers with employees working under them, individual services from our own industrial physician and counselors, a mental health counseling desk staffed by psychiatrists and clinical psychologists, and counseling provided by outside institutions through our Employee Assistance Program (EAP)\*1.

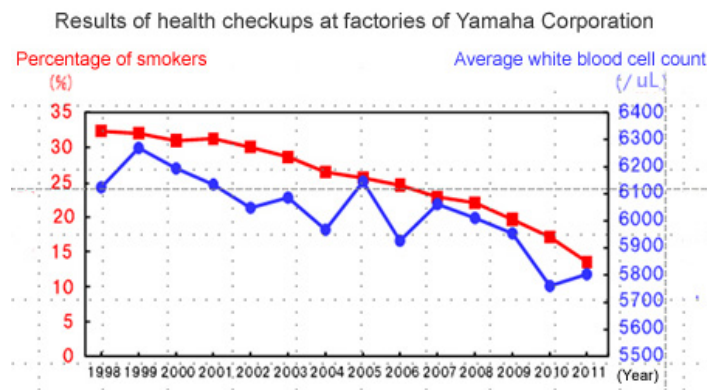
\*1 EAP provides counseling to employees and their families for mental health issues, helps employees return to the workplace after leave for mental illness, and is also an employee support program that utilizes external specialists, such as ones that offer health-related training for managers in charge 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, reduce the number of designated smoking areas, promote no-smoking days, and help employees quit the habit.

In fiscal 2010, in addition to ongoing efforts, we reiterated to all employees that took a health checkup during their birth month the importance of not smoking and the dangers of passive smoking.

As of December 31, 2011, three out of twelve business locations (including at some group companies) at Yamaha Corporation have prohibited smoking throughout their entire premises. As a result of these initiatives, the percentage of smokers at Yamaha factories has declined to 14% (16% of male employees), which is roughly half the national average. Health indicators have improved as a result of fewer employees smoking, and the average white blood cell<sup>2</sup> count has steadily declined (see note).



<sup>2</sup> White blood cells change in number due to various factors, but smoking habits are one of the largest determining factors in the white blood cell count in a regular health checkup. A high white blood cell count has been proven to correlate to higher occurrences of arteriosclerotic disease, cancer and other life-threatening illnesses.

These aforementioned initiatives form the foundation of our Groupwide activities to promote health and safety. We are reassessing contracts with part-time industrial physicians in order to enhance their effectiveness at remote business locations and affiliates, doing video display terminal (VDT) health checkups, taking thorough countermeasures after an accident occurs, and conducting surveys of visits by industrial physicians at overseas affiliates.

# Mutual Understanding with Business Partners

---

## Adhering Strictly to Open and Fair Transactions

---

The Yamaha Group considers suppliers and subcontractors 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 business dealings. On this basis, the Group has worked diligently to incorporate this concept into its Compliance Code of Conduct 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.

## 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.

- **Information Sharing with Dealerships Through Yamaha Dealers Net**

In July 2006, Yamaha Corporation opened Yamaha Dealers Net, a portal website that shares information on operations with authorized musical instrument dealers in Japan. Yamaha Dealers Net integrates sales websites and print media previously separated along product and service lines. Thanks to this integration, dealers are able to use this website to efficiently access an abundance of timely, accurate information on product guides, delivery dates, and marketing items over the web. Efforts have been made to enhance the content since 2009, including the addition of training material related to product sales. To date, approximately 2,700 dealerships and 5,800 people have registered with and are using Yamaha Dealers Net.

- **Information Sharing with Component and Material Processing Subcontractors**

Yamaha conducts debriefing sessions concerning production and sales trends as well as seminars and workshops related to management and occupational health and safety for its partners in manufacturing, namely 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.

## Making Public the Yamaha Material and Component Procurement Policy

---

In order to ensure a better understanding of its stance toward the procurement of materials and components, the Yamaha Group makes public the Yamaha Material and Component 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 Material and Component Procurement Policy](#)
- [Yamaha Timber Procurement and Usage Guidelines](#)
- [Green Procurement Standards](#)

## CSR Procurement Activities

---

In its efforts to ensure that procurement is undertaken in accordance with the Company's various policies including the Yamaha Material and Component Procurement Policy and as a key tool when concluding new contracts with suppliers, Yamaha's Procurement Division conducts surveys of the CSR measures implemented by business partners.

Drawing on the results of surveys, Yamaha Corporation requests that suppliers implement improvement measures when it has been determined that such measures are required. In the case of trading companies, components or material manufacturers in Japan and overseas are also requested through trading companies as well. Yamahas has also added a rating of CSR-related initiatives to the list of criteria for determining whether to initiate business transactions with new suppliers. When requesting improvement measures, Yamaha meets directly with suppliers to explain and gain an understanding of its policies. These meetings also serve as an opportunity to provide feedback on survey score results. In fiscal 2011, the Company concluded contracts with suppliers who were not required to implement improvements.

# With Society



## Activities Grounded in Sound and Music

- Activities Aimed at Popularizing Music(1) Music Education Business
- Activities Aimed at Popularizing Music(2) Supporting Musical Activities
- Proposing Solutions that Utilize Sound Technologies



## With Local communities

- Contributions to Local Communities
- Local Involvement through Sports
- Support that Helps Foster the Next Generation



## Social Welfare and Disaster Relief Activities

- Social Welfare Initiatives
- Disaster Relief and Aid



# Activities Aimed at Popularizing Music(1)

## 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.

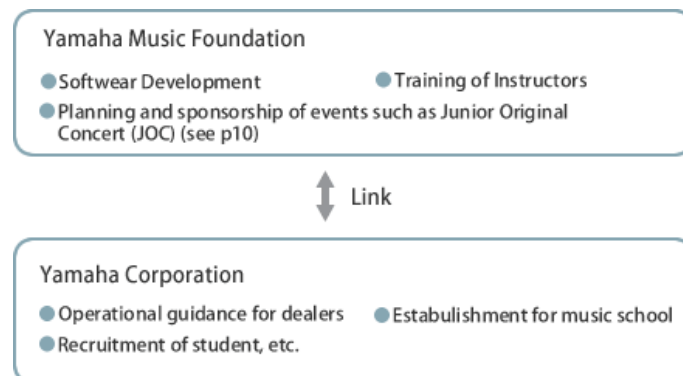
Since opening the Music Class for Pre-school Children in Tokyo in 1954, the Yamaha Group has provided music education to help enrich the growth of children and established and developed the Yamaha Music Education System, a unique education method.

Yamaha provides courses that meet the needs of each generation. These include Yamaha Music Schools mainly for young children, 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 helps nurture skilled and professional instructors, and Yamaha Corporation, 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 Corporation contracts 450 dealers nationwide to run the Yamaha Music Schools and educates the staff at each dealer in charge of reception services.



### 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. Curriculums 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**

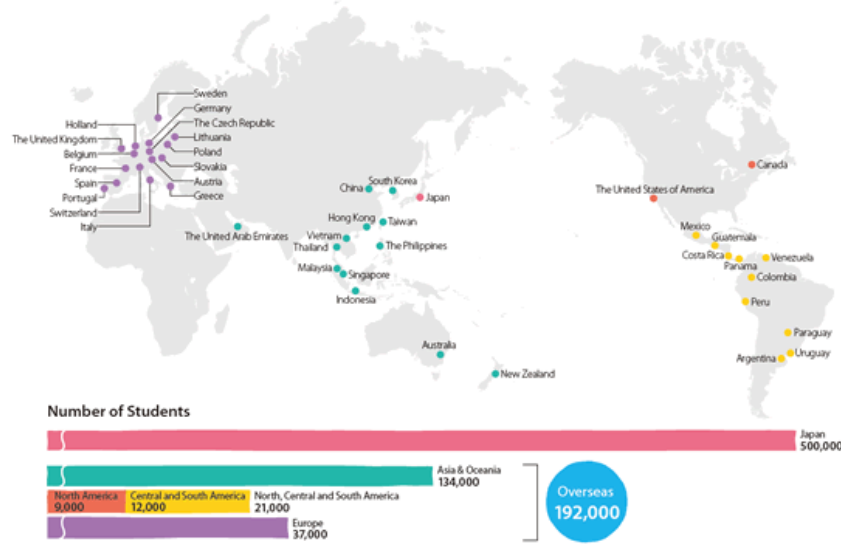
As a general rule, pre-school children are to be accompanied by a parent or guardian at Yamaha Music School lessons. When parents and children take lessons together, the children not only feel more comfortable and uninhibited in the learning environment, but their interest deepens after seeing the fun 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 200,000 Students in Over 40 Countries and Regions Worldwide Take Music Classes**

Overseas, around 200,000 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 (2011)



## 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. Leading instructors from Yamaha Music Schools worldwide participate in the Yamaha World Teachers' Forum\*, which provides an excellent platform for group discussions on music education and instruction.

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

## Freedom to Enjoy Performing with Yamaha Music Lessons for Adults

### Helping Enrich Lives Through Music

Yamaha provides music lessons for a wide range of age groups, from junior high school students to adults, at around 1,500 locations throughout Japan. Currently, 37 different courses are on offer with some 110,000 students enrolled. Yamaha Music Lessons for Adults 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 2,500 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.

# Activities Aimed at Popularizing Music(2) Supporting Musical Activities

---

## Supporting Music Clinics and Contests

---

Yamaha Corporation continuously supports music clinics and contests for people that have their sights set on becoming performers as well as for instructors. In fiscal 2011, the Company provided diverse support at The 17th Hamamatsu International Wind Instrument Academy and Festival, 2011 Japan Band Clinic and The 6th Shizuoka International Opera Competition, in all of which participants pursue a high artistic standard. This was achieved by providing musical instruments as well as their maintenance while also assisting with the running of the events.



The 17th Hamamatsu International Wind Instrument Academy and Festival



2011 Japan Band Clinic

## Held Wind Instruments Workshops in China

---

Since 2010, Yamaha Music & Electronics (China) Co., Ltd. has been holding training workshops across major cities in China for the wind orchestras of leading schools in each region. Up to 45 workshops were provided by prominent instructors to an aggregate total of 2,800 students in 31 cities by March 2012.



Workshop at Chengdu No.7 Middle School in Sichuan Province



Students enthusiastically receive tuition at one of the workshops

## Supporting Looktung Contest and Other School Musical Activities in Thailand

---

Siam Music Yamaha Co., Ltd. (SMY) supports musical activities at schools by holding marching band competitions and sponsoring drumline contests. It also stages the "Looktung Contest" every year for junior and senior high school students.

Looktung is a mix of traditional music and modern pop in Thailand. SMY began to hold the contest in 2000 to provide an opportunity for junior and senior high school students learning Looktung to perform their music.

With cooperation from local companies and the community, the event has grown into the longest-running Looktung contest in Thailand. The number of schools that took part in 2011, including regional contests, climbed to 127. Around 2,000 people filled the venue of the finals to cheer on the 10 schools selected from the regional contests, making it a huge success.



2011 Looktung contest finals



Contestants give a dazzling performance to Looktung music

## Popularizing Music in Latin America

Yamaha Music Latin America, S.A. (YMLA), which is primarily engaged in the sale of musical instruments in Central and South America, provides support for music education in the region. The company held "Yamaha Caravana" in Colombia in September 2011, offering participants the opportunity to enjoy Yamaha musical instruments and other products. As part of the project, around 5,000 recorders were given out to visitors as well as students from 116 educational institutions. Fifty of the recorders found their way to children living in the conflict zone of Cauca and a Concert for Peace was staged there.

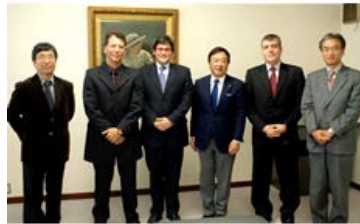
Additionally, the YMLA's Branch in Venezuela is helping music education project of Venezuelan government called "El Sistema"<sup>\*1</sup> for over 15 years by providing musical instruments and holding seminars and contests. The project is conducted by organization called "Funda Musical", formerly known as "FESNOJIV"<sup>\*2</sup>.

<sup>\*1</sup> 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.

<sup>\*2</sup> FESNOJIV: Fundacion del Estado para el Sistema Nacional de Orquestas Juveniles e Infantiles de Venezuela



Concert for Peace



Eduardo Mendez, Executive Director (third from left) and Rafael Elster, Project Manager (second from right), of FESNOJIV  
(Yamaha Corporation Headquarters, November 2010)

## "Family ensemble" proposal



Yamaha Corporation is proposing a new way to enjoy music called "family ensemble," working to spread the idea throughout Japan that we can spend rich and rewarding hours with our family, who are the closest to us, by enjoying music together with them.

Introduction to activities

1. "Yamaha Oto Photo Contest," where people send in their photos depicting how music can strengthen bonds.



Winners of the Outstanding Prize

2. "Special Performance with Father and Child," in which children perform on stage together with dad



"Special Performance with Father and Child"



3. “Family Ensemble Party – with Mom!”  
in which family members led by mom  
play in their own band



Ending of “Family Ensemble Party – with Mom!”

4. “Fun Instrument-Making Session”  
and “Family Band Experience,” where  
participants discover the joy of  
experiencing what it’s like to play in a band



Experiencing what it's like to be in a band

5. “Family Song Contest,” where the  
family makes their own songs



Yamaha believes that we are fulfilling our mission to society through these activities as part of our business. We place value on family ties and human relationships in order to give birth to and nurture the warmth of “kando”. We will continue to make steady efforts with such activities that enrich people’s lives.

## 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 sponsoring 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 fiscal 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.



# 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.

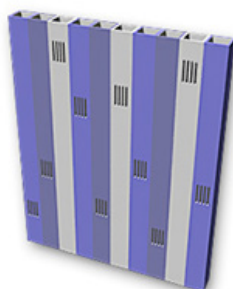
As awareness towards privacy, crime prevention, and information security heightens, more and more people are becoming concerned about the content of their conversation, including personal information, being overheard by a third party. The Yamaha Speech Privacy System™ meets society's needs by providing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



### Acoustic Conditioning Panels bring a More Comfortable Sound Space

Ring and boomy 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.



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



Example of use in an event hall  
(Event space in Yokohama's Isezaki  
Shopping Street)

## 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 them in combination with acoustic conditioning panels ensures an even more comfortable acoustic setting.

As urbanization continues to increase, Yamaha Corporation expects societal needs for quieter houses to grow. We will continue to promote our soundproofing business aimed at supporting more comfortable living.



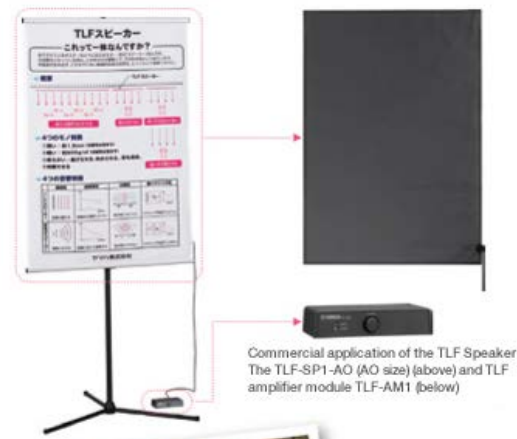
## SoundSignage™ Helping to Enhance the Effectiveness of Information Displays Through Sound

---

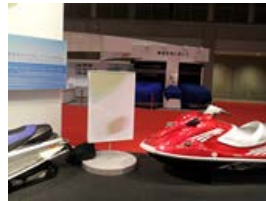
In recent years, digital signage or electronic billboards that deliver images and information using flat-panel displays and projectors have attracted considerable attention for their ability to provide timely information in the advertising and promotional media fields. It has long been acknowledged that the addition of sound significantly increases the appeal and effect of these displays. To date, however, the market has lacked easily accessible and effective sound solutions. Against this backdrop, Yamaha Corporation has put forward the SoundSignage™ System solution, a new and novel advertising medium that combines the Company's newly developed Thin Light Flexible Speaker (TLF-SP) technology with INFOSOUND acoustic data communication technology that embeds digital information into sound. Demonstration trials were launched in autumn 2010.

Since then, Yamaha Corporation has been endeavoring to establish a SoundSignage™ business model drawing on the fruits of demonstration trials. Moving forward, the Company will continue to promote commercial application of its various technologies including TLF-SP. At the Tokyo Motor Show 2011, a TLF speaker was installed in the Yamaha Motor Co., Ltd. booth, which played certain natural sounds such as the sound the wind makes when one is driving. In addition, we provided an internet-linked service using INFOSOUND technology in which URL information for the products being displayed was sent from a speaker to the smartphones of visitors in the vicinity.





Demonstration trial of  
the TLF Speaker  
(a designated site at the  
Shiodome office of  
Nippon Television Network  
Corporation)



Yamaha Motor Co., Ltd. booth at the Tokyo Motor Show 2011

## Remotelive™ Technology Enables Live Performances to be Enjoyed Remotely

As one way to respond to customer opinion and deliver highly artistic live performances by famous musicians to more and more people, Yamaha Corporation developed Remotelive™, a technology for the simultaneous transmission of video, audio and live performance data over the Internet. With this technology, the keys of a piano in a remote location will move up and down in sync with the live performance so that people can enjoy the performance as if the concert was being held right in front of them.

In December 2011, the concert “Ryuichi Sakamoto – Playing the Piano for School Music Revival” held in Tokyo as part of the School Music Revival Fund by the Japan Musical Instruments Association was broadcast live at venues in Miyagi and Fukushima prefectures using the Remotelive™ technology. In this way, Yamaha technology plays a part in the recovery of the disaster-affected area.

# Contributions to Local Communities

---

## Tours of Grand Piano Manufacturing Process

---

### Kekegawa Factory, Yamaha Corporation

At Yamaha Corporation's Kekegawa Factory, 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. Around 11,000 people took the grand piano tour in fiscal 2011.

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 the Kekegawa Factory



An exhibition at Harmony Plaza

## Cooperation with Kaohsiung Museum of Labor to Promote Industrial Development

---

Kaohsiung Yamaha Co., Ltd. mainly manufactured guitars in Kaohsiung, Taiwan from 1971 to January 2007. The contribution the company made to the guitar industry in Taiwan as well as its corporate culture centered on quality control and employee development means it continues to be rated highly by local people even following its closure due to the consolidation of business sites into China and Indonesia.

An exhibition showcasing the contribution of the company and its employees to the guitar industry as well as the company history was held at the Kaohsiung Museum of Labor in Kaohsiung, Taiwan from May to August 2011. Yamaha was impressed by the concept of the exhibition, which was aimed at further promotion of industry in Kaohsiung, and cooperated by providing material from the time to the organizing city.

Material such as products and catalogs as well as Kaohsiung Yamaha's efforts toward quality management and human resource development were introduced at the exhibition.



Display showcasing Kaohsiung Yamaha

## Local Events to Promote Music Culture

---

The Yamaha Group actively supports the spread of music and culture in communities around Japan.

### (1)Hamamatsu Jazz Week

Each year, Yamaha Corporation holds “Hamamatsu Jazz Week” in cooperation with the city of Hamamatsu. The 20th anniversary of the event was a lively affair held in October 2011. A concert for parents and their children and unique new programs such as “Jazz Koza” that fuses rakugo comic storytelling with jazz gained attention. Yamaha Corporation provided a diverse array of programs that could be enjoyed by all ages, including big bands from outstanding elementary, junior and senior high schools throughout Japan, concerts that featured top global artists, as well as public music lessons and an event that combined a citizens' group with the region's jazz club. Through this event, Yamaha Corporation helps the city of Hamamatsu develop with music at its center.



Yamaha Jazz Festival in Hamamatsu 2011, which concluded the Jazz Week

### (2)Produced Project for Jozenji Street Jazz Festival

Yamaha supports regional activities as part of its operations in the name of developing cities based on music

In the 21st Jozenji Street Jazz Festival (JSF) held in September 2011, the Company produced the Swing Carnival in Tsutsujigaoka, which was hosted by the disaster relief project team of the festival. JSF, centered around Jozenji-Dori Avenue in Sendai City, Miyagi Prefecture, is one of Japan's community-based leading street music festivals. The Swing Carnival in Tsutsujigaoka was a project aimed at getting everyone to perform jazz together regardless of age or experience with musical instruments. Between 200 and 300 people brought instruments each day, allowing everyone to really feel the joy of performing together.



## Cooperation with Study of Habitat Status of Blakiston's Fish Owl

---

Yamaha Corporation provided POKETRAK® digital recorder free of charge to the Wild Bird Society of Japan for use in a study of the habitat of the Blakiston's Fish Owl.

The Wild Bird Society of Japan has been setting up a unique bird sanctuary since 2004 with the aim of protecting the Blakiston's Fish Owl, which is an endangered species. It is necessary to study their habitat in order to find potential candidates as a bird sanctuary. Recording the cry of the Blakiston's Fish Owl on recorder can come in handy in searching for the owl in the study.

Yamaha Corporation provided 20 devices, 18 POKETRAK® CX and two POKETRAK® W24, to the Wild Bird Society of Japan after a request for assistance. Research using these devices commenced in the season of 2011. For the study, POKETRAK® devices are placed on forest roads and dry riverbeds near the candidate sites and left to automatically record sounds. After a few days, the recorded data is checked to ascertain whether any owls have flown in or not. So far a total of 12 studies have been conducted in seven zones, with the species confirmed to be living in one of them.



Blakiston's Fish Owl (Photo provided by the Wild Bird Society of Japan)



POCKETRAK®, the device used in the studies

## Contributing to the Local Environment

---

The Yamaha Group continues to help preserve the environment in regions where it has factories, marketing bases and other business offices, such as by picking up trash and through afforestation. We also collaborate on activities to prevent global warming in these regions.

→ [Environmental Initiatives / Regional Activities](#)

# Local Involvement through Sports

## 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.

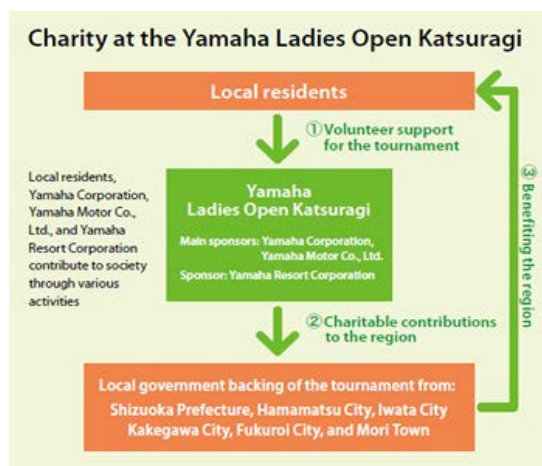
Since the 2008 tournament, Yamaha have given donations to local governments that have backed the tournament as a token of our appreciation to local residents for their cooperation and support of the event. At the 2010 tournament, we donated a total of ¥6 million, comprising ¥1 million each to Shizuoka 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.



Volunteer staff at the tournament in 2012



Donations were received by government representatives after the tournament award ceremony



## Held Baseball Classes for Youth Baseball Teams

The Yamaha Baseball Club regularly holds baseball classes for local youth baseball teams in the western region of Shizuoka Prefecture as part of efforts to contribute to the community and the development of young people in the area. It has held 29 such classes so far, and held three in fiscal 2011 including ones in Hamamatsu City and Kakegawa City. A total of 720 people have participated in these classes. Some of these classes also offered Baseball Health Examinations in cooperation with sports physicians and the baseball club's



alumni association to do health checkups and instruct young baseball players on how to prevent injuries and accidents.



# Support that Helps Foster the Next Generation

---

## Accepting Students for On-the-Job Experience and Factory Tours

---

The Yamaha Group accepts requests from regional schools to offer workplace experience to junior and senior high school children. In fiscal 2011, Yamaha Corporation's Kakegawa Factory, Yamaha Music Craft Corporation and the Hamamatsu Branch of Yamaha Music Tokai Co., Ltd. provided on-the-job experience to around 20 children over 11 occasions. The initiative, which aims to contribute to the local community, provides an opportunity for students to experience the joys and hardships of work life, as well as learn social manner. It serves to provide students with a sense of what it is like to have a career as well as a better outlook on life. The Group has heard various opinions from students on the experience with wide-ranging views and thoughts. Some students were greatly impressed how craftsmen could skillfully handle jobs that at first appeared simple but were in fact more complicated than expected. Others have commented that they now realize a variety of jobs are involved in making and selling an instrument that can be enjoyed by the customer.

Students participating in on-the-job experience and how to manufacture musical instruments



On-the-job experience at a sales store



## Contributing to Human Resource Development by Supporting Vocational Schools

---

### Yamaha Electronics (Suzhou) Co., Ltd.

Yamaha Electronics (Suzhou) Co., Ltd. (YES) implemented a two-year skills training program for students attending vocational schools in Gansu Province. In fiscal 2011, approximately 50 students received technical guidance on soldering, screw fastening and machine assembly by YES engineers as well as practical on-the-job training at the YES factory. The on-the-job training course accepted students from vocational schools in Gansu and Yunnan provinces in fiscal 2011, with the number of students that received training exceeding 900 as of the end of fiscal 2011.



Students from the skills training program in fiscal 2011

## Activities that Help Educate Young Children in China's Western Region

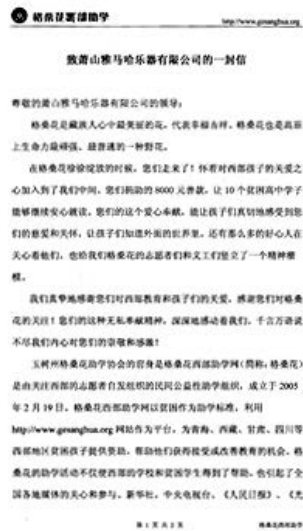
---

### Xiaoshan Yamaha Musical Instrument Co., Ltd.

Xiaoshan Yamaha Musical Instrument Co., Ltd. has provided donations and engaged in

related activities to help provide an education to impoverished children unable to go to school since 2006.

Yamaha has provided donations through the Gesanghua Schooling Support Association of Qinghai for the purpose of providing economic aid. Funds are used to help educate young children in China's western region including Qinghai Province. We have received numerous letters of appreciation and comments from recipients of this aid. Students about to graduate have provided us with wonderful reports and news of their advance to higher education.



## Handmade Guitar Workshop and Other Programs for Children

Yamaha Corporation provides programs for children focused on the themes of manufacturing and science in response to the requests of the local community. In fiscal 2011, the Company held several events that provided an opportunity for youngsters to experience the mechanisms of sound through musical instruments. Such events included "Make and Play a Handmade Guitar – Oneness" held in collaboration with an NPO group led by university students in which children created their own handmade one-string guitars that they then had fun playing together. In another event is the workshop which disassemble a piano, children learned about the properties and structure of materials used in upright pianos that they got to take apart.



Children crafting their handmade one-string guitars



Children performing with the handmade guitars they created in the guitar workshop





Observing the inside of a piano

## Social Welfare Initiatives

---

### Voluntary Philanthropic Activities by Employees in the United States

---



Yamaha Corporation of America(YCA)

Yamaha Cares was launched at YCA 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.

Continuing initiatives include support for efforts to combat childhood disease. One way in which Yamaha Cares does this is by continuing to donate funds raised through participation in the Southern California Half Marathon to regional children's hospitals. 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.



Yamaha Cares members from YCA raise funds by participating in the Southern California Half Marathon

### Yamaha Supports Spanish Workshops for Visually Impaired

---

Yamaha works closely with ONCE<sup>\*1</sup>, the Spanish national organization for visually impaired people, in the hosting of a series of "Discover the Senses" workshops.

Within these workshops, there is a program that uses chords, sounds, and rhythms to demonstrate how different sounds are connected with a range of emotions. During the Workshop held in 2011, Yamaha Music Europe GmbH's Ibérica Branch provided teachers with digital equipment including keyboards as well as technical support.

Yamaha plans to continue supporting workshops held in other cities in Spain during 2012.

<sup>\*1</sup> ONCE: La Organización Nacional de Ciegos Espanoles



Workshop participants operating keyboards

### Local Interaction Activities by the Kakegawa Factory Brass Band

---

#### Kakegawa Factory, Yamaha Corporation

A brass band consisting of volunteer employees from the Yamaha Corporation's Kakegawa Factory visits an organization for the elderly in the region on Respect for the Aged Day and plays a concert celebrating long life. This program was initiated based on a request from the community in 2010 and is known as a good opportunity to enjoy familiar

songs performed by a genuine brass band. It also serves as a chance to interact with the elderly in the community as an event in which the elderly participate as well such as with experiencing conducting.



## Flower-Viewing Parties for Nearby Hospital Patients

### The Office at Yamaha Corporation's Headquarters

Each year, the office at Yamaha Corporation's headquarters welcomes visitors from the nearby Suzukake Hospital to enjoy flower viewing during cherry blossom season. Since 2005, Yamaha has entertained hospital patients, providing a rare opportunity for many patients go outside to rest and relax under the beautiful blossoms.

A total of 80 people participated in flower-viewing parties held on April 7, 2012.



Patients, their families, nursing staff, and others enjoyed the flower viewing

# Disaster Relief and Aid

## Support for Areas Devastated by the Great East Japan Earthquake

In addition to donations by Group companies both in and outside Japan, the Yamaha Group has been promoting the inspection and repair of musical instruments through its network of dealers aimed at relief and recovery in areas affected by the Great East Japan Earthquake. The Group has also provided its “Projectphone” web conference microphone speaker systems for use as communications infrastructure and has been endeavoring to reopen music schools while conducting charity concerts across devastated areas together with other support activities.

Also, a concert held in Tokyo as part of fundraising efforts for the School Music Revival Fund by the Japan Musical Instruments Association called “Ryuichi Sakamoto – Playing the Piano for School Music Revival” was broadcast live at venues in Miyagi and Fukushima prefectures using the RemoteLive™ technology in December 2011. The Group will continue with initiatives through music toward the recovery of the affected areas.

[This page](#) also introduces RemoteLive™

### Held Community Concert in Disaster-Affected Area

The Yamaha Symphonic Band visited an elementary school in Akasaki-cho, Ofunato City in Iwate Prefecture and performed a community concert on October 31, a day after the 59th All Japan Band Competition was held in Aomori City. The concert was staged in the gymnasium of the Takonoura Elementary School in Akasaki-cho. Around 200 children from this school and the Akasaki Elementary School that was affected by the disaster in addition to people living in temporary housing units built on the school premises attended the concert.



Community concert being performed by the Yamaha Symphonic Band (Takonoura Elementary School gymnasium)

### Yamaha Web Conference Microphone Speakers Provided Free of Charge

Yamaha Corporation provided free of charge “Projectphone” web conference microphone speakers to Japanese Red Cross Society (through Japan Media Systems Corp.) and to disaster relief volunteer centers (through Microsoft Japan Co., Ltd.) with the aim of supporting relief efforts following the Great East Japan Earthquake. The microphone speakers were useful in setting up communications infrastructure.



Web conference microphone speaker PJP-20UR

## **Supporting Flood-Affected Areas in Thailand and Other Regions of Southeast Asia**

---

Yamaha Corporation donated ¥3 million to the Japanese Red Cross Society on November 22, 2011 to help with local relief efforts following the floods in Thailand and other parts of Southeast Asia caused by torrential rains that started in July 2011.

# Environmental Initiatives



## Environmental Management

- Promotion of Environmental Management
- Material Balance
- Goals and Achievements
- Environmental Accounting
- Environmental Risk Management
- Environmental Education and Training



## Environmentally Friendly Products

- Environmentally Friendly Products
- Initiatives in Energy-Conserving Products
- Initiatives in Resource-Conserving Products
- Conservation and Effective Use of Wood Resources
- Reducing Substances with Significant Environmental Loads
- Products that Support the Environment
- Green Procurement Activities



## Environmentally Friendly Business Activities

- Measures to Address Global Warming
- Waste Reduction and Resource Recycling
- Management of Chemical Substances and Reduction of Emissions
- Effective Use and Conservation of Water Resources
- Initiatives at Offices



## Environmental Contribution Activities

- Forests/biodiversity Preservation Initiatives
- Regional Activities

# Promotion of Environmental 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.

## Yamaha Group Environmental Policy

---

The Yamaha Group established “Yamaha’s Policy on the Environment” in fiscal 1993, and has used this policy as a guide in pursuing its environmental protection activities. Each business office 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. In fiscal 2010, we are working to systematically transform the ISO 14001 environmental management systems at individually certified business offices into a standardized Groupwide system.

This new environmental policy was designed to satisfy ISO 14001 requirements, adding signatures by corporate representatives 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 business 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 offices 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 to integrate ISO 14001 environmental management systems at business offices that have already been certified, in the aim of promoting environmental preservation in our business activities and improving the efficiency of activities to protect the environment on a Groupwide basis. In November 2010, we received certification of our first steps at integration, and finished the unification at Group companies in Japan in August 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.

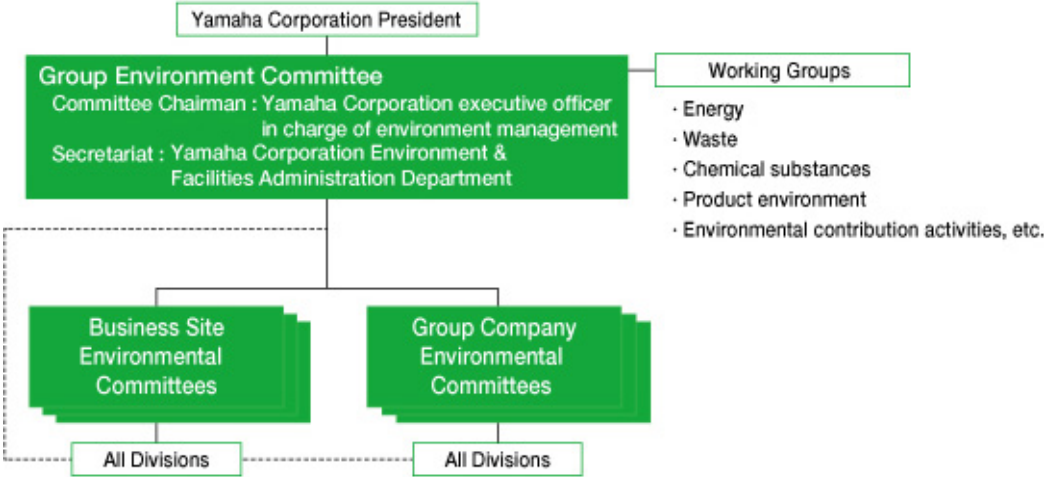
From fiscal 2010, in accordance with the acquisition of Groupwide certification and the formulation of Groupwide environmental policy, the Environmental Management Promotion Committee was succeeded by the Yamaha Group Environment Committee, which formulated environmental goals and targets for the Group as a whole and promoting initiatives for the environment through business activities. In addition, working groups was 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 executive officer 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 offices, and core business divisions, working group leaders, and internal environmental audit team leaders. The minutes of the meetings,



including debates and decisions, are communicated to business sites and core business divisions within the Group to share.

### Environmental Management Structure



All the organizations listed above acquired ISO 14001 certification.

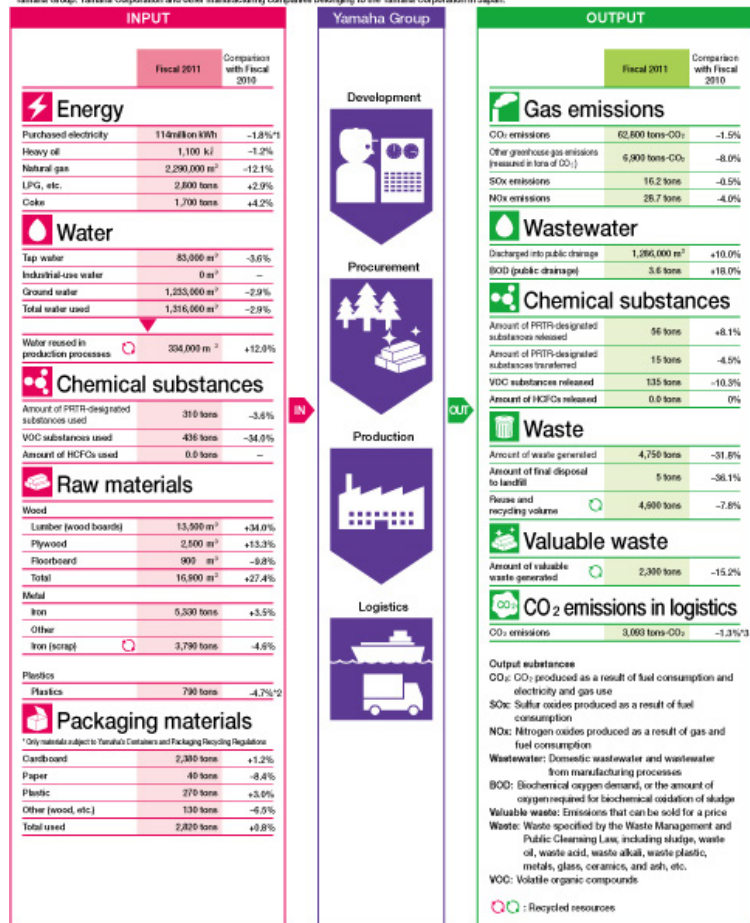


# Material Balance

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 Performance in Fiscal 2011

\* Yamaha Group: Yamaha Corporation and other manufacturing companies belonging to the Yamaha Corporation in Japan.




>>Click to enlarge


\*1 Revisions undertaken with respect to fiscal 2010 data. Calculations based on revised data

\*2 Implemented aggregate data from fiscal 2010


\*3 Revisions undertaken with respect to fiscal 2010 data. Calculations based on revised data

## INPUT


	Fiscal 2011	Comparison with Fiscal 2010
 <b>Energy</b>		
Purchased electricity	114million kWh	-1.8%*1
Heavy oil	1,100 kℓ	-1.2%
Natural gas	2,290,000 m <sup>3</sup>	-12.1%
LPG, etc.	2,800 tons	+2.9%
Coke	1,700 tons	+4.2%

 <b>Water</b>		
Tap water	83,000 m <sup>3</sup>	-3.6%
Industrial-use water	0 m <sup>3</sup>	-
Ground water	1,233,000 m <sup>3</sup>	-2.9%
Total water used	1,316,000 m <sup>3</sup>	-2.9%

Water reused in production processes 	334,000 m <sup>3</sup>	+12.0%
--	------------------------	--------

 <b>Chemical substances</b>		
Amount of PRTR-designated substances used	310 tons	-3.6%
VOC substances used	436 tons	-34.0%
Amount of HCFCs used	0.0 tons	-

 <b>Raw materials</b>		
<b>Wood</b>		
Lumber (wood boards)	13,500 m <sup>3</sup>	+34.0%
Plywood	2,500 m <sup>3</sup>	+13.3%
Floorboard	900 m <sup>3</sup>	-9.8%
Total	16,900 m <sup>3</sup>	+27.4%

<b>Metal</b>		
Iron	5,330 tons	+3.5%
Other		
Iron (scrap) 	3,790 tons	-4.6%

<b>Plastics</b>		
Plastics	790 tons	-4.7%*2

 <b>Packaging materials</b>		
* Only materials subject to Yamaha's Containers and Packaging Recycling Regulations		
Cardboard	2,380 tons	+1.2%
Paper	40 tons	-8.4%
Plastic	270 tons	+3.0%
Other (wood, etc.)	130 tons	-6.5%
Total used	2,820 tons	+0.8%

## Yamaha Group

### Development



### Procurement




### Production





### Logistics







## OUTPUT

	Fiscal 2011	Comparison with Fiscal 2010
 <b>Gas emissions</b>		
CO <sub>2</sub> emissions	62,800 tons-CO <sub>2</sub>	-1.5%
Other greenhouse gas emissions (measured in tons of CO <sub>2</sub> )	6,900 tons-CO <sub>2</sub>	-8.0%
SOx emissions	16.2 tons	-0.5%
NOx emissions	28.7 tons	-4.0%

 <b>Wastewater</b>		
Discharged into public drainage	1,286,000 m <sup>3</sup>	+10.0%
BOD (public drainage)	3.6 tons	+18.0%

 <b>Chemical substances</b>		
Amount of PRTR-designated substances released	56 tons	+8.1%
Amount of PRTR-designated substances transferred	15 tons	-4.5%
VOC substances released	135 tons	-10.3%
Amount of HCFCs released	0.0 tons	0%

 <b>Waste</b>		
Amount of waste generated	4,750 tons	-31.8%
Amount of final disposal to landfill	5 tons	-36.1%
Reuse and recycling volume 	4,600 tons	-7.8%

 <b>Valuable waste</b>		
Amount of valuable waste generated 	2,300 tons	-15.2%

 <b>CO<sub>2</sub> emissions in logistics</b>		
CO <sub>2</sub> emissions	3,093 tons-CO <sub>2</sub>	-1.3%*3

### Output substances

**CO<sub>2</sub>:** CO<sub>2</sub> produced as a result of fuel consumption and electricity and gas use

**SOx:** Sulfur oxides produced as a result of fuel consumption

**NOx:** Nitrogen oxides produced as a result of gas and fuel consumption

**Wastewater:** Domestic wastewater and wastewater from manufacturing processes

**BOD:** Biochemical oxygen demand, or the amount of oxygen required for biochemical oxidation of sludge

**Valuable waste:** Emissions that can be sold for a price

**Waste:** Waste specified by the Waste Management and Public Cleansing Law, including sludge, waste oil, waste acid, waste alkali, waste plastic, metals, glass, ceramics, and ash, etc.

**VOC:** Volatile organic compounds

  : Recycled resources

# Goals and Achievements

○=Completed ×=Incomplete

	Goal	Achievements in FY2011	Status	Future Initiatives
Environmental Management System	Extend ISO14001 certification	Domestic Group companies acquired integrated ISO 14001 certification in August 2011	○	Consider future plan of ISO14001 certification
	Expand the Yamaha Environment-Related Information System (Yecos)	Expanded to sales office and operation of a waste system	○	Initiate waste system operations
	Promote environmental training and education activities	Provided internal environmental auditor training	○	Hold internal environmental auditor training seminars
		Held brush-up seminars for internal environmental auditors	○	Hold brush-up seminars for internal environmental auditors in response to ISO 14001 integration
		Conducted environmental seminars (330 participants) Theme: "Forests and Corporations: Toward an Era of Responsible Wood Procurement"	○	Continue to conduct environmental seminars
Product development	Promote environmentally friendly product development	Implemented regular education incorporating environmentally friendly design	○	Continue to manage and implement regular employee education about environmentally friendly design
		Continued to manage the recycling of certain products, such as used electronic musical instruments and packaging materials	○	Continue to manage the recycling of certain products, such as used electronic musical instruments and packaging materials

	Comply with limitation of hazardous chemical materials in products as stated in EU RoHS Directive and similar standards	Complied with limitation of hazardous chemical materials in products irrespective of shipment destination	○	Strengthen management of hazardous chemical materials in products
Green procurement	Promote green procurement	Introduced declaration system concerning hazardous chemical materials in products used by suppliers to overseas factories as well	○	Manage declaration system concerning hazardous chemical materials in products used by suppliers in line with trends in regulations and industry
Prevention of global warming	•Continue ongoing reduction	•CO <sub>2</sub> emissions volume down 42% compared to FY1990 (62,700 tons of CO <sub>2</sub> per year; 1.65% reduction year on year)*	○	Consider targets for CO <sub>2</sub> emissions reduction
	•Consider target level CO <sub>2</sub> emissions after FY2010 •1% reduction in CO <sub>2</sub> emissions per unit of sales on FY2010	•Continue considering of target level •CO <sub>2</sub> emissions per unit of sales increased by 2.7% year on year (to 237,000 tons-CO <sub>2</sub> per year per ¥100 million)	×	1% reduction in CO <sub>2</sub> emissions per unit of sales in FY2011
Waste reduction	Maintain Zero Emissions and improve recycling quality	Achieved 0.07% landfill disposal, compared to Zero Emissions target of under 1%	○	Maintain Zero Emissions and improve recycling quality
Protection of the ozone layer	Maintain elimination of CFCs and HCFCs from manufacturing processes*	Completely eliminated in April 2005; not used since then	○	Maintain complete elimination
Management of chemical substances	Reduce VOC emissions by 30% on FY2000 levels*	VOC emissions volume reduced by 73% compared to FY2000 (135 tons per year, 10% reduction year on year)	○	Reduce VOC emissions by 30% on FY2000 levels*

Groundwater purification	Continue ongoing purification of groundwater (2 sites)	Report regarding purification completion at one base submitted to the relevant government authority	○	Continue using pumped water aeration and activated carbon absorption methods for groundwater purification
Biodiversity	Consider relationship between business activities and biodiversity	<ul style="list-style-type: none"> <li>•Continued to promote procurement based on Timber Procurement and Usage Guidelines</li> <li>•Promoted internal education about biodiversity (held seminars)</li> </ul>	○	<ul style="list-style-type: none"> <li>•Continue to promote procurement based on Timber Procurement and Usage Guidelines</li> <li>•Promote internal education about biodiversity</li> </ul>
Social contribution	Conservation of forests outside of Japan: Implement tree-planting activities in Phase 2 of the "Yamaha Forest" in Indonesia between FY2010 and FY2014	Continued tree-planting initiative as a part of Phase 2 of the "Yamaha Forest" in Indonesia	○	Continue further tree-planting activities as a part of Phase 2 of the "Yamaha Forest" in Indonesia
	Conservation of forests in Japan: Provide support for regeneration of the Enshunada coastal forest between FY2007 and FY2011	<ul style="list-style-type: none"> <li>•160 Yamaha employees and their families and volunteers from the general public planted 160 trees as part of the "Shizuoka Forests of the Future Supporter System" to support the regeneration of the Enshunada coastal forest</li> <li>•Decided to incorporate tree-planting initiative as a part of Phase 2 of the Enshunada coastal forest</li> </ul>	○	Commence support for the regeneration of the Enshunada coastal forest under Phase 2
	Conduct and participate in local cleanup campaigns	Approximately 1,000 people participated in local cleanup campaigns	○	Continue to engage in local cleanup campaigns
Environmental communication	Disclose information through CSR report and	Published a printed CSR Report introducing		Continue publishing a printed and a web-based CSR

website	activities and a Web-based report containing full information on activities and data	○	Report
Disclose information through participation in various events	<ul style="list-style-type: none"> <li>•Participated in "Fujinokuni Eco Challenge" in Shizuoka prefecture</li> <li>•Continued "Kakegawa STOP Global Warming Partnership Agreement" (Kakegawa Factory)</li> </ul>	○	Disclose information through participation in various events

\* Yamaha Corporation Headquarters and factories, and Yamaha Group manufacturing companies in Japan

# Environmental Accounting

Yamaha Corporation introduced environmental accounting in 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. The Yamaha Group will continue to gradually expand these practices to other overseas Group companies.

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

### Environmental Expenses

The Yamaha Group's environmental equipment investment in fiscal 2011 increased by ¥165 million compared to previous year, ¥85 million.

Principal investments were for upgrade integrated effluent treatment equipment and also utility refinement.

Environmental Expenses		(million yen)		
		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	90.2	335.6
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	53.2	61.0
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	6.6	372.2
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.4	70.3
Management costs		Environmental education, ISO 14001, greening of premises, etc.	14.1	313.2
Research and development costs		Development of environmentally friendly products, prototypes, etc.	-	143.1
Social activity costs		Social contributions, etc.	0.0	32.6
Environmental damage costs		Groundwater purification, Sox levies, etc.	0.6	17.7
Total			165.0 (84.8)	1345.7 (-555.1)

( ) Indicates comparison with the previous year

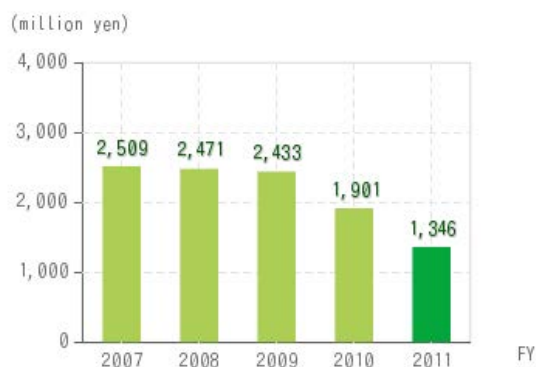
\*<sup>1</sup> Equipment investment refers to investment in factories and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose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

\*<sup>2</sup> 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



(Data for previous years conducted a recount, we have posted the revised value.)

## Economic Effects

### 1. Environmental Conservation Effects

The Yamaha Group's CO<sub>2</sub> emissions fell by 1,000 tons compared with the previous fiscal year to 62,700 tons due to the Kakegawa integration of piano production processes and the elimination and consolidation of businesses.

Water consumption declined by 40,000 m<sup>3</sup> year on year to 1,320,000 m<sup>3</sup>.

As a result of the Yamaha Group's efforts to achieve the target of Zero Emissions through reuse of resources and other measures, final disposal at landfills was approximately 4.9 tons, down by 2.8 tons from the previous fiscal year. Emissions of chemical substances increased by 4 tons to 56 tons.

### Environmental Conservation Effects

Details	Unit	FY2010	FY2011	Reduction amount
CO <sub>2</sub> emissions	10,000tons-CO <sub>2</sub>	6.37	6.27	0.10
Greenhouse gas emissions	10,000tons-CO <sub>2</sub>	0.75	0.69	0.06
Water consumption	10,000m <sup>3</sup>	136	132	4
Waste treated or disposed of	tons	7.7	4.9	2.8
Chemical substances released <sup>*3</sup>	tons	52	56	-4
CFC substitutes emissions	tons	0.0	0.0	0.0

\*3 "Chemical substances" refers to those substances subject to the PRTR Law that the Yamaha Group in Japan uses.

### 2. Economic Effects

Electricity and heating costs increased by roughly ¥920 million to ¥2,211 million compared with the previous fiscal year. Water costs generally continued to be flat to ¥18 million, and sewerage costs increased by roughly ¥2 million to ¥32 million. Waste disposal costs came to ¥167 million, representing a savings of around ¥27 million.

As a result of the conversion of waste to valuable materials, the Company gained ¥312 million in income from the sale of valuable materials, resulting in a total economic effect of ¥245 million.

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



**Economic Effects****(million yen)**

Details	FY2010	FY2011	Savings
Total savings			-67
Electricity and heating costs	2,119	2,211	-92
Water costs	18	18	1
Sewerage costs	30	32	-2
Waste disposal costs	194	167	27
Income from sales of valuable wastes	250	312	312
Economic effects			245

→ [Environmental Performance Data, Environmental Accounting \(2\): Resort Facilities](#)

→ [Environmental Performance Data, Environmental Accounting \(3\): Group Manufacturing Companies Located Overseas](#)

# 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.



Taking environmental measurements

## Environmental Audits

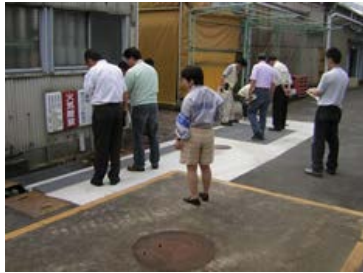
---

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 Environment & Facilities 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.

We conducted environmental audits at three domestic factories (Kakegawa, Toyooka, Yamaha Music Winds) during fiscal 2010. Following that, we conducted the audits at two domestic factories (Yamaha Fine Technologies Co., Ltd., Yamaha Music Craft Corporation) and P.T. Yamaha Musical Products Indonesia in fiscal 2011. We did not note any significant risks or non-compliance in the process of checking our environmental facilities management, legal compliance, waste product management, etc. at the locations noted above. However, we did offer guidance and suggestions for improvements, etc. to reduce the level of risk to as close to zero as possible.





Conducting an environmental audit

## Environmental Accidents/Litigation

---

During fiscal 2011, 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 at the Toyooka Factory

## 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 Factory has been restored to near-standard levels, and we continue cleanup activities at present.

We completed cleanup activities at all locations with confirmed soil contamination during fiscal 2000.



Groundwater purification equipment at the Headquarters Factory

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.

## 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.

# 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.

## Environmental Seminars

---

June is the Yamaha Group “Environment Month,” during which we sponsor different environmental seminars. These seminars are for all Yamaha employees, including the president, directors, and staff, as well as for our business partners. These educational opportunities are designed to help spread knowledge and understanding about the environment.

### Past Environmental Seminars

FY2011                      “Forests and Corporations: Toward an Era of Responsible Wood Procurement”  
(330 attendees)              Lecturer: Mr. Mutai Hashimoto, Forest Programme Officer, WWF Japan



FY2011 environmental seminar

## 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 and water treatment operations.

In fiscal 2011, we inspected the waste management conditions at a total of 24 key sales sites and related facilities in Japan and provided guidance to correct problems. Further, we held training sessions for employees not directly engaged in waste management operations in the Tokyo metropolitan area and Kansai region.

We also conduct training at each business location for potential emergency situations, based on the ISO14001 operating manual. This emergency response training teaches employees how to deal with accidents such as the leakage of environmental contaminants.

## Training and Brush-Up for Internal Environmental Auditors

---

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

A total of 40 audit staff participated in the seminar in May fiscal 2011 and 21 in the one in July fiscal 2012 held at Yamaha headquarters. Since our first such training in March 1998, during 15 years, we have held 38 seminars, with more than 1,000 cumulative participants who are registered as internal environmental auditors.

With the migration to an ISO integrated management system during fiscal 2010, we held an Internal Environmental Auditor Brush-Up Seminar to improve the skill set of staff members responsible for internal audits. We held this seminar in May 2011 at the Yamaha headquarters, where 41 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

The Yamaha Group revised activities to boost environmental awareness in the home promoted in conjunction with the Yamaha labor union. The “Smart Life Guide Eco-Account Book,” which had been in operation for eight years, was changed to the more practical “Smart Life in My Home Commitment.”

Under this commitment, employees established, and committed to, eco-activity themes according to their individual circumstances for a period of four months from June to September. The majority of themes were related to saving electricity, an issue that has been in the spotlight since the Great East Japan Earthquake in March 2011. Yamaha received a total of 855 reports on the activities at the end of the program 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 Guide Eco-Account Book and My Eco Commitment coloring page

### Examples of Initiatives under the Smart Life in My Home Commitment

Commitment	Report on Activities
Save and create electricity through equipment and awareness	We installed a solar power generation system and an eco window shutter to save electricity. We checked the amount of electricity generated and consumed each day. Thanks to the eco window shutter we were able to go to bed without using the air conditioning. When we do use the air conditioning, the whole family stayed in the living room. As a result, we were able to reduce electricity consumption by 48% year-on-year.
Put a blind on a window that gets good sun and make sure the breeze doesn't get blocked inside to reduce the electricity bill	We installed a blind made with aluminum inside a window on the south side of the second floor. We didn't put any big furniture near the window and made sure we could open it. This enabled us to cut down on the number of times we used the air conditioning at night, by 18.8% in August relative to the previous year.
Install a solar	We practiced many ways to conserve electricity. We used power-



power generation system and work to save electricity and economize (aiming to completely offset power bill by saving and selling power)	saving plug taps and light-blocking curtains, refrained from using air conditioning in the morning and evening, kept the air conditioning at 28°C and tried to keep the lights off as often as possible. These efforts led to a 24% saving in August and a 30% saving in September, year-on-year. We weren't able to completely offset our power bill by saving and selling power, but we'll keep trying to achieve this in the future.
Keep a household account for electricity and save energy (power)	We set themes, worked to conserve power and made a report of the results. Themes: Turn off the TV power switch, frequently turn off the lights, keep the air conditioning at 28°C, use an electric fan, and use the washing machine and dishwasher late at night. By doing so, we saved power by 32% year-on-year.
Put up a reed blind to avoid the afternoon sun and do our best not to use the air conditioning during summer	We got by just with an electric fan during the day by using a reed blind, which reduced the temperature of the west-facing room by 2-3°C. We used a high-capacitance solar cell to recharge smartphone, mobile phone and small electrical appliances. We also improved ventilation around the house. As a result, we achieved a significant reduction of 23.1% in power consumption.
Stop heating water for the bath twice, spend time all together as a family in the living room and go to bed early	Once the water is heated, everyone takes a bath one after the other using the same water. We saved electricity by aligning our schedules for the entire family, and also improved our living habits by going to bed and getting up early.
Cooperate as a family with measures to save electricity	We decided on a system of checking lights in the home where each person in the family took turns. We were conscious of not using the air conditioning and instead made do with electric fans and paper fans. We were also careful to open and close the fridge properly, and turn off standby mode on the TV and PC.
Reduce TV time and increase picture book time Use electricity in one place with all the family together	We set specific programs to watch on TV. We boosted talk time and enhanced communication by enjoying picture books together.
Sleep in third floor room where there is a better breeze and stop using air conditioning	The kids wanted to sleep in a tent so we put one up in the third floor where there's enough space and slept there. Since there is no air conditioning on the third floor, we saved electricity by default.
Put four full 2L water bottles into the bath tub to raise the level of water as a means of water conservation	At first it felt strange when we got in the bath but we soon got used to it and decided to continue for a while. In addition, this enabled us to stock water for emergency times in pet bottles as a result, which allowed us to appreciate how important water is again.
Save on our electricity bill by using thermoses	My wife always used to tell the kids off for keeping the fridge door open for too long when looking for a cold drink because it was a waste of money. Then we gave them thermoses, which proved very effective in summer and has reduced the number of times the fridge is opened and closed.
Save energy with an outside light by using a solar-powered light	Our outdoor light comes on and turns off at a set time everyday. It's a waste but we need it for security. So we switched to a solar-powered light that we saw at a hardware store. This led to a 48.8 kWh saving in electricity during operating hours.
Walk to work over 30 times in three months	My office is 20 minutes away by foot. Motivated by the Smart Life Commitment, I decided to walk to work as often as possible. I managed to commute on foot 46 times in three months.
Try to either walk or take my bicycle when going somewhere nearby to save on gasoline bills	I measured the return distance between nearby places that I usually go by car. I stayed committed to either walking or taking my bicycle to these places for four months with the idea of saving money. My efforts resulted in a 5.06L saving in gasoline. It felt good to be exercising more and contributing to the environment (reducing CO <sub>2</sub> ).

## (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, Goya, and other hanging plants to those interested.

We have received over 100 reports from families that have practiced Green Eco Curtain activities as part of the Smart Life in My Home Commitment since fiscal 2011.



# 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 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
<a href="#">Energy conservation</a>		<ul style="list-style-type: none"> <li>•Reduce power consumption</li> <li>•Reduce standby power consumption</li> </ul>		Routers, Audio-visual products, Electronic musical instruments
<a href="#">Resource conservation</a>	<ul style="list-style-type: none"> <li>•Miniaturization in design</li> <li>•Integrated design</li> </ul>	<ul style="list-style-type: none"> <li>•Long-life design</li> <li>•Re-application utilizing added functions</li> </ul>	<ul style="list-style-type: none"> <li>•Promotion of reuse</li> <li>•Promotion of recycling</li> </ul>	Electones organs, Synthesizer, Home theater package
<a href="#">Resource maintenance</a>	<ul style="list-style-type: none"> <li>•<a href="#">Yamaha Timber Procurement and Usage Guidelines</a> published</li> <li>•Reduce use of scarce materials</li> </ul>	<ul style="list-style-type: none"> <li>•Long-life design</li> </ul>	<ul style="list-style-type: none"> <li>•Promotion of reuse</li> <li>•Promotion of recycling</li> </ul>	Electric guitar, System drums, Marimba, White and black keys, A.R.E. products
<a href="#">Reducing substances with significant environmental loads</a>	<ul style="list-style-type: none"> <li>•Management of chemical substances in products</li> <li>•<a href="#">Promotion of green procurement</a></li> </ul>	<ul style="list-style-type: none"> <li>•Reduce VOC*<sup>1</sup> emissions from products</li> <li>•Reduce harmful substances come into direct contact with customers</li> </ul>	<ul style="list-style-type: none"> <li>•Promotion of reuse</li> <li>•Promotion of recycling</li> <li>•Reduce the environmental load of substances in waste</li> </ul>	Wind instruments
<a href="#">Products that support the environment</a>		<ul style="list-style-type: none"> <li>•Reduce the environmental load generated by customer business sites</li> <li>•Reduce the environmental load created when using products manufactured by customers</li> </ul>		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.)

### Acoustic Instruments



#### Characteristics:

- There is no energy consumption during use, and products may be used for decades.
- The environmental load at the materials production stage is low since lumber is the primary material, and little CO<sub>2</sub> is emitted. However, there is a need to consider deforestation and to protect scarce natural materials to prevent resource depletion, which means the environmental load of producing raw materials is higher than other stages.
- During product use, VOCs emitted from wood materials may have an environmental impact.
- "While products are characterized by their long life, products may be left idle depending on the circumstances of customers and later disposed of."

#### Measures:

- In order to ensure appropriate lumber procurement, "Yamaha Timber Procurement and Usage Guidelines" are to be established and efforts strengthened.
- Reduce VOC emissions from wood materials during use and take steps to establish a mechanism for reuse.
- Add functions and continue use.

### Electronic Musical Instruments



#### Characteristics:

- Growing demand for products that do not consume unwanted electricity.
- Large products require a lot of materials in the material production phase, creating a large environmental load. Difficulties may also occur at local bodies and elsewhere at the time of disposal, necessitating consideration of how better to promote recycling.
- The many different materials used in these products necessitates chemical management in material production and efforts to promote recycling at time of disposal.
- Need to take measures for environmental pollution due to substances that exert environmental load in waste materials.

#### Measures:

- Resource-saving design that allows longer use of electronic instruments with upgrade kits, and energy-saving design using new technologies such as digital amplifiers and switching power supplies.
- Stricter efforts to control substances with an environmental impact in products via green procurement.
- Reduce the amount of substances that exert environmental load when products become waste.

## AV Equipment, IT Equipment

Material  
Production



Use



Disposal

### Characteristics:

- Use and standby phases consume a great deal of energy, making the environmental load of the use phase comparatively large.
- The many materials contained in these products make necessary chemical management in material production and efforts to promote recycling at time of disposal.
- The environmental load is comparatively small during material production because there are not that many large products.

### Measures:

- Stricter efforts to control substances with an environmental impact in products via green procurement.
- Miniaturization, integration and other resource-saving designs, new technologies such as digital amplifiers and switching power supplies; the use of energy-saving designs to reduce standby power consumption.

# Initiatives in Energy-Conserving 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-conserving products not only contribute to energy savings 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-conserving products

### (1) Router



As a result of pursuing both high performance and reliability to meet demand for routers that run for a continuous 24 hours, Yamaha developed a top-level energy-saving router that emits no more heat than necessary.

### (2) AV product



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-V573 AV receiver, 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 incorporated ECO mode as a new function to save power. This enables around a 20% saving in power consumption when using any function at ordinary times.

### (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 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 organs 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) STAGEA (Long-life)



It's not uncommon for electone organ owners to continually purchase higher functioning models as they become more proficient players. In 2004, Yamaha released the STAGEA model electone that eliminates the need for upgrade purchasing with a system that allows for version upgrade and expansion, as well as utilizes a higher-grade system unit. The details realized in this long-life model also accomplish a saving in resources.

(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) Synthesizer/Workstation MOX6 and MOX8 (Lightweight)



The MOX6 and MOX8 are 30% lighter than the previous MO series, are the most powerful and mobile, and save on use of resources.

(4) Home Theater Package YAS-101 launched in 2011 (All-in-one design conserves resources)



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-101, which integrates those two units into a single slim body, enabling us to reduce the amount of materials used by 55% compared with home theater packages launched in fiscal 2009. Further, equipped with the latest energy-saving technologies, it utilizes 45% less energy when in use than our previous model.

# 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 CO<sub>2</sub> 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.

The guidelines help the Group accomplish 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](#)

## 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.\*<sup>1</sup>, a new technology for 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 the A.R.E. technology for producing new instruments with well-used timbre.

Praised for these features, A.R.E. 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 2010. Going forward, Yamaha plans to make wide use of A.R.E. technology.

\*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



The ROCK TOUR series system drums

(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.

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



The LL36ARE acoustic guitar



The BB2024 electric bass



The NCX2000FM electronic nylon string guitar



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

# Reducing Substances with Significant Environmental Loads

## 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 in addition to traditional regulations related to chemical substances.

For example, the Restriction of Hazardous Substances in Electrical and Electronic Equipment (RoHS Directive<sup>\*1</sup>), which came into force in Europe in 2006, bans six substances, including lead and hexavalent chromium, for use in products. This directive was revised in 2011 amid calls for more appropriate management.

In recent years, countries around the world have taken steps to tighten the management and regulation of such substances.

Meanwhile, REACH<sup>\*2</sup>, effective from 2007, calls for identification and management of specific chemical substances contained in products.

In response to these regulatory moves, the Yamaha Group established its own Standards for Chemical Content in Products in February 2003. 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 change, the accession of voluntary standards, and other factors.

<sup>\*1</sup> RoHS: An abbreviation for Restriction of Hazardous Substances in Electrical and Electronic Equipment. Issued by the European Union, the RoHS Directive restricts the usage of specific hazardous substances (lead, mercury, cadmium, hexavalent chromium, polybrominated biphenyl, and polybrominated diphenyl ether) in electrical and electronic equipment.

<sup>\*2</sup> REACH: An abbreviation for Registration, Evaluation, Authorization and Restriction of Chemicals. It is a comprehensive system for the registration, evaluation, accreditation, and control of chemical substances initiated in Europe, aimed at protecting human health and the environment.

## 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<sup>\*3</sup>, 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<sup>\*4</sup> 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.

→ [About green procurement activities](#)

<sup>\*3</sup> 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.

<sup>\*4</sup> 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.

### Example of a product with reduced environmental load

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.

# Products that Support the Environment

---

The Yamaha Group not only manufactures products for the end user, but also for use in offices and business premises. 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)



Micro prober addresses the problems associated with erroneous decisions with respect to the performance of fine pattern flexible printed circuit (FPC) boards. By improving yields, this device helps reduce waste while contributing to the conservation of resources.

(2) Helium Leak Tester



This helium leak tester accurately measures in a short period of time the degree to which such products as automobile fuel tanks and air conditioners are leaking greenhouse as well as ozone-depleting gases. Compliant with automobile environmental regulations, this device helps reduce environmental load.

## 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 Standard

---

In order to provide a constant stream of environmentally friendly products, the Yamaha Group collaborates with business partners who supply components and materials. Recognizing the critical need to procure components and materials that exert as little environmental impact as possible, the Group put in place and openly disclosed its Green Procurement Standards in June 2002. This standard conforms to the Standards for Chemical Content in Products.

Based on its Green Procurement Standards, the Yamaha Group is monitoring and managing the status of efforts by suppliers to conduct environmentally friendly business activities as well as the procurement of components and materials containing chemical substances.

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

→ [Green Procurement Standards](#)

# Measures to Address Global Warming

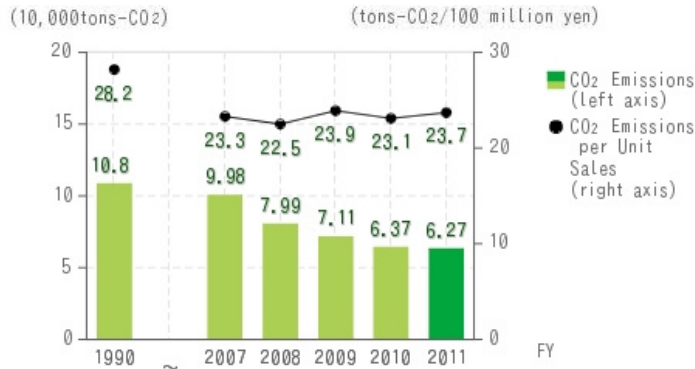
As part of its measures to counter global warming, the Yamaha Group has worked to reduce its greenhouse gas emissions through the use of optimal production methods and equipment configuration, improvements to how air conditioning equipment is operated, installation of equipment with high energy efficiency, 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.

Our CO<sub>2</sub> emissions in Japan during fiscal 2011 totaled 62,700 tons- CO<sub>2</sub>. This represents a reduction of 42% versus fiscal 1990 levels, far greater than our target. In addition to the measures described above, this achievement is attributable to the sale of certain businesses, and a decrease in production due to the worsening economy. We plan to formulate a new target for beyond, while referring to relevant government targets.

We also aim to continuously reduce CO<sub>2</sub> emissions per unit of sales, and target a 1% or more reduction compared with the previous fiscal year. In fiscal 2011, we failed to achieve our target, reaching 23.7 tons per ¥100 million, a decrease of 2.7% year on year. CO<sub>2</sub> equivalent emissions of other greenhouse gases totaled 6,900 tons, a reduction of 600 tons from the previous fiscal year.

## CO<sub>2</sub> Emissions (from energy consumption)



\* Yamaha Corporation Headquarters and factories, and Yamaha Group manufacturing companies in Japan

## Non-CO<sub>2</sub> Emissions of Greenhouse Gases\*



\* Yamaha Corporation Headquarters and factories, and Yamaha Group manufacturing companies in Japan

## Reducing CO<sub>2</sub> Emissions in Piano Production Processes

### Energy Conservation Activities at Hangzhou Yamaha Musical Instruments

Hangzhou Yamaha Musical Instruments Co., Ltd. has taken steps to promote energy saving measures in order to suppress growing energy consumption resulting from an increase in production.

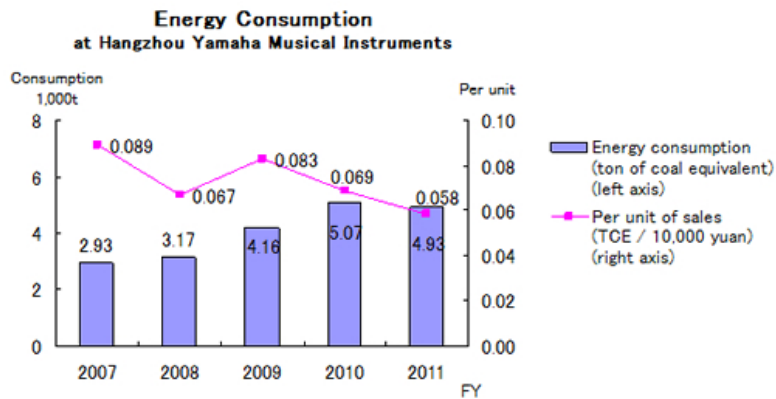
In fiscal 2011, the factory reduced energy consumption by 15% per unit of sales on a year-on-year basis. This result can be attributed to improvements made to achieve a 5%

reduction target that included a 3% reduction through technological enhancements and a 2% reduction by enhancing the level of management in daily operations. The factory passed a Cleaner Production Audit at the end of 2011 from Hangzhou City officials pursuant to China's Cleaner Production Promotion Law due to these initiatives to conserve energy as well as efforts to reduce waste and strengthen environmental risk responsiveness.

In addition, the factory worked on the acquisition of ISO 14001 certification and received approval in May 2012 following a review by outside authorities in April.

(Examples of Energy-Saving Measures)

(1)	Improved equipment Introduced automated control equipment for compressors (resulted in realization of unmanned control and a reduction in idle time, etc.) Equalized steam pipe pressure balance for presses (resulted in an improvement in energy efficiency) Introduced energy-saving equipment when building new facilities and when replacing machinery
(2)	Strengthened equipment maintenance Reduced air and steam leaks through timely maintenance
(3)	Improved electricity contracting practices Switched to contract details in line with forecast consumption per month (resulted in energy savings by implementing consumption forecasts and ensuring awareness of limits)
(4)	Enhanced awareness toward energy conservation at workplaces through energy-conservation patrols



Hangzhou Yamaha Musical Instruments Co., Ltd.



Notice board of environmental activities such as those for saving energy



Environmental education for employees



Cleaner Production Audit

\*1 Cleaner Production Audit

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.

Cleaner Production Audit 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.

### Promoting CO<sub>2</sub> Emission Reduction Measures through the Integration of Domestic Piano Manufacturing Processes

Yamaha Corporation has implemented various energy conservation measures when relocating the grand piano manufacturing process from its headquarters factory to its Kakegawa Factory and consolidating it with upright piano production processes. The introduction of a cogeneration system, a 33% space saving from the production line consolidation and the introduction of an indoor dust collection system combined with optimized operation of production equipment culminated in a reduction in CO<sub>2</sub> emissions of over 3,000 tons for the year.

### Reducing CO<sub>2</sub> Emissions in Logistics

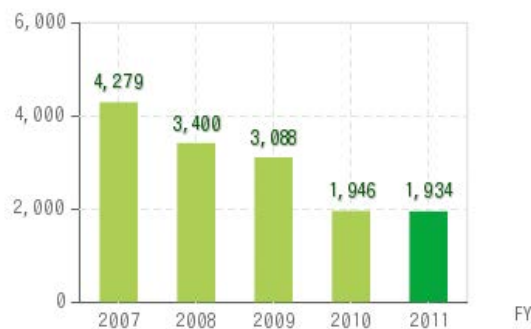
The Yamaha Group is actively working to increase energy efficiency and reduce CO<sub>2</sub> emissions in logistics operations. Guided by a basic policy of raising transport efficiency, we continually review transport routes, adopt routes that incorporate more efficient modes of transport, raise container loading ratios, streamline loading sites and warehouse facilities, and conduct joint transport with other companies. Efforts are also being made to reduce CO<sub>2</sub> emissions by disposing of waste locally and switching from air to sea for international shipping.

The Yamaha Group's total domestic transport volume and CO<sub>2</sub> emissions in fiscal 2011 remained the same as to 19.34 million ton-kilometers and to 3,093 tons- CO<sub>2</sub>. The change in these figures was due in part to the above initiatives, but mainly to the sale of some business and a decline in the volume of products shipped due to the worsening economy.

Reducing CO<sub>2</sub> 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.

#### Transport Volume

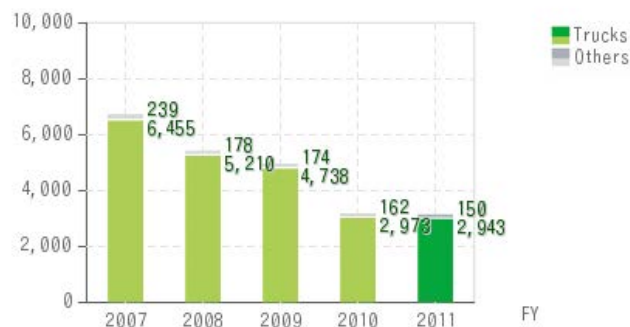
(10,000 tons/kilometers)



\* Yamaha Corporation Headquarters and factories, and Yamaha Group manufacturing companies in Japan

#### Logistics CO<sub>2</sub> Emissions

(tons-CO<sub>2</sub>)



## Reduced Resources and CO<sub>2</sub> Emissions in Piano Frame Transportation

Previously, Yamaha used disposable iron packing racks when transporting piano frames from Japan to Hangzhou Yamaha Musical Instruments Co., Ltd.

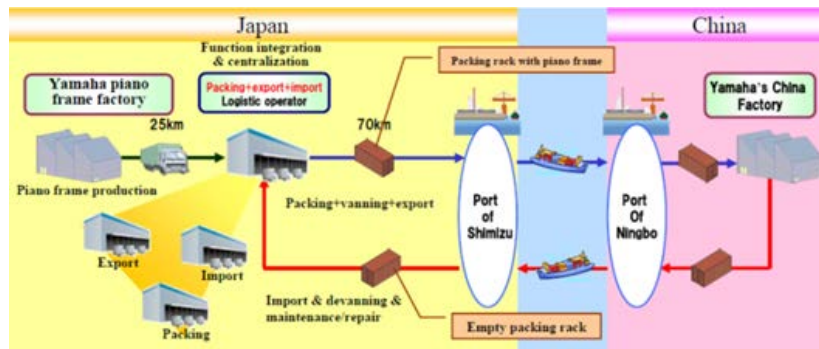
To eliminate this waste, we started introducing returnable packing racks that can be used multiple times in July 2011. In October of the same year, we switched to returnable packing racks for all piano frames bound for China. At the same time, we shortened the transport route. These efforts resulted in a 60-ton reduction in CO<sub>2</sub> emissions associated with the disposal of iron packing and a 1,050-ton reduction in iron resource costs 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



Folded packing rack (when being returned)



Flow of returnable packing racks in logistics

# Waste Reduction and Resource Recycling

The Yamaha Group is engaged in the manufacture of a variety of acoustic and electric instruments, as well as other electronic devices and components used in automobile interiors. 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.

The total Yamaha Group domestic waste generated for fiscal 2011 amounted to 6,900 tons, which was a 2,600-ton reduction compared to the prior fiscal year. Of the amount reduced, 1,500 tons can be attributed to a change in accounting method from fiscal 2011 in which we stopped including recycled amounts at factories in calculations.

Meanwhile, waste going to land fill amounted to 0.07% of total waste generated, maintaining a zero-emission status for the Group\*1

\*1 The Yamaha Group defines zero emissions as less than 1% of total waste sent to land fill.

## Amount of Waste Generated\*/Landfill Rate



\*Waste generated includes industrial waste, general waste (except that contracted by the government) and valuable items.

Yamaha Corporation Headquarters and factories, and Yamaha Group manufacturing companies in Japan

## 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.

During fiscal 2010, we conducted a comprehensive review of our systems to improve management of waste disposal contractor selection, outsourcing contracts, manifests, and other related areas. In fiscal 2011, we began operations of a new system providing improved management precision with respect to the areas mentioned above.

We also integrated our ISO14001 management system throughout our domestic group. Our system rollout included our sales offices, where the system had mainly been used in manufacturing locations in the past. We monitor our status through internal environmental audits and other means, promoting waste management under a common set of Group standards.

Also during fiscal 2005, we began publishing waste data sheets (WDS) summarizing substance property and other information related to waste. This was another step in preventing accidents during the waste disposal process, and in ensuring proper disposal. With the cooperation of the waste management departments in our business locations, we were able to complete and publish WDS for all specially controlled industrial waste\*2 during fiscal 2010.

\*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

### Kakegawa 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 Kakegawa Factory. 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<sup>\*3</sup> (MBR) behind the existing contact aeration vat of the wastewater treatment system, which has led to more stable wastewater processing.



Additional wastewater treatment equipment



<sup>\*3</sup> 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.

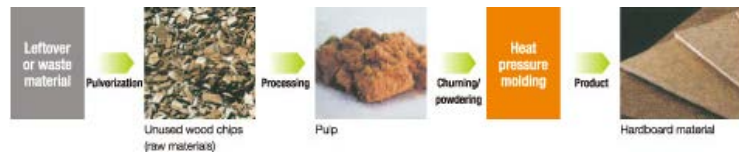
## Effectively Using Wood Scrap

The Yamaha Group is making better use of the wood scrap that is a byproduct of the manufacturing process. At the Yamaha Kakegawa Factory, 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) Reusing wood scrap from piano shipping materials (skids) as planters for Green Eco-Curtains



Repeated use during piano shipment



Skids after useful life is over



Used in Green Eco-Curtains



Planters made from skid scrap wood

**(2) Pelletizing sawdust for use as fuel, pet litter**



Briquettes made from sawdust left over from the piano manufacturing process



Pet litter (cat litter) made from sawdust briquettes

**(3) 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

# Management of Chemical Substances 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<sup>\*1</sup> 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 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 at the Yamaha Group mainly consist of volatile organic compounds (VOCs)<sup>\*2</sup>. In fiscal 2006, the Group conducted a survey of the Yamaha Group's usage and emissions of VOCs, followed by the establishment of a reduction plan in fiscal 2008 with a set target of a 30% reduction in emissions by fiscal 2010 compared with fiscal 2000. Yamaha has remained committed to its efforts to substitute or reduce chemical substances throughout the Group.

In fiscal 2011, a total of 56t of substances designated under the PRTR Law were emitted during the course of operations at the Yamaha Group, which was level with the previous fiscal year. VOC emissions were reduced by 10% year-on-year and by 73% relative to fiscal 2000. The Group has continued to achieve a 30% reduction in VOC emissions since 2008 relative to the fiscal 2000 level. Contributing to these achievements were emission reduction measures such as rationalizing production processes and using alternative materials in addition to consolidating factories, which even included reducing production output.

Therefore, 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.

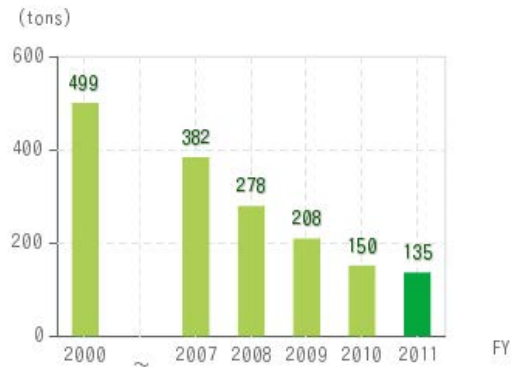
\*2 VOCs (volatile organic compounds): These compounds, contained as thinning agents for coatings and adhesives, are believed to be one factor in the release of photochemical oxidants and suspended particulate matter (SPM).

## Amount of PRTR-designated Substances Released



\* Yamaha Corporation Headquarters and factories, and Yamaha Group manufacturing companies in Japan

## VOC Atmospheric Emissions



\* Yamaha Corporation Headquarters and factories, and Yamaha Group manufacturing companies in Japan

## Environmental Effects of Piano Production Operations

### Takegawa Factory, Yamaha Corporation

Using the consolidation of the piano production processes at the Takegawa Factory as an opportunity to make facility improvements, from fiscal 2010, a portion of the paint was switched from an organic solvent based- to a water-based paint. As a result, from the paint drying process to paint disposal, PRTR designated substances and VOCs were each reduced by approximately 2%. Additionally, through the process of using a water-based paint, local ventilation and other safety facilities have become unnecessary, contributing to increased energy efficiency.

### Reducing Chemical Substance Emissions by Improving Coating Process

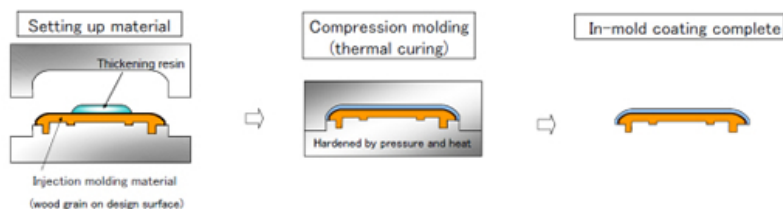
The Yamaha Group administers an array of different coatings to pianos and other musical instruments and automotive interior components, and as such, is committed to devising ways to draw out the maximum beauty of each product and to help ensure it can be used for a long period. We continue to research 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, coating 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.

### In-mold coating process (YMC : Yamaha Mold Coating)



## Spray coating process

Setting up material



Spray coating



Spray coating complete

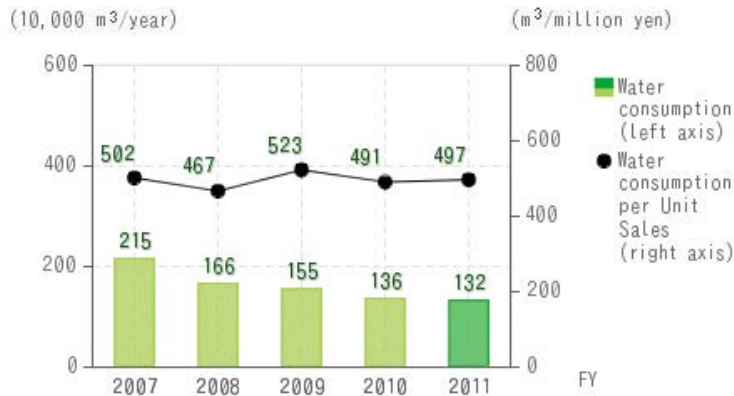




# Effective Use and Conservation of Water Resources

The Yamaha Group has been using wastewater from production processes since the first half of the 1970s, recycling it as cooling water and using a reverse osmosis membrane (RO membrane) device, as well as actively pursuing a policy to prevent leakage. Through these and other initiatives, total water consumption in fiscal 2011 was 1.32 million cubic meters, a reduction of 3% year on year.

## Water Consumption



\* Yamaha Corporation Headquarters and factories, and Yamaha Group manufacturing companies in Japan

## 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)

Utilizing ion-exchange resins, Yamaha Corporation is reusing wastewater discharged during the manufacture of wind instruments at its Saitama Factory. In 2006, the Factory undertook a complete renewal of its wastewater treatment facilities. This initiative helped reduce water consumption by 20% through improvement in treatment capacity. Currently, the Factory is making do with 30,000 cubic meters of reused water annually.

Yamaha Corporation's Kakegawa Factory has been recycling processed wastewater used by onsite wastewater treatment facilities since fiscal 2004. Steps are being taken to reduce water consumption by reusing 1,000 cubic meters as wet painting booth recycling water annually.



Wet painting booth(Kakegawa Factory)

## Introducing State-of-the-Art Wastewater Treatment Facilities at Production Processes in China

---

### **Xiaoshan Yamaha Musical Instrument Co., Ltd.**

In line with the relocation and new establishment of the Factory at Xiaoshan Yamaha Musical Instrument Co., Ltd., which manufactures wind instruments and piano parts, 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. Over 90% of the Factory's wastewater is reused in manufacturing processes.



Wastewater treatment facility



## 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.

### Acquiring ISO 14001 Certification at Sales Offices

Yamaha Corporation's main Tokyo, Osaka, and Nagoya sales offices, had each earned ISO 14001 certification by fiscal 2006, and continue to pursue eco-friendly initiatives. These offices follow the PDCA cycle which forms a part of the environmental management system, promoting efforts to reduce the use of electricity, gas, and paper, while minimizing waste.

The Yamaha Group has taken steps to shift to an integrated management system from fiscal 2011 and is continuing to engage in environmental activities at its offices.

### Activities to Reduce CO<sub>2</sub> Emissions from Offices

The Yamaha Group takes measures to reduce CO<sub>2</sub> emissions at offices as part of measures against global warming.

#### Initiatives to Conserve Electricity

The Yamaha Group worked to conserve electricity at sales and business offices throughout Japan in light of a power supply shortage due to the impact of the Great East Japan Earthquake.

[Key Measures to Conserve Electricity and Results]

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. As a result, power consumption was reduced by 18% compared with fiscal 2010 (total of 10 sites).

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

Summer (June to September) (Fiscal 2011: 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 Lightdown Campaign (since 2006)

The Yamaha Group's offices and facilities have participated on an individual basis in the Lightdown Campaign, where businesses turn off illuminated outdoor advertising. The campaign raises awareness of saving electricity and realizing use of daily lighting.

Performance of fiscal 2011: 15 facilities conducted and cutting back electric power consumption by 9,700kwh while reducing CO<sub>2</sub> emissions by 3,600kg.

#### Green Eco Curtain Activities (since 2009)

These activities aim to 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.



Green Eco Curtain at Yamaha Corporation's headquarters



Green Eco Curtain at the Saitama Factory

In fiscal 2011, 15 business locations took part in the "Green Eco Curtain" initiative. Electricity conservation measures were strongly urged in the summer of 2011 due to a power supply shortage resulting from the Great East Japan Earthquake. The Group-wide effort to introduce Green Eco Curtains was highly evaluated by society and featured in the newspaper. In addition, members of the general public were given the opportunity to observe the Green Eco Curtain at Yamaha Corporation's headquarters as part of National Green Curtain Forum held in Hamamatsu City on August 5th and 6th.



Observing the Green Eco Curtain at Yamaha Corporation's headquarters during National Green Curtain Forum

Yamaha Resort Corporation's Tsumagoi resort and Yamaha Music Chushikoku 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 in front of the lobby at Yamaha Resort Corporation's Tsumagoi



Yamaha Music Chushikoku Co., Ltd.'s Kurashiki store

# Forests/biodiversity Preservation Initiatives

As one initiative that embodies protecting and preserving forests and biodiversity as stated in our corporate social responsibility and environmental policies, the Yamaha Group sponsors tree-planting activities both in Japan and around the world.

→ [Yamaha Corporation Group CSR Policy](#)

→ [Yamaha Group Environmental Policy](#)

## Yamaha Forest Phase II: Planting Trees in Indonesia



### Yamaha Corporation and Six Local Indonesian Subsidiaries\*1

Yamaha Corporation and six local Indonesian subsidiaries carried out Phase I of the Yamaha Forest (tree-planting activities in Indonesia) between fiscal years 2005 and 2009. Phase II of the Yamaha Forest is a five-year tree-planting program in Indonesia running from fiscal 2010 through fiscal 2014.

Indonesia is a treasure trove of diverse world species. In recent years, however, that bounty of biodiversity has been in rapid decline. Phase I of the Yamaha Forest project involved planting of 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 in environmental issues.

The selection of tree species (based on academic surveys) and planting schedules for Phase II are designed to renew the natural forest in harmony with local characteristics, as well as to help the ecosystem recover. The Japan International Cooperation Agency (JICA) and the Indonesian Ministry of Forestry are working in cooperation with Yamaha to work in an area devastated by fire (approximately 50 hectares) in the Mt. Ciremai National Park, located in Kuningan, West Java.

In December 2011, we held an event at the activity site where 250 people gathered, including 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, participants took part in commemorative tree-planting. Children that participated were taught about the environment at the same time.

Yamaha planted approximately 12,000 trees representing 18 local species by the end of fiscal 2011 and plans to plant around 50,000 trees by the end of fiscal 2014.



\*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 2011, some 160 Yamaha Group employees and family members as well as

volunteers from the general public and other related persons participated in the fifth round of tree-planting activities. A total of 160 trees were planted of five different varieties, namely bayberry, round leaf holly, Japanese cheesewood, kakuremino and privet. Culture soil made from wood-based waste material was used to plant the trees. After the work, everyone got to hear a discourse on the environment by a specialist and learned the importance of protecting forests such as coastal forests.

Over the past five years, a total of 760 trees have been planted representing 10 species of broad-leaf tree with almost 600 people participating in the project. Going forward, the Company will continue with activities to plant trees and manage forests with participation from employees and the general public and in cooperation with the local community.





## 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 2011, 1,000 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.

At the "5th STOP Global Warming Grand Prix" held in February 2011, Yamaha both participated in the judging and sponsored the "Yamaha Prize" corporate award, which was won by the students in the ecology committee at Toyohama Elementary School in Iwata City, for their efforts including eco-patrols on school grounds, making green curtains, and making course ropes for the pool with used plastic bottles.



#### (2)Co-sponsor of the Environmental Fund of Kakegawa City in Shizuoka prefecture

Yamaha's Kakegawa Factory 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 and 13 other sponsor companies received a letter of thanks from the city.



### Promoting Environmentally Conscious Events

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

#### «Environmentally Friendly Gold Tournament» Yamaha Corporation

Each year, Yamaha Corporation and Yamaha Motor Co., Ltd. jointly host the Yamaha Ladies Open Katsuragi golf tournament. 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. From fiscal 2012, the Company started trials for transporting visitors by chartered bus from Hamamatsu City and Iwata City, which are located nearby.

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 for the April 2010 tournament



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



Separating recyclables and waste at an eco-station

**«Supporting the Project for Local Production and Local Consumption of Energy»  
Yamaha Resort Inc.**

Yamaha Resort Inc. takes part in the Project for Local Production and Local Consumption of Energy promoted by Kakegawa City by purchasing certified green power generated by solar panels on approximately 100 private homes in the city. Green power supplied through this program was used for the ap bank fes '10 and the ap bank fes '11 held at Yamaha Resort Tsumagoi in July 2010 and July 2011.



# Environmental Performance Data



## Environmental Accounting

- (Environmental Accounting)Yamaha Group
- (Environmental Accounting)Resort Facilities
- (Environmental Accounting)Group Manufacturing Companies Located Overseas



## Environmental Data

- (Environmental Data)Yamaha Group(1)
- (Environmental Data)Yamaha Group(2)
- (Environmental Data)Resort Facilities
- (Environmental Data)Group Manufacturing Companies Located Overseas



## Environmental Data by Site

- (Environmental Data by Site)(1)
- (Environmental Data by Site)(2)
- (Environmental Data by Site)Resort Facilities
- (Environmental Data by Site)Overseas(1)
- (Environmental Data by Site)Overseas(2)
- (Environmental Data by Site)Sales Offices



## ISO 14001-Certified Sites | ➔



## History of Environmental Initiatives | ➔



# (Environmental Accounting)Yamaha Group

Yamaha Corporation introduced environmental accounting in 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. The Yamaha Group will continue to gradually expand these practices to other overseas Group companies.

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

### Environmental Expenses

Group's environmental equipment investment in fiscal 2011 increased by ¥85 million to ¥165 million.

Principal investments were for utility refinement due to factory integration and effluent treatment facilities upgrades.

Environmental Expenses			(million yen)	
		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	90.2	335.6
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	53.2	61.0
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	6.6	372.2
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.4	70.3
Management costs		Environmental education, ISO 14001, greening of premises, etc.	14.1	313.2
Research and development costs		Development of environmentally friendly products, prototypes, etc.	-	143.1
Social activity costs		Social contributions, etc	0.0	32.6
Environmental damage costs		Groundwater purification, SOx levies, etc.	0.6	17.7
Total			165.0 (84.8)	1345.7 (-555.1)

( ) 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.

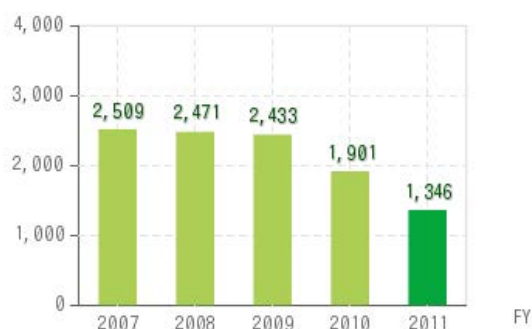
## Environmental Investment

(million yen)



## Environmental Expenses

(million yen)



(Data from past fiscal years has been recalculated. The graph shows the revised values.)

## Economic Effects

### 1. Environmental Conservation Effects

The Yamaha Group's CO<sub>2</sub> emissions fell by 1,000 tons compared with the previous fiscal year to 62,700 tons.

Water usage declined by 40,000 m<sup>3</sup> year on year to 1,320,000 m<sup>3</sup>. As a result of the Yamaha Group's efforts to achieve the target of Zero Emissions through reuse of resources and other measures, final disposal at landfills was 4.9 tons, down by 2.8 tons from the previous fiscal year. Emissions of chemical substances increased by 4 tons to 56 tons.

#### Environmental Conservation Effects

Details	Unit	FY2010	FY2011	Change
CO <sub>2</sub> emissions	10,000tons-CO <sub>2</sub>	6.37	6.27	0.10
Greenhouse gas emissions	10,000tons-CO <sub>2</sub>	0.75	0.69	0.06
Water consumption	10,000m <sup>3</sup>	136	132	4
Waste treated or disposed of	tons	7.7	4.9	2.8
Chemical substances released <sup>*3</sup>	tons	52	56	-4
CFC substitutes emissions	tons	0.0	0.0	0.0

\*3 "Chemical substances" refers to those substances subject to the PRTR Law that the Yamaha Group in Japan uses.

### 2. Economic Effects

Electricity and heating costs increased by roughly ¥92 million to ¥2,211 million 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.

As a result of the conversion of waste to valuable materials, the Group gained ¥312 million in income from the sale of valuable materials, resulting in a total economic effect of ¥245 million.

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

**Economic Effects****(million yen)**

Details	FY2010	FY2011	Savings
Total savings			-67
Electricity and heating costs	2,119	2,211	-92
Water costs	18	18	1
Sewerage costs	30	32	-2
Waste disposal costs	194	167	27
Income from sales of valuable wastes	250	312	312
Economic effects			245

→ [Environmental Performance Data, Environmental Accounting \(2\): Resort Facilities](#)

→ [Environmental Performance Data, Environmental Accounting \(3\): Group Manufacturing Companies Located Overseas](#)

# (Environmental Accounting)Resort Facilities

## Resort Facilities

### Environmental Expenses

In fiscal 2011, environmental capital investment increased by ¥0.6 million compared with the previous fiscal year to ¥12.8 million. Principal investments were for LED lighting and to upgrade air conditioning units at Katsuragi Kitanomaru and to upgrade sprinkler heads at Katsuragi Golf Club. Environmental expenses primarily consisted of greening of facility premises.

#### Environmental Expenses (million yen)

		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	0.2	23.7
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	10.3	1.9
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	2.0	51.4
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	1.2
Management costs		Environmental education, ISO 14001, greening of premises, etc.	0.3	109.2
Research and development costs		Development of environmentally friendly products and services, etc.	0.0	1.0
Social activity costs		Social contributions, etc.	0.0	0.7
Environmental damage costs		Groundwater purification, etc.	0.0	0.0
Total			12.8 (0.6)	189.1 (31.5)

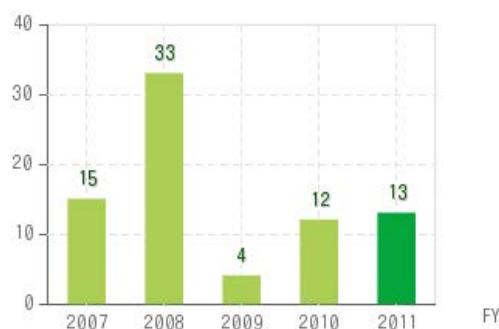
( ) indicates comparison with the previous year.

\*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)



## Environmental Expenses

(million yen)



## Environmental Effects

### 1. Environmental Conservation Effects

In fiscal 2011, CO<sub>2</sub> emissions decreased by 700 tons, water usage decreased by 59,000 m<sup>3</sup> and the amount of disposed waste declined by 147 tons.

#### Environmental Conservation Effects

Details	Unit	FY2010	FY2011	Change
CO <sub>2</sub> emissions	10,000tons-CO <sub>2</sub>	0.96	0.89	0.07
Water consumption	10,000m <sup>3</sup>	63.4	57.5	5.9
Waste treated or disposed of	1,000tons	0.194	0.047	0.147

Minus (-) indicates an increase.

### 2. Economic Effects

In fiscal 2011, electricity and heating costs increased by approximately ¥15.7 million, water costs also decreased by approximately ¥2.1 million and waste disposal costs increased by approximately ¥7.6 million. Income from the sale of valuable wastes came to ¥0.2 million resulting in a total negative economic effect of ¥21 million.

#### Economic Effects

(million yen)

Details	FY2010	FY2011	Savings
Total savings			-21.2
Electricity and heating costs	298.8	314.5	-15.7
Water costs	81.5	79.3	2.1
Waste disposal costs	19.1	26.8	-7.6
Income from sale of valuable waste	0.4	0.2	0.2
Economic effects			-21.0

Minus (-) indicates an increase.

# (Environmental Accounting)Group Manufacturing Companies Located Overseas

## Group Manufacturing Companies Located Overseas

Of the Yamaha Group's overseas manufacturing companies, two companies in Indonesia introduced environmental accounting in fiscal 2004. Three more introduced environmental accounting in fiscal 2006, bringing all manufacturing companies in Indonesia into the system.

### Target companie:

PT. Yamaha Electronics Manufacturing Indonesia  
PT. Yamaha Indonesia  
PT. Yamaha Music Manufacturing Asia  
PT. Yamaha Music Manufacturing Indonesia  
and PT. Yamaha Musical Products Indonesia

## Environmental Expenses

Environmental capital investment in fiscal 2011 was ¥23.4 million. Major investments included wastewater treatment facility, dust filters and acetone distillation systems. Environmental expenses amounted to ¥61.4 million.

Environmental Expenses			(million yen)	
		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	14.4	20.2
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	2.1	0.4
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	4.2	23.9
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	2.6	1.5
Management costs		Environmental education, ISO 14001, greening of premises, etc.	0.0	9.6
Research and development costs		Development of environmentally friendly products, prototypes, etc.	0.0	1.3
Social activity costs		Social contributions, etc	0.0	4.5
Environmental damage costs		Groundwater purification, SOx levies, etc.	0.0	0.0
Total			23.4 (8.4)	61.4 (7.9)

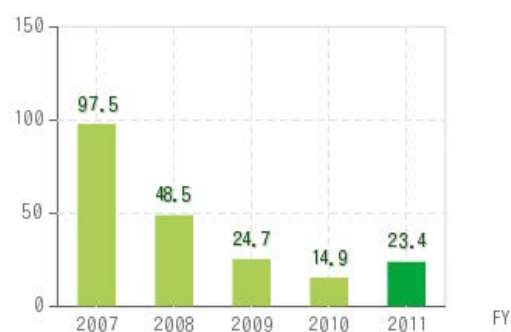
( ) Indicates comparison with the previous year

\*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.

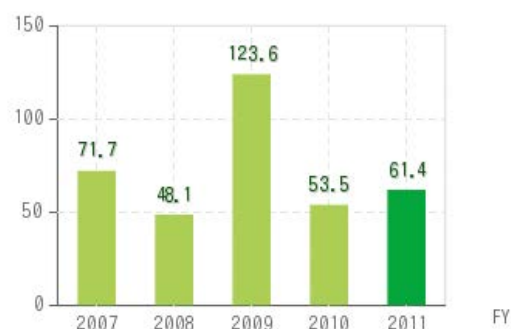
## Environmental Investment

(million yen)



## Environmental Expenses

(million yen)



## Economic Effects

### 1. Environmental Conservation Effects

In fiscal 2011, CO<sub>2</sub> emissions and water usage increased by 4,100 tons and 44,000m<sup>3</sup> respectively, and amount of disposed waste decreased by 120 tons, compared with previous year.

#### Environmental Conservation Effects

Details	Unit	FY2010	FY2011	Change
CO <sub>2</sub> emissions	10,000tons- CO <sub>2</sub>	3.93	4.34	-0.41
Water consumption	10,000m <sup>3</sup>	30.2	34.6	-4.4
Waste treated or disposed of	1,000tons	0.62	0.50	0.12

Minus(-)indicates an increase

### 2. Economic Effects

In fiscal 2011, electricity and heating costs increased by ¥19.2 million, while water costs climbed by ¥0.4 million, sewerage costs grew by ¥0.1 million and waste disposal costs were ¥1.8 million higher than the previous fiscal year. Added income from the sale of valuable wastes amounted to ¥21.1 million resulting in a total negative economic effect figure of ¥0.5 million.

#### Economic Effects

(million yen)

Details	FY2010	FY2011	Saving
Total savings			-21.5
Electricity and heating costs	375.6	394.9	-19.2
Water costs*	25.9	26.4	-0.4
Sewerage costs*	7.1	7.2	-0.1
Waste disposal costs*	10.3	12.0	-1.8
Income from sales of valuable wastes	9.8	21.1	21.1
Economic effects			-0.5

Minus(-)indicates an increase

\* Data for fiscal 2010 has been recalculated. The table shows the revised values.

# (Environmental Data)Yamaha Group(1)

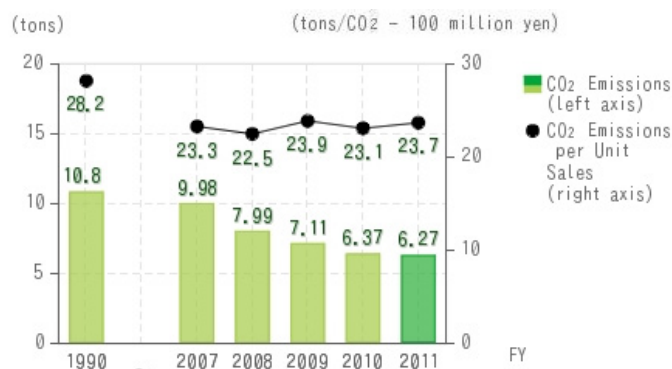
Yamaha Corporation and Group Manufacturing Companies in Japan

## CO<sub>2</sub> Emissions (from energy consumption)

CO<sub>2</sub> emissions of the Yamaha Group in Japan declined by 1,000 tons of CO<sub>2</sub> compared with the previous fiscal year to 62,700 tons of CO<sub>2</sub> in fiscal 2011. This was 42% lower than levels recorded in fiscal 1990. In addition to a host of measures encompassing the integration of headquarters factory grand piano manufacturing processes to the Kakegawa Factory, this result is largely attributable to the drop in production volume due mainly to the sale of certain businesses and deterioration in the economic environment.

In addition, CO<sub>2</sub> emissions per unit of sales were 23.7 tons of CO<sub>2</sub> per ¥100 million, an increase of 2.7% compared with the previous fiscal year.

## CO<sub>2</sub> Emissions (from energy consumption)



## Non-CO<sub>2</sub> Greenhouse Gas Emissions\*<sup>1</sup>

Emissions of greenhouse gases other than CO<sub>2</sub> were 6,900 tons in fiscal 2011, a 600 ton reduction compared with the previous fiscal year. The major factors behind this reduction were the decrease in production, introduction of processing equipment, and changes in processing methods\*<sup>1</sup>.

\*<sup>1</sup> Primarily sulfur hexafluoride (SF<sub>6</sub>) and perfluorocarbons (PFCs)

## Non- CO<sub>2</sub> Greenhouse Gas Emissions



## Breakdown of Energy Consumption

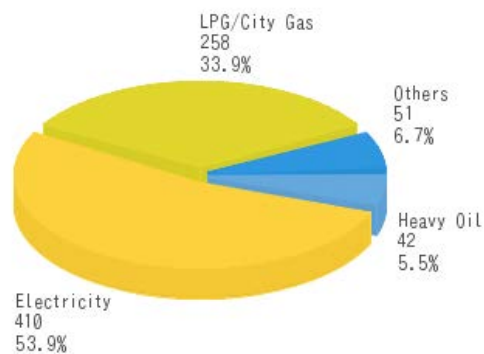
Energy use in fiscal 2011 fell 17 TJ\* compared with the previous fiscal year to 761TJ.

Electricity and gas (city gas, LPG, LNG) accounts for 88% of the total.

\* Energy consumption in the previous fiscal year was recalculated and adjusted. This figure represents the difference with the revised value.



## Breakdown of FY2009 Energy Consumption (Group Companies in Japan)



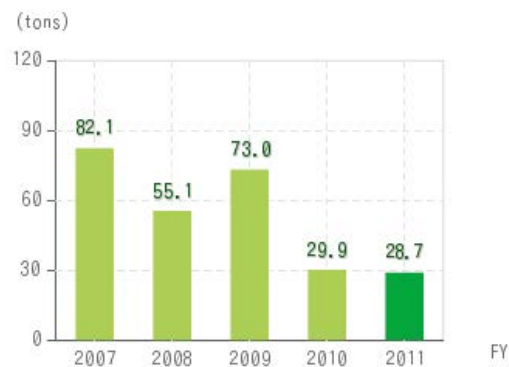
## Amount of HCFCs Used

By the end of 1993, the Yamaha Group in Japan stopped using specified CFCs in an effort to protect the ozone layer. The Group then worked to reduce the amount of HCFC used as washing agents in metal cleaning processes, eliminating their use completely in fiscal 2005.

## NOx (nitrogen oxide) Emissions

NOx is generated by the burning of fuels such as heavy oil, coke, and LPG. In fiscal 2011, Yamaha Group NOx emissions in Japan decreased by 1.2 tons compared with the previous fiscal year to 28.7 tons.

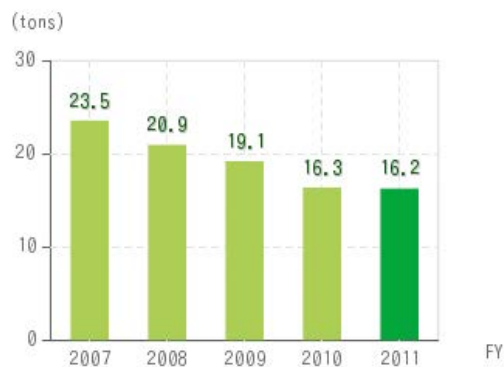
### NOx (Nitrogen Oxide) Emissions



## SOx(sulfur oxide) Emissions

SOx is generated primarily through the burning of heavy oil, coke, and other fuels. Because the sulfur content of fuel contributes to these emissions, the Yamaha Group in Japan has adopted low-sulfur fuels. In fiscal 2011, emissions fell by 0.1 tons compared with the previous fiscal year to 16.2 tons.

### SOx (Sulfur Oxide) Emissions



\* The figure for fiscal 2010 has been revised following recalculation.

## Complying with the PRTR<sup>\*3</sup> Law

In fiscal 2011, the Yamaha Group handled a total of 310 tons of substances designated





		salts of peroxodisulfuric acid								
23	349	phenol	0.3	0.1	0.0	0.0	0.0	0.0	0.0	0.1
24	405	boron compounds	0.2	0.0	0.1	0.0	0.0	0.0	0.0	0.0
25	258	1,3,5,7-tetraazatricyclo [3.3.1.1 <sup>3,7</sup> ]decane	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
26	392	n-hexane	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
27	88	chromium(VI) compounds	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
28	1	zinc compounds (water-soluble)	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
		Others	1.2	0.7	0.0	0.0	0.0	0.2	0.0	0.2
		Total	309.6	55.8	0.1	0.0	0.0	15.0	0.0	238.6

Note: The above list includes those of the 462 Class 1 substances that Yamaha handled in a volume of 0.1 tons or greater.  
In some cases the total values may appear not to match due to rounding of numbers.

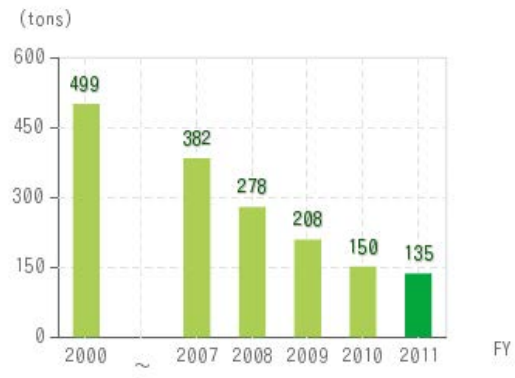
## VOCs (Volatile Organic Compounds) Atmospheric Emissions

The Yamaha Group is working to reduce the emission of volatile organic compounds (VOCs) released during product coating, adhesion, and other processes. VOCs, which include a wide range of substances such as toluene, xylene, and ethyl acetate, are believed to be the source of air pollutants such as optical oxidants and suspended particulate matter.

In fiscal 2006, the Yamaha Group formed a working group to address VOC emissions reduction, conducted studies of VOC use and emission at each business site and investigated methods for reducing emissions. The Group has set the fiscal 2010 target of a 30% reduction in emissions compared to fiscal 2000 levels. All business sites have been making efforts toward this goal, and have successfully reduced VOC emissions by approximately 70%.

After that, the Group has been continuing the effort and VOC emissions fell by 73% in fiscal 2011.

### VOC Atmospheric Emissions



# (Environmental Data)Yamaha Group(2)

## Yamaha Corporation and Group Manufacturing Companies in Japan

### Amount of Waste Generated\*1, Landfill Rate

The Yamaha Group in Japan generated 6,900 tons of waste in fiscal 2011, a 2,600 ton decrease compared with the previous fiscal year. Of that amount, 1,500 tons was recycled inside the factories. The calculation method was changed in fiscal 2011 and the amount recycled is no longer recorded as waste. Others were largely attributable to efforts to promote the in-house treatment of such waste materials as sludge acid and waste alkali utilizing internal effluent treatment facilities as well as valuable wastes through thoroughgoing sorting activities, measures aimed at reducing waste by enhancing extraction rates and the drop in production volume due to the sale of certain businesses and deterioration in the economic environment. The overall landfill rate was 0.07%, thanks in part to the ongoing implementation of the Zero Emissions\*2 initiative by Yamaha Corporation and Group manufacturing companies in Japan.

\*1 The weight of waste generated includes industrial waste, non-industrial wastes (excluding outsourcing from the government) and valuable wastes.

\*2 Zero Emissions is defined by the Yamaha Group as limiting the weight of final waste sent to landfill to less than 1% of waste generated

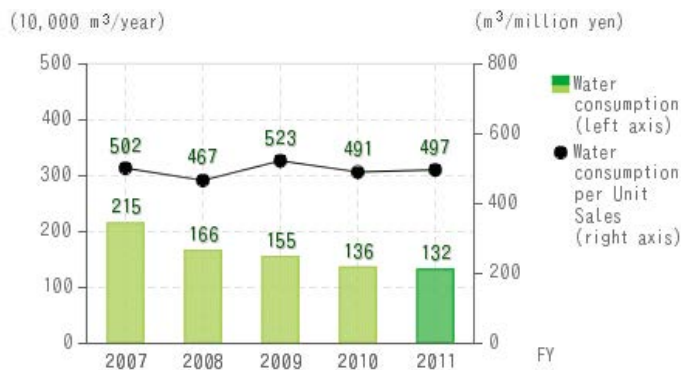
#### Amount of Waste Generated/Landfill Rate



### Water Usage

Domestic water use in fiscal 2011 was 1.32 million cubic meters, a reduction of approximately 0.04 million cubic meters compared with the previous fiscal year. This reduction was mainly attributable to a water recycling process at Yamaha Kagoshima Semiconductor Inc.

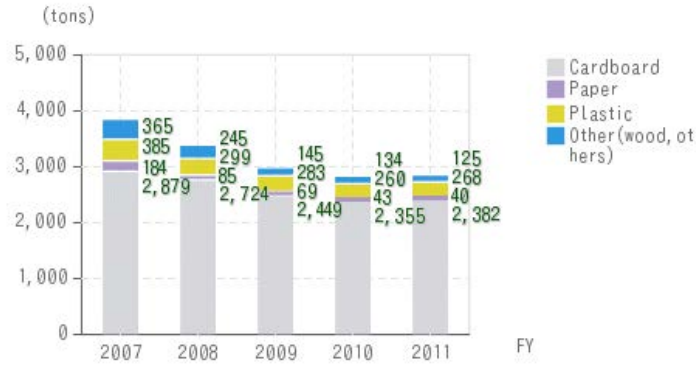
#### Water Consumption



### Containers and Packaging Material Used

Yamaha Corporation used 2,816 tons of containers and packaging materials in fiscal 2011, remains unchanged from the previous year.

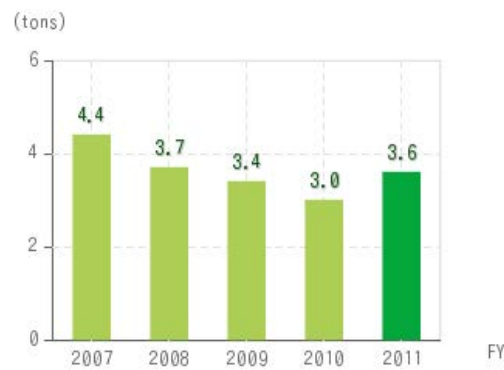
### Containers and Packaging Material Used



### BOD (Biochemical Oxygen Demand) Emissions

Water discharged into public water by the Yamaha Group in Japan contained 3.6 tons of BOD in fiscal 2011, which represents a 0.6 ton increase compared with the previous fiscal year.

#### BOD (Biochemical Oxygen Demand) Emissions



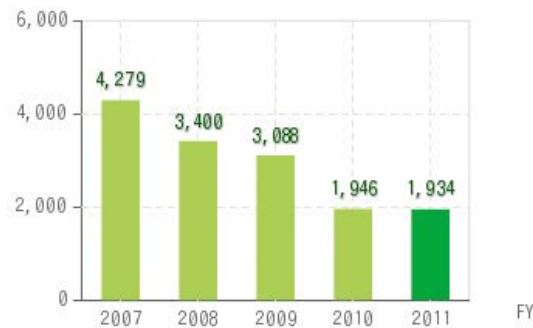
### Logistics-related CO<sub>2</sub> Emissions

In fiscal 2011, transportation volume for the Yamaha Group in Japan was down 0.6% compared with the previous fiscal year to 19.34 million tons-kilometers. CO<sub>2</sub> emissions in fiscal 2011 amounted to 3,093 tons of CO<sub>2</sub>, a 1.3% decrease compared with the previous fiscal year.

\*Figures for truck transportation were recalculated for fiscal 2010. The graph shows the adjusted figure.

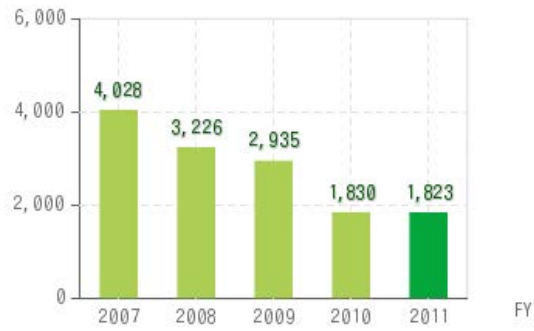
#### Transport Volume (Total)

(10,000 tons-kilometers)



### Transportation Volume (Short- and medium-distance) Breakdown:Road

(10,000tons - kilometers)



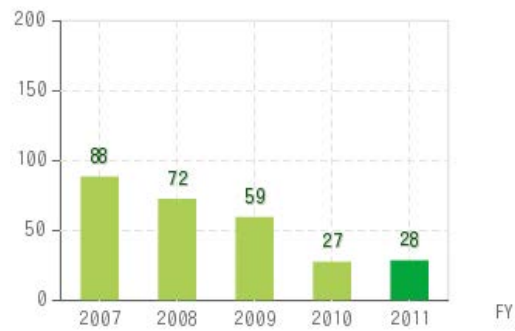
### Transportation Volume (Long-distance) Breakdown:Rail

(10,000tons - kilometers)



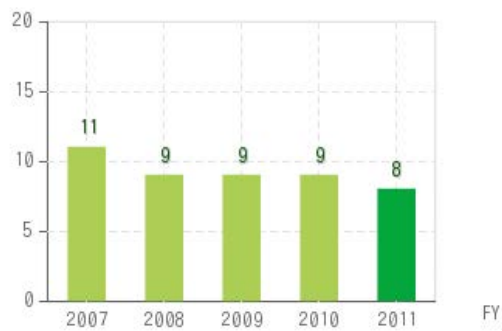
### Transportation Volume (Long-distance) Breakdown:Sea

(10,000tons - kilometers)



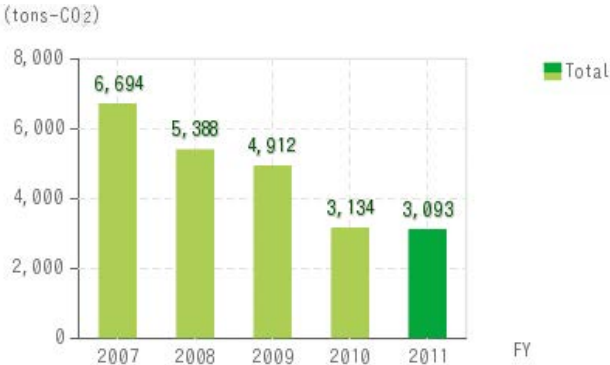
### Transportation Volume (Long-distance) Breakdown:Air

(10,000tons - kilometers)





**Logistics-related CO<sub>2</sub> Emissions (Total)**



**Logistics-related CO<sub>2</sub> Emissions (Short- and medium-distance) Breakdown:Road**



**Logistics-related CO<sub>2</sub> Emissions (Long-distance) Breakdown:Rail**

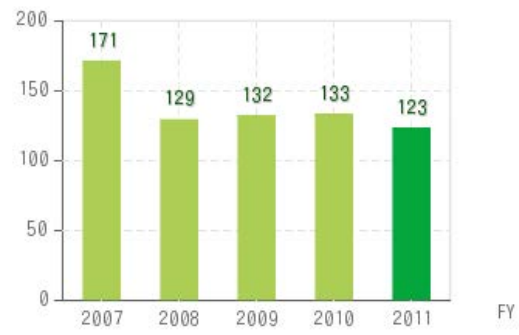


**Logistics-related CO<sub>2</sub> Emissions (Long-distance) Breakdown:Sea**



**Logistics-related CO<sub>2</sub> Emissions (Long-distance) Breakdown:Air**

(tons-CO<sub>2</sub>)

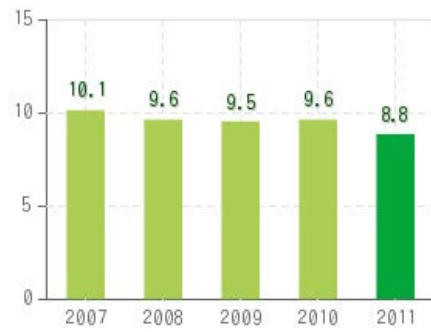


# (Environmental Data)Resort Facilities

## Resort Facilities

### CO<sub>2</sub> Emissions (from energy consumption)

(1,000tons - CO<sub>2</sub>)



FY

### NO<sub>x</sub> (Nitrogen Oxide) Emissions

(tons)



FY

### SO<sub>x</sub> (Sulfur Oxide) Emissions

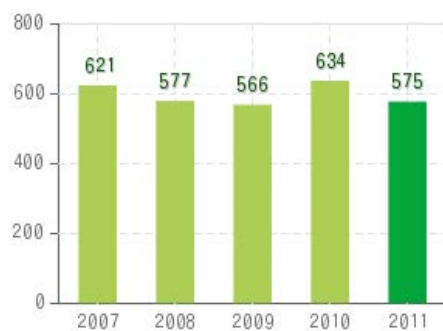
(tons)



FY

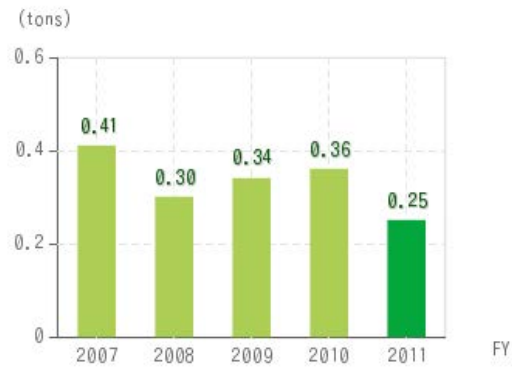
### Water Consumption

(1,000m<sup>3</sup>)

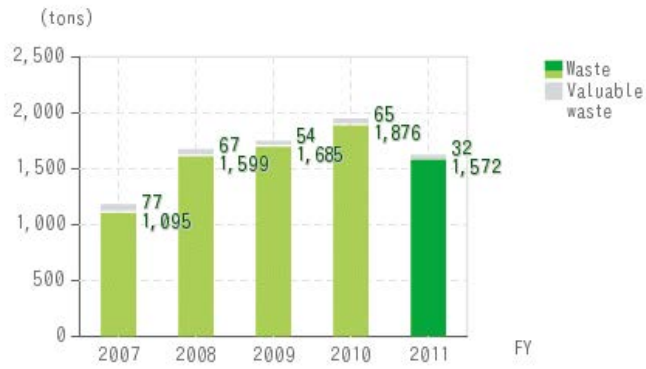


FY

### BOD (Biochemical Oxygen Demand) Emissions



### Waste Generated



# (Environmental Data)Group Manufacturing Companies Located Overseas

## Group Manufacturing Companies Located Overseas

### CO<sub>2</sub> Emissions (from energy consumption)

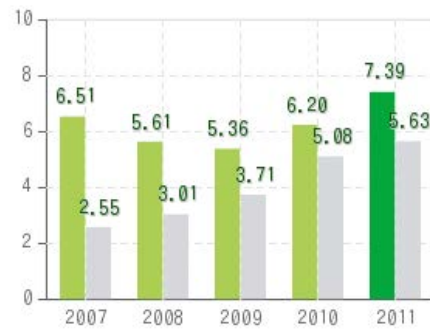
(1,000tons - CO<sub>2</sub>)



FY

### Waste Generated

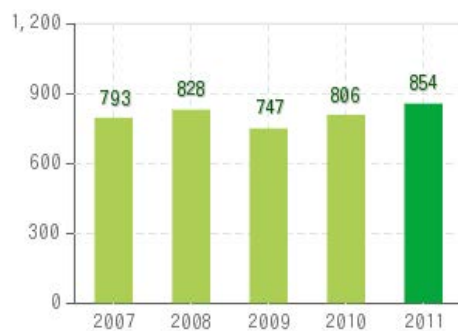
(1,000tons)



FY

### Water Consumption

(1,000m<sup>3</sup>)



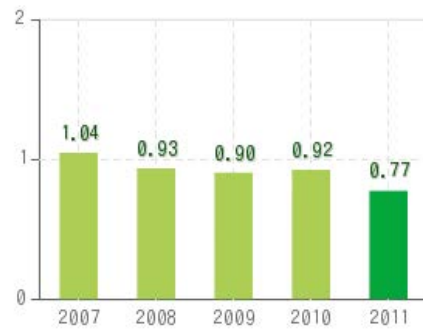
FY

# (Environmental Data) Sales Offices

## Sales Offices in Japan

### CO<sub>2</sub> Emissions (from energy consumption)

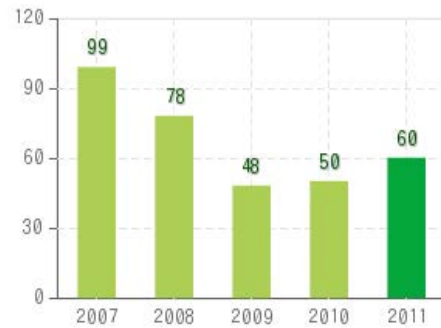
(1,000 tons - CO<sub>2</sub>)



FY

### Waste Generated

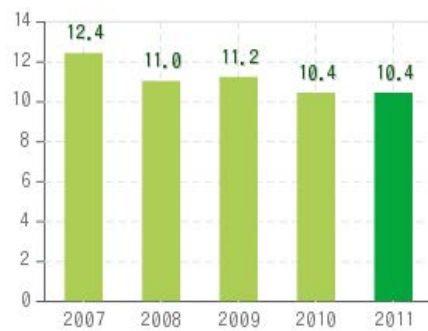
(tons)



FY

### Water Consumption

(1,000m<sup>3</sup>)



FY

# (Environmental Data by Site)(1)

## Headquarters Area

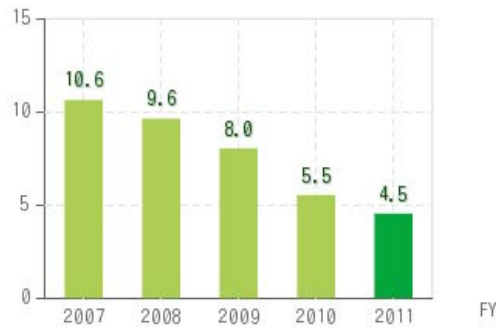
Including Yamaha Travel Service Co. Ltd., Yamaha Ai Works Co., Ltd., YAMAHA UNION and various other organizations

<b>Business lines</b>	Development, design and sales of audio visual equipment, ICT devices, electronic devices, string and percussion instruments, PA equipment, and sound proof chambers; and administrative functions
<b>Location</b>	Hamamatsu City, Shizuoka Prefecture
<b>No. of Employees</b>	3,000
<b>Site area</b>	225,600m <sup>2</sup>

### < Summary of Environmental Data >

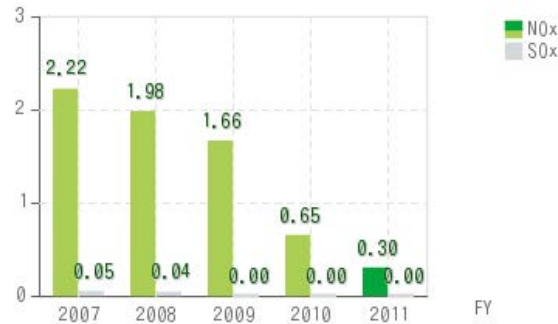
#### Headquarters Area:CO<sub>2</sub> Emissions (from energy consumption)

(1,000tons - CO<sub>2</sub>)

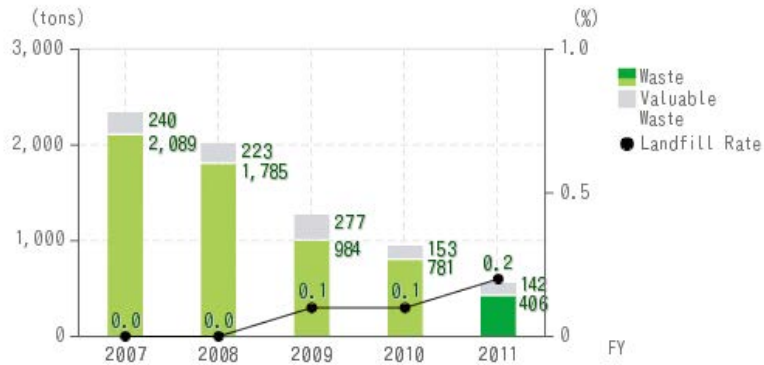


#### Headquarters Area:NOx/SOx Emissions

(tons)

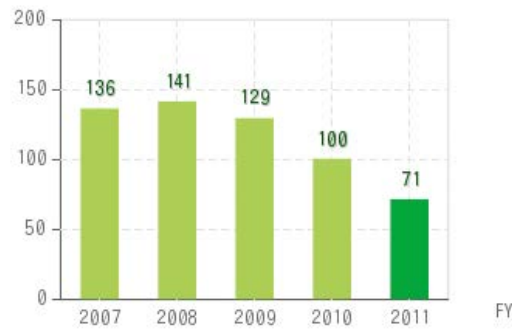


#### Headquarters Area:Waste Generated/Landfill Rate



#### Headquarters Area:Water Consumption

(1,000m<sup>3</sup>)



#### Headquarters Area:BOD (Biochemical Oxygen Demand)

(tons)



#### Headquarters Area:PRTR-designated Substances Released

(tons)



#### PRTR Results (FY2011)

There are no notifications under the PRTR Law.

#### Toyooka Factory

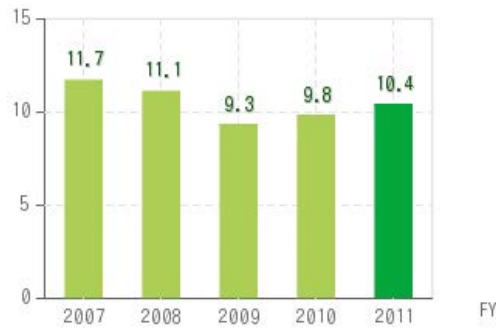
<b>Business lines</b>	Manufacture of electronic instruments, wind, string and percussions instrument, PA equipment and electronic components
<b>Location</b>	Iwata City, Shizuoka Prefecture
<b>No. of Employees</b>	1,794
<b>Site area</b>	184,197m <sup>2</sup>

< Summary of Environmental Data >



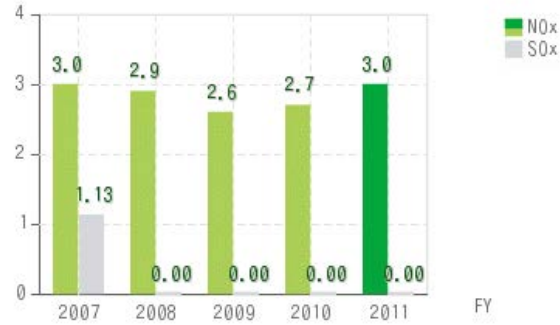
**Toyooka Factory: CO2 Emissions (from energy consumption)**

(1,000tons - CO<sub>2</sub>)



**Toyooka Factory:NOx/SOx Emissions**

(tons)



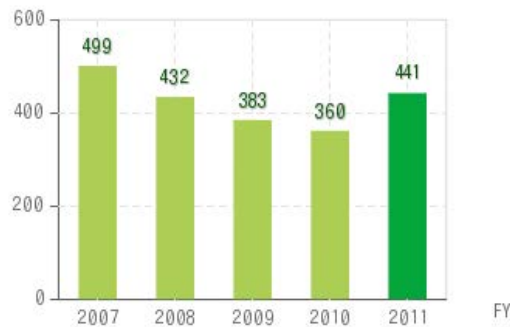
**Toyooka Factory:Waste Generated/Landfill Rate**

(tons)

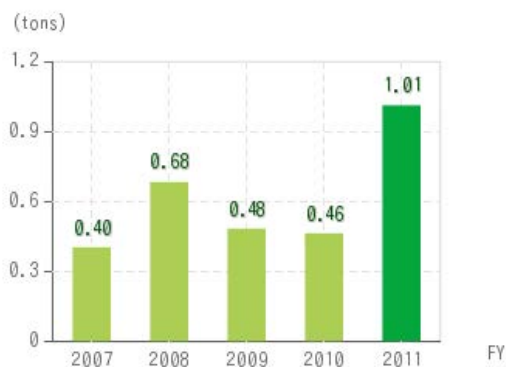


**Toyooka Factory:Water Consumption**

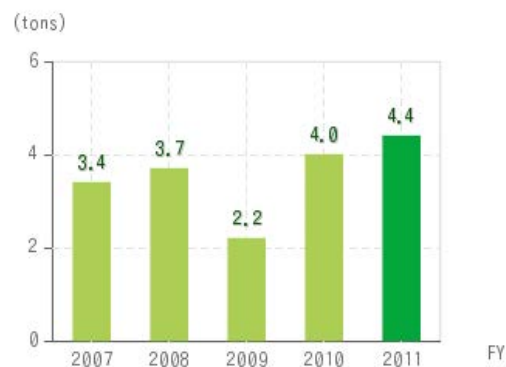
(1,000m<sup>3</sup>)



### Toyooka Factory:BOD (Biochemical Oxygen Demand)



### Toyooka Factory:PRTR-designated Substances Released



### PRTR Results (FY2011)

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	
384	1-bromopropane	2.8	2.1	0.0	0.0	0.0	0.0	0.0	0.7
82	silver and its water-soluble compounds	1.4	0.0	0.0	0.0	0.0	0.0	0.0	1.4
144	inorganic cyanide compounds (except complex salts and cyanates)	1.1	0.0	0.0	0.0	0.0	0.0	0.0	1.1
80	xylene	1.1	0.9	0.0	0.0	0.0	0.2	0.0	0.0
309	nickel compounds	0.5	0.0	0.0	0.0	0.0	0.1	0.0	0.4
	Others	5.6	1.3	0.1	0.0	0.0	1.1	0.0	3.0
	Total	12.5	4.3	0.1	0.0	0.0	1.4	0.0	6.6

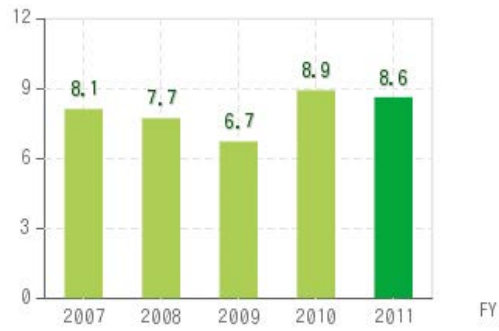
### Kakegawa Factory (including Iwata Factory and Yamanashi Kogei Co., Ltd.)

<b>Business lines</b>	Manufacture of pianos, hybrid pianos, electric pianos and piano parts; manufacture of piano frames; and manufacture of furniture and wood products
<b>Location</b>	Kakegawa Factory : Kakegawa City, Shizuoka Prefecture Iwata Factory : Iwata City, Shizuoka Prefecture
<b>No. of Employees</b>	901
<b>Site area</b>	Kakegawa Factory:222,410m <sup>2</sup> ; Iwata Factory:47,855m <sup>2</sup>

< Summary of Environmental Data (Kakegawa Factory) >

**Kakegawa Factory: CO2 Emissions (from energy consumption)**

(1,000tons - CO<sub>2</sub>)



**Kakegawa Factory:NOx/SOx Emissions**

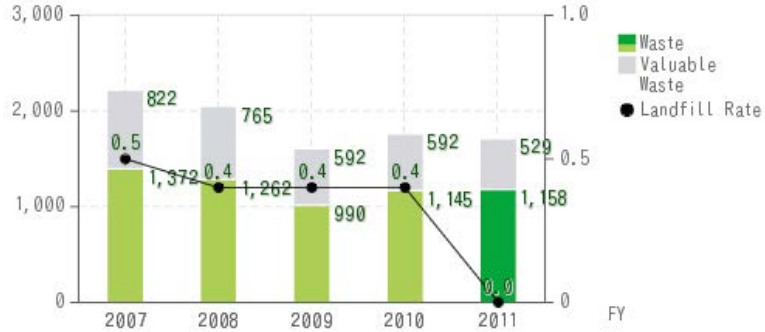
(tons)



**Kakegawa Factory:Waste Generated/Landfill Rate**

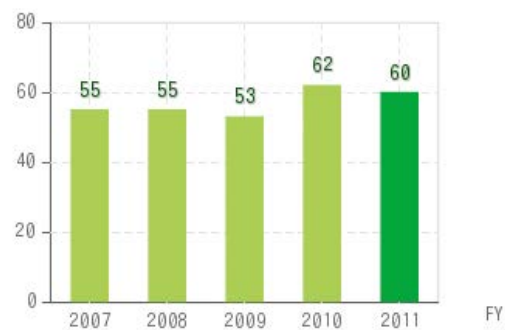
(tons)

(%)

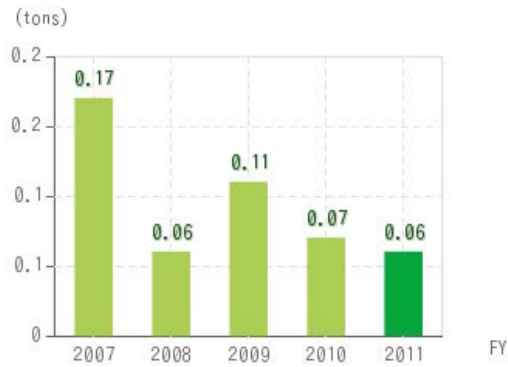


**Kakegawa Factory:Water Consumption**

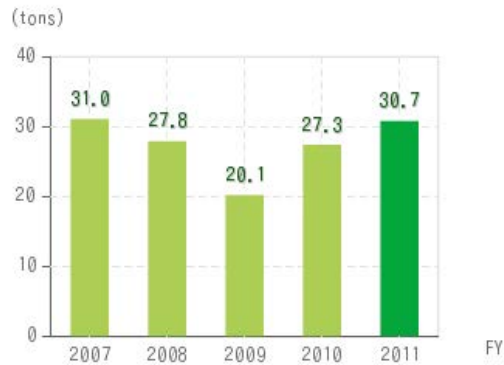
(1,000m<sup>3</sup>)



**Kakegawa Factory: BOD (Biochemical Oxygen Demand)**



**Kakegawa Factory: PRTR-designated Substances Released**



**PRTR Results (FY2011)**

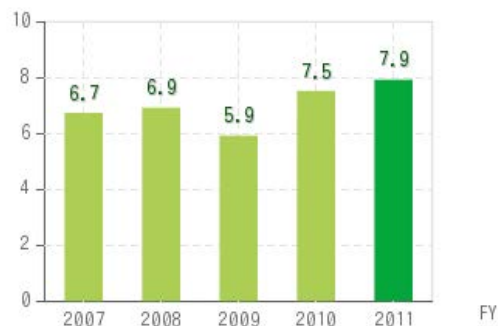
(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc.
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	
240	styrene	95.4	16.8	0.0	0.0	0.0	1.0	0.0	77.6
300	toluene	9.5	9.5	0.0	0.0	0.0	0.0	0.0	0.0
80	xylene	3.2	3.2	0.0	0.0	0.0	0.0	0.0	0.0
309	nickel compounds	2.2	0.0	0.0	0.0	0.0	0.2	0.0	1.9
308	nickel	1.9	0.0	0.0	0.0	0.0	0.0	0.0	1.9
354	di-n-butyl phthalate	1.4	0.0	0.0	0.0	0.0	1.0	0.0	0.4
420	methyl methacrylate	1.1	0.0	0.0	0.0	0.0	0.0	0.0	1.1
	Others	2.3	1.2	0.0	0.0	0.0	0.4	0.0	0.7
	<b>Total</b>	<b>117.0</b>	<b>30.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.6</b>	<b>0.0</b>	<b>83.7</b>

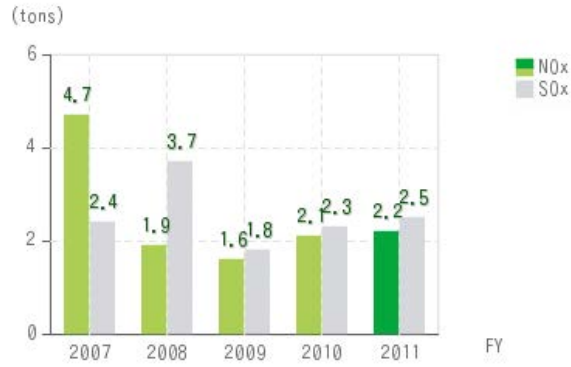
**< Summary of Environmental Data (Iwata Factory) >**

**Iwata Factory: CO<sub>2</sub> Emissions (from energy consumption)**

(1,000 tons - CO<sub>2</sub>)



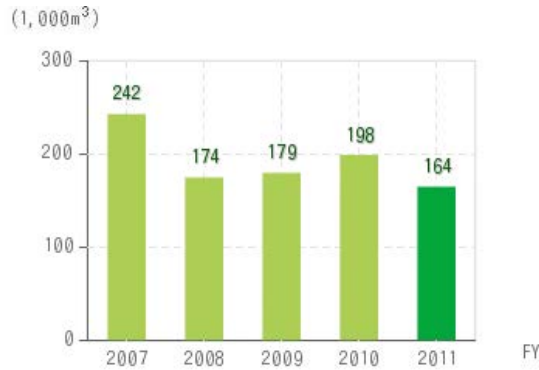
**Iwata Factory:NOx/SOx Emissions**



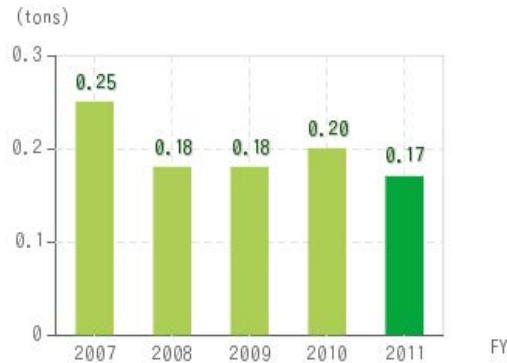
**Iwata Factory:Waste Generated/Landfill Rate**



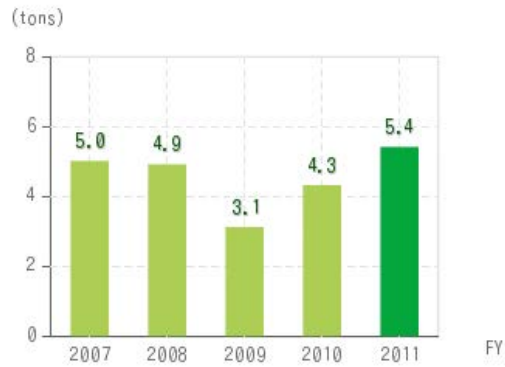
**Iwata Factory:Water Consumption**



**Iwata Factory:BOD (Biochemical Oxygen Demand)**



**Iwata Factory:PRTR-designated Substances Released**



**PRTR Results (FY2011)**

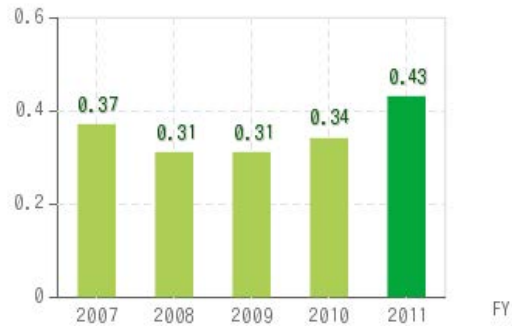
(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc.
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	
300	toluene	3.6	3.6	0.0	0.0	0.0	0.0	0.0	0.0
240	styrene	3.2	1.0	0.0	0.0	0.0	0.0	0.0	2.1
	Others	1.1	0.8	0.0	0.0	0.0	0.0	0.0	0.3
	Total	7.9	5.4	0.0	0.0	0.0	0.0	0.0	2.4

**< Summary of Environmental Data (Yamanashi Kogei Co., Ltd.) >**

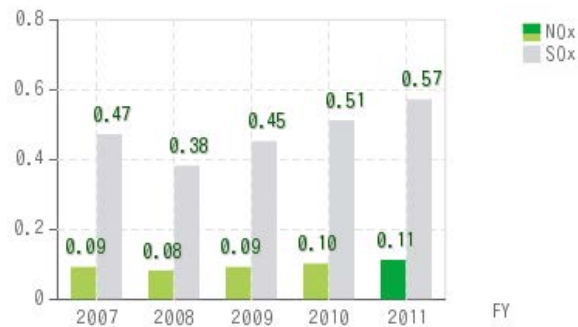
**Yamanashi Kogei Co., Ltd.:CO<sub>2</sub> Emissions (from energy consumption)**

(1,000tons - CO<sub>2</sub>)

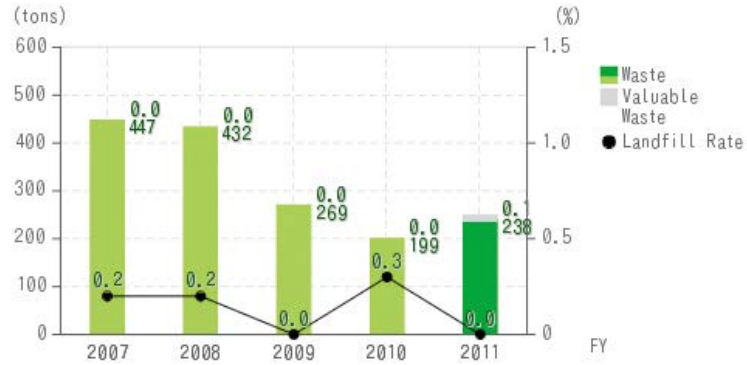


**Yamanashi Kogei Co., Ltd.:NO<sub>x</sub>/SO<sub>x</sub> Emissions**

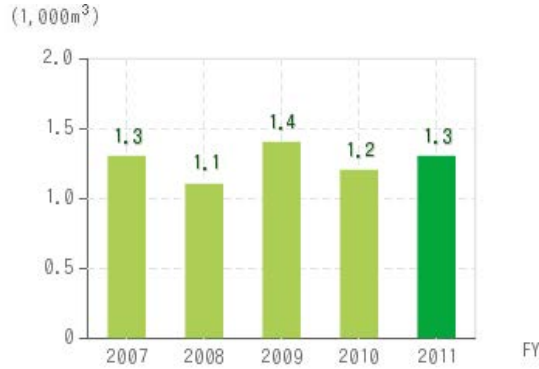
(tons)



**Yamanashi Kogei Co., Ltd.:Waste Generated/Landfill Rate**



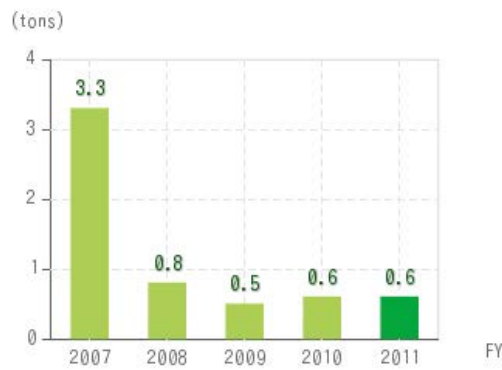
**Yamanashi Kogei Co., Ltd.:Water Consumption**



**Yamanashi Kogei Co., Ltd.:BOD (Biochemical Oxygen Demand)**

The company did not discharge any BODs into public watersheds.

**Yamanashi Kogei Co., Ltd.:PRTR-designated Substances Released**



**PRTR Results (FY2011)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	
240	styrene	1.7	0.4	0.0	0.0	0.0	0.0	0.0	1.3
	Others	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0
	Total	1.8	0.6	0.0	0.0	0.0	0.0	0.0	1.3

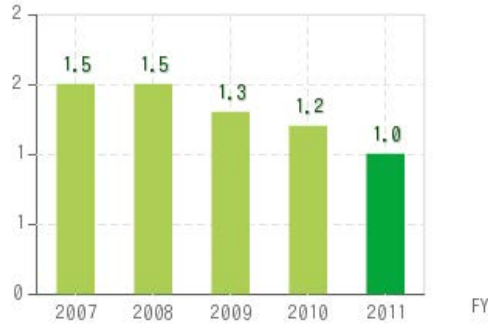
## Saitama Factory

<b>Business lines</b>	Manufacture of wind instruments
<b>Location</b>	Fujimino City , Saitama Prefecture
<b>No. of Employees</b>	-
<b>Site area</b>	18,602m <sup>2</sup>

### < Summary of Environmental Data >

#### Saitama Factory: CO<sub>2</sub> Emissions (from energy consumption)

(1,000tons - CO<sub>2</sub>)



#### Saitama Factory:NOx/SOx Emissions

(tons)

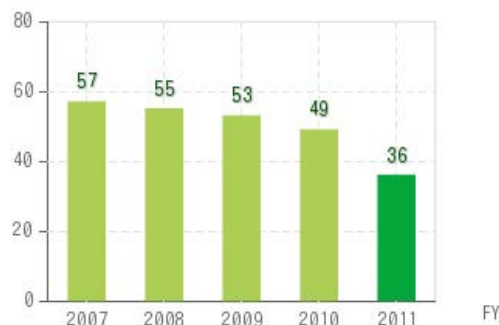


#### Saitama Factory:Waste Generated/Landfill Rate



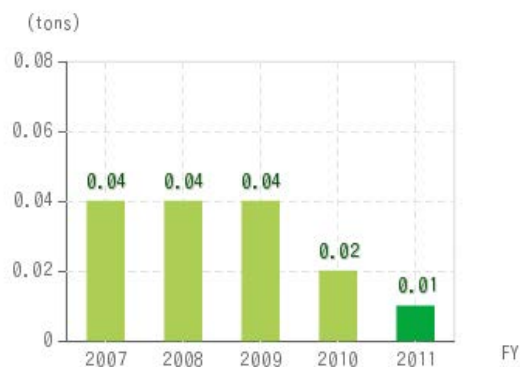
#### Saitama Factory:Water Consumption

(1,000m<sup>3</sup>)

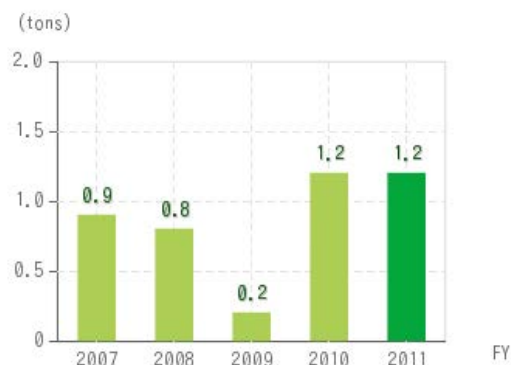




**Saitama Factory: BOD (Biochemical Oxygen Demand)**



**Saitama Factory : PRTR-designated Substances Released**



**PRTR Results (FY2011)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	
384	1-bromopropane	1.4	1.0	0.0	0.0	0.0	0.0	0.0	0.3
	Others	0.9	0.2	0.0	0.0	0.0	0.0	0.0	0.7
	<b>Total</b>	<b>2.2</b>	<b>1.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>

**Saitama Prefecture Life Environment Preservation Ordinance**

(tons)

(notification required for volumes of designated chemical substances over 0.5 tons)

NO.	Substance	Volume	Reference
384	1-bromopropane	1.4	PRTR-designated Substance
61	sulfuric acid (including sulfuric acid trioxide)	20.9	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
7	hydrogen chloride (including hydrochloric acid)	3.2	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
25	nitric acid	0.4	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
	<b>Total</b>	<b>25.9</b>	

## (Environmental Data by Site)(2)

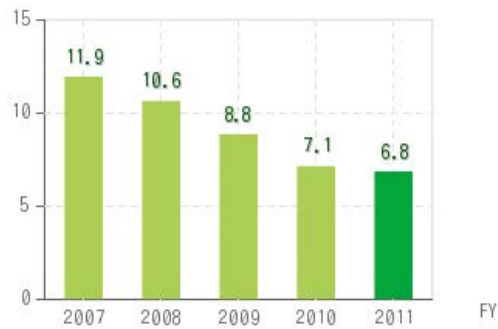
### Yamaha Fine Technologies Co., Ltd. (including Yamaha Wood Technology Group of Yamaha Corporation)

<b>Business lines</b>	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
<b>Location</b>	Hamamatsu City, Shizuoka Prefecture
<b>No. of Employees</b>	801
<b>Site area</b>	182,829m <sup>2</sup>

#### < Summary of Environmental Data >

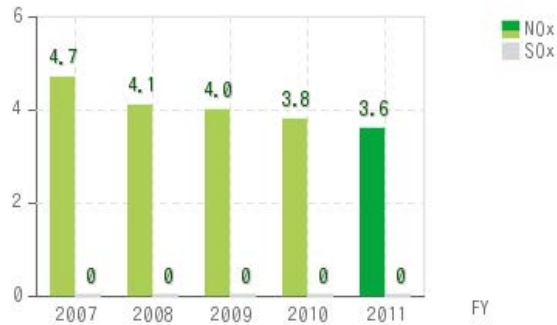
##### Yamaha Fine Technologies Co., Ltd.:CO<sub>2</sub> Emissions (from energy consumption)

(1,000tons - CO<sub>2</sub>)

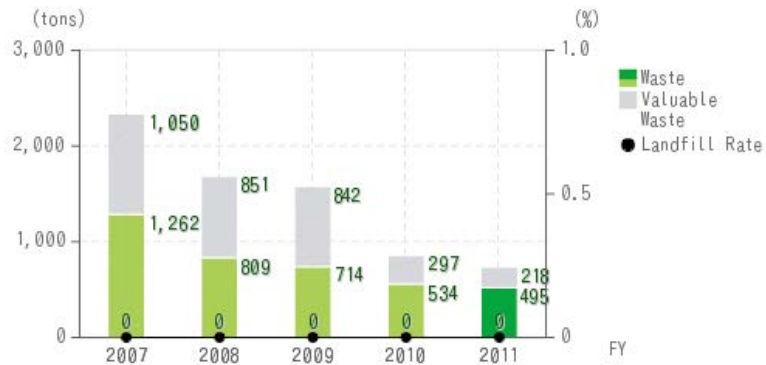


##### Yamaha Fine Technologies Co., Ltd.:NO<sub>x</sub>/SO<sub>x</sub> Emissions

(tons)



##### Yamaha Fine Technologies Co., Ltd.:Waste Generated/Landfill Rate



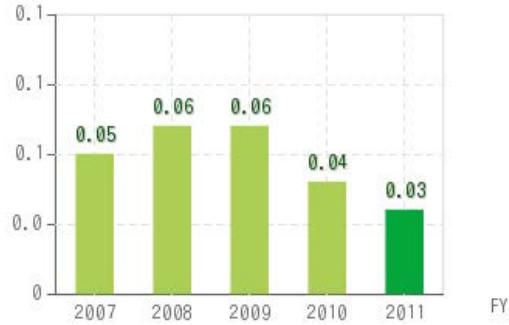
**Yamaha Fine Technologies Co., Ltd.:Water Consumption**

(1,000m<sup>3</sup>)



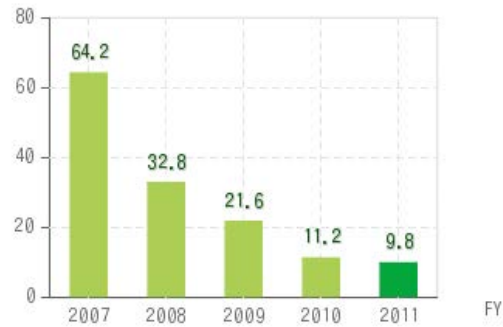
**Yamaha Fine Technologies Co., Ltd.:BOD (Biochemical Oxygen Demand)**

(tons)



**Yamaha Fine Technologies Co., Ltd.:PRTR-designated Substances Released**

(tons)



**PRTR Results (FY2011)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	
240	styrene	131.7	7.8	0.0	0.0	0.0	0.0	0.0	123.9
	Others	2.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total	133.7	9.7	0.0	0.0	0.0	0.0	0.0	123.9

**Yamaha Kagoshima Semiconductor Inc.**

<b>Business lines</b>	Manufacturing of LSI's for specific semiconductor applications
<b>Location</b>	Aira-gun, Kagoshima Prefecture
<b>No. of Employees</b>	475
<b>Site area</b>	56,000m <sup>2</sup>

< Summary of Environmental Data >

Yamaha Kagoshima Semiconductor Inc.: CO<sub>2</sub> Emissions

(1,000tons - CO<sub>2</sub>)



\* Primarily sulfur hexafluoride and perfluorocarbon.

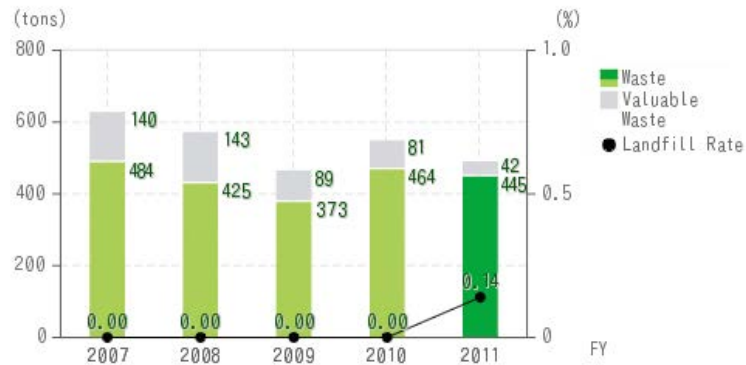
Yamaha Kagoshima Semiconductor Inc.: NO<sub>x</sub>/SO<sub>x</sub> Emissions

(tons)



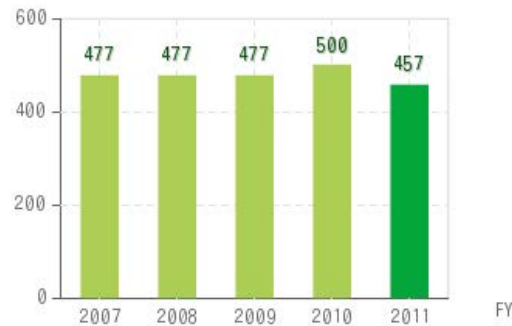
Yamaha Kagoshima Semiconductor Inc.: Waste Generated/Landfill Rate

(tons)

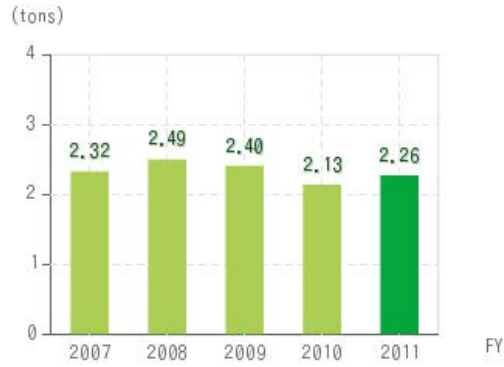


Yamaha Kagoshima Semiconductor Inc.: Water Consumption

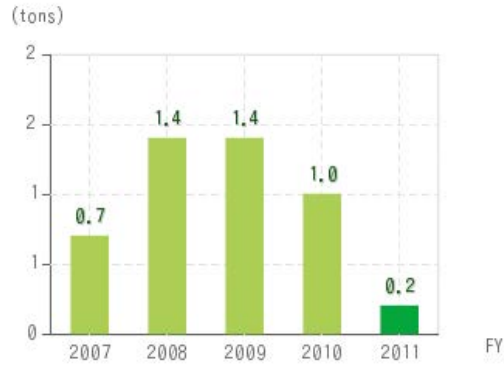
(1,000m<sup>3</sup>)



Yamaha Kagoshima Semiconductor Inc.: BOD (Biochemical Oxygen Demand)



Yamaha Kagoshima Semiconductor Inc.: PRTR-designated Substances Released



PRTR Results (FY2011)

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	
374	hydrogen fluoride and its water-soluble salts	12.2	0.1	0.0	0.0	0.0	0.0	0.0	12.0
232	N,N-dimethylformamide	11.0	0.0	0.0	0.0	0.0	3.8	0.0	7.2
20	2-aminoethanol	7.1	0.0	0.0	0.0	0.0	7.1	0.0	0.0
	Othes	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total	30.3	0.2	0.0	0.0	0.0	10.9	0.0	19.2

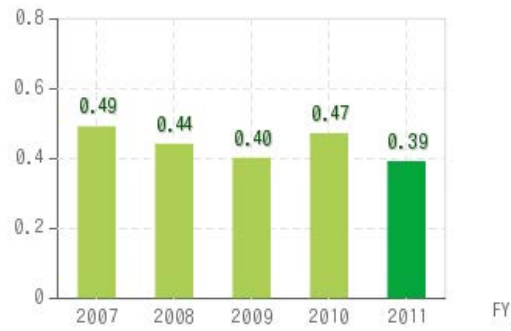
D.S. Corporation

<b>Business lines</b>	Manufacture of printed circuit board products, audio, visual, and instrument related devices, and ICT device products
<b>Location</b>	Fukuroi City , Shizuoka Prefecture
<b>No. of Employees</b>	157
<b>Site area</b>	8,900m <sup>2</sup>

< Summary of Environmental Data >

**D.S. Corporation: CO2 Emissions (from energy consumption)**

(1,000tons - CO<sub>2</sub>)



**D.S. Corporation: NOx/SOx Emissions**

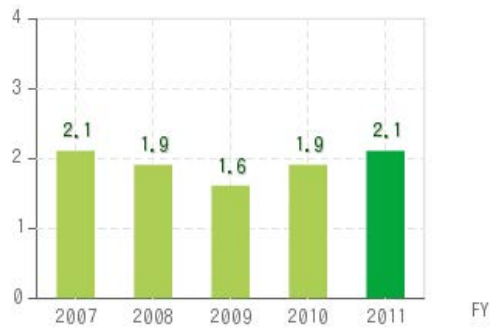
The company did not emit any NOx or SOx.

**D.S. Corporation: Waste Generated/Landfill Rate**



**D.S. Corporation: Water Consumption**

(1,000m<sup>3</sup>)



**D.S. Corporation: BOD (Biochemical Oxygen Demand)**

(tons)



**PRTR Results (FY2011)**

There are no notifications under the PRTR Law.

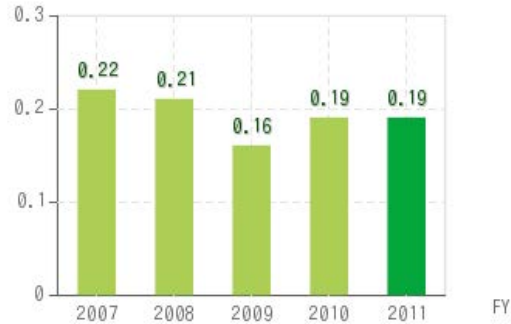
## Yamaha Music Craft Corporation Main Factory(former Yamaha Music Winds Corporation)

<b>Business lines</b>	Processing, assembly, packing and shipping of wind instrument parts
<b>Location</b>	Iwata City, Shizuoka Prefecture
<b>No. of Employees</b>	182
<b>Site area</b>	4,742m <sup>2</sup>

### < Summary of Environmental Data >

#### Yamaha Music Craft Corporation Main Factory: CO<sub>2</sub> Emissions (from energy consumption)

(1,000tons - CO<sub>2</sub>)



#### Yamaha Music Craft Corporation Main Factory: NO<sub>x</sub>/SO<sub>x</sub> Emissions

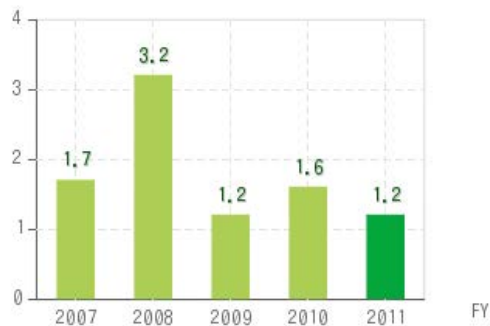
The company did not emit any NO<sub>x</sub> or SO<sub>x</sub>.

#### Yamaha Music Craft Corporation Main Factory: Waste Generated/Landfill Rate



#### Yamaha Music Craft Corporation Main Factory: Water Consumption

(1,000m<sup>3</sup>)



#### Yamaha Music Craft Corporation Main Factory: BOD (Biochemical Oxygen Demand)

The company did not discharge any BODs into public watersheds.

#### PRTR Results (FY2011)

There are no notifications under the PRTR Law.

# Yamaha Music Craft Corporation Shinden Factory (former Yamaha Music Craft Corporation)

<b>Business lines</b>	Manufacture of string, and percussion instruments
<b>Location</b>	Hamamatsu City, Shizuoka Prefecture
<b>No. of Employees</b>	83
<b>Site area</b>	14,474m <sup>2</sup>

## < Summary of Environmental Data >

### Yamaha Music Craft Corporation Shinden Factory: CO<sub>2</sub> Emissions (from energy consumption)

(1,000tons - CO<sub>2</sub>)



### Yamaha Music Craft Corporation Shinden Factory : NOx/SOx Emissions

(tons)



### Yamaha Music Craft Corporation Shinden Factory : Waste Generated/Landfill Rate

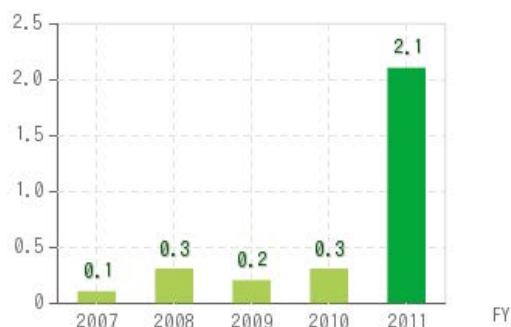
(tons)

(%)



### Yamaha Music Craft Corporation Shinden Factory : Water Consumption

(1,000m<sup>3</sup>)



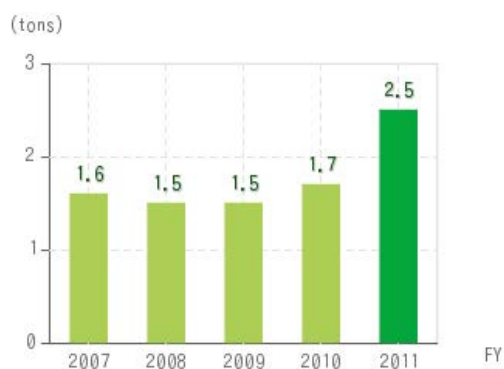
\* The Company started measurement of the amount of the groundwater used from FY2011.



**Yamaha Music Craft Corporation Shinden Factory: BOD (Biochemical Oxygen Demand)**

The company did not discharge any BODs into public watersheds.

**Yamaha Music Craft Corporation Shinden Factory: PRTR-designated Substances Released**



**PRTR Results (FY2011)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	
300	toluene	1.3	1.2	0.0	0.0	0.0	0.0	0.0	0.1
	Others	1.4	1.2	0.0	0.0	0.0	0.0	0.0	0.2
	Total	2.8	2.5	0.0	0.0	0.0	0.0	0.0	0.3

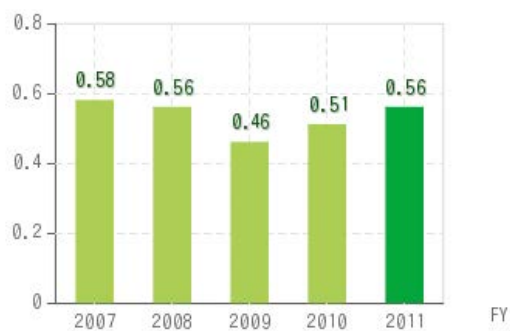
**Sakuraba Mokuzai Co., Ltd.**

<b>Business lines</b>	Lumber manufacturing for musical instruments, processing of wooden parts, and manufacturing of other woodwork
<b>Location</b>	Kitaakita City , Akita Prefecture
<b>No. of Employees</b>	62
<b>Site area</b>	52,854m <sup>2</sup>

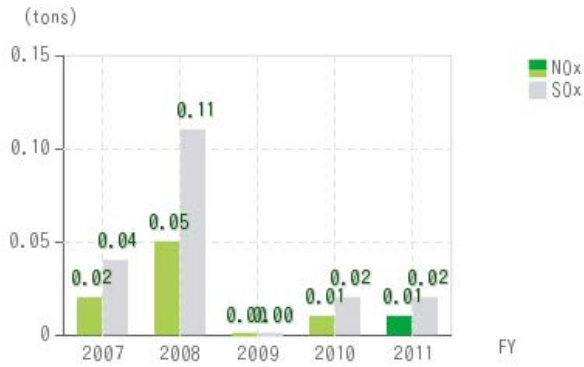
**< Summary of Environmental Data >**

**Sakuraba Mokuzai Co., Ltd.: CO<sub>2</sub> Emissions (from energy consumption)**

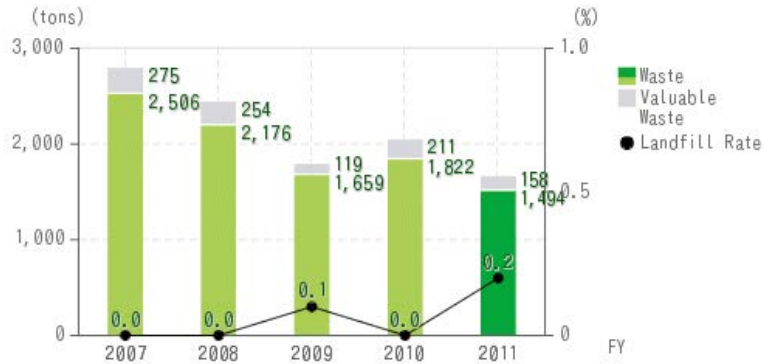
(1,000tons - CO<sub>2</sub>)



**Sakuraba Mokuzai Co., Ltd.: NOx/SOx Emissions**



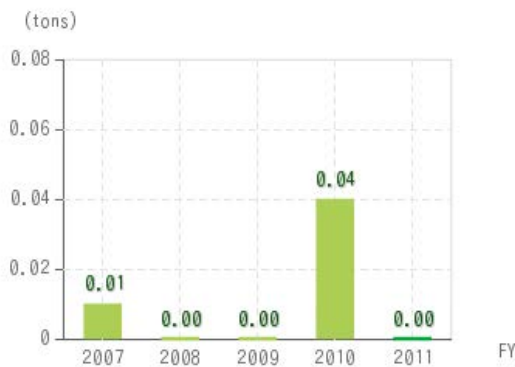
**Sakuraba Mokuzai Co., Ltd.: Waste Generated/Landfill Rate**



**Sakuraba Mokuzai Co., Ltd.: Water Consumption**



**Sakuraba Mokuzai Co., Ltd.: BOD (Biochemical Oxygen Demand)**



**PRTR Results (FY2011)**

There are no notifications under the PRTR Law.

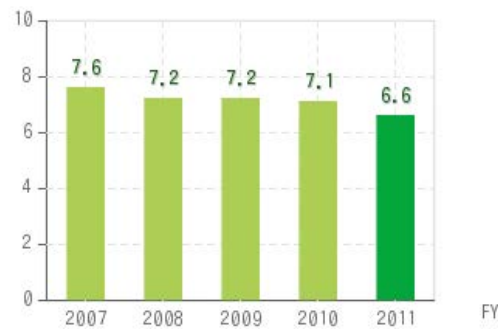
# (Environmental Data by Site)Resort Facilities

## Yamaha Resort Corporation — Tsumagoi™ —

<b>Business lines</b>	Operation of lodging facilities, restaurants, relaxation and related facilities
<b>Location</b>	Kakegawa City, Shizuoka Prefecture
<b>No. of Employees</b>	217
<b>Site area</b>	1,290,000m <sup>2</sup>

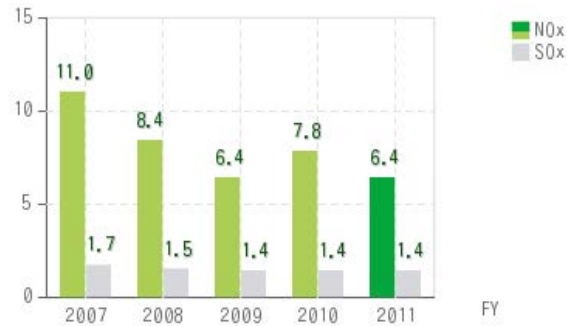
### Yamaha Resort Corporation — Tsumagoi™ —: CO<sub>2</sub> Emissions (from energy consumption)

(1,000tons - CO<sub>2</sub>)



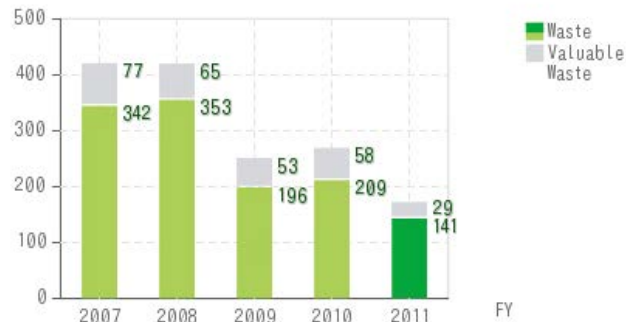
### Yamaha Resort Corporation — Tsumagoi™ —: NO<sub>x</sub>/SO<sub>x</sub> Emissions

(tons)



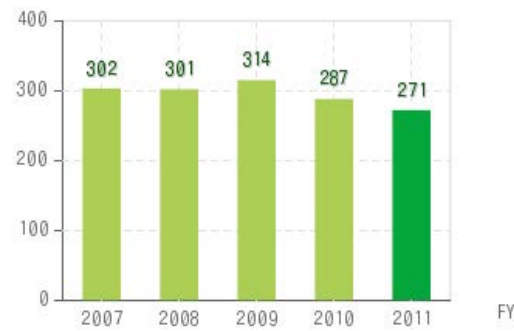
### Yamaha Resort Corporation — Tsumagoi™ —: Waste Generated

(tons)



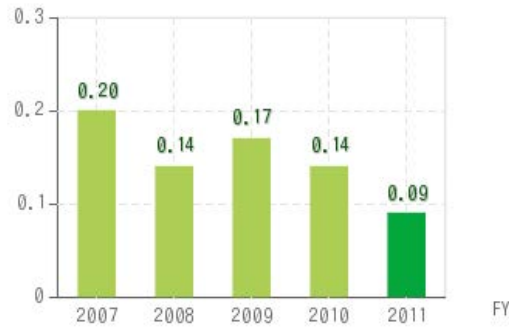
Yamaha Resort Corporation — Tsumagoi™ —: Water Consumption

(1,000m<sup>3</sup>)



Yamaha Resort Corporation — Tsumagoi™ —: BOD (Biochemical Oxygen Demand)

(tons)

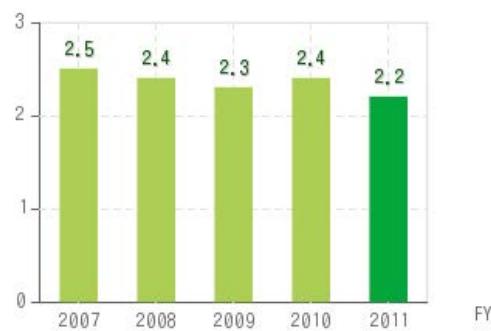


Yamaha Resort Corporation — Katsuragi™ —

<b>Business lines</b>	Operation of lodging facilities, restaurants, golf courses and related facilities
<b>Location</b>	Fukuroi City, Shizuoka Prefecture
<b>No. of Employees</b>	165
<b>Site area</b>	1,380,000m <sup>2</sup>

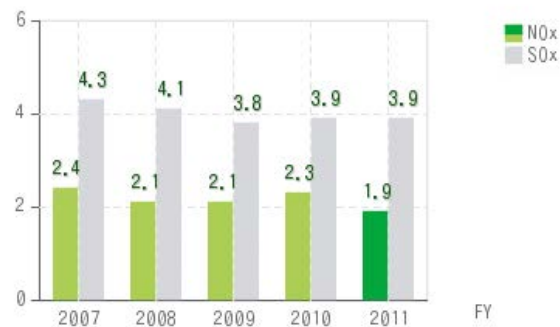
Yamaha Resort Corporation — Katsuragi™ —:CO<sub>2</sub> Emissions (from energy consumption)

(1,000tons - CO<sub>2</sub>)

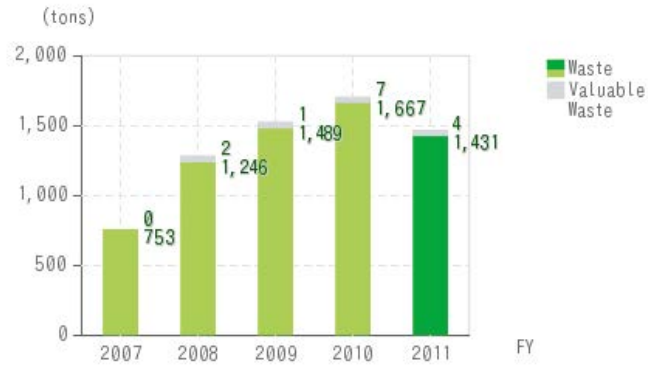


Yamaha Resort Corporation — Katsuragi™ —:NO<sub>x</sub>/SO<sub>x</sub> Emissions

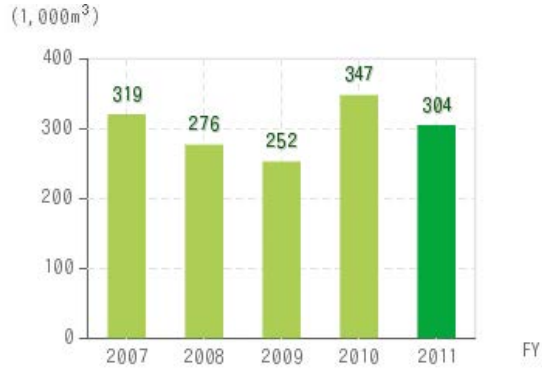
(tons)



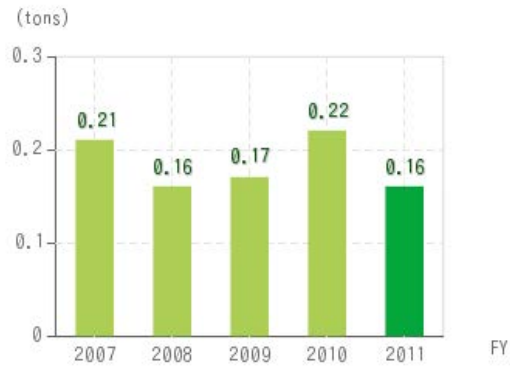
Yamaha Resort Corporation — Katsuragi™ —:Waste Generated



Yamaha Resort Corporation — Katsuragi™ —:Water Consumption



Yamaha Resort Corporation — Katsuragi™ —:BOD (Biochemical Oxygen Demand)



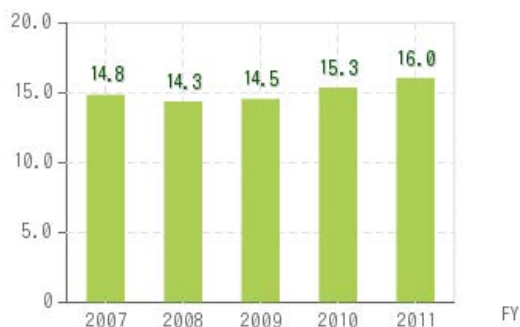
## (Environmental Data by Site)Overseas(1)

### Tianjin Yamaha Electronic Musical Instruments, Inc.

<b>Business lines</b>	Manufacture of electronic musical instruments
<b>Location</b>	China
<b>No. of Employees</b>	2,179
<b>Site area</b>	30,729m <sup>2</sup>

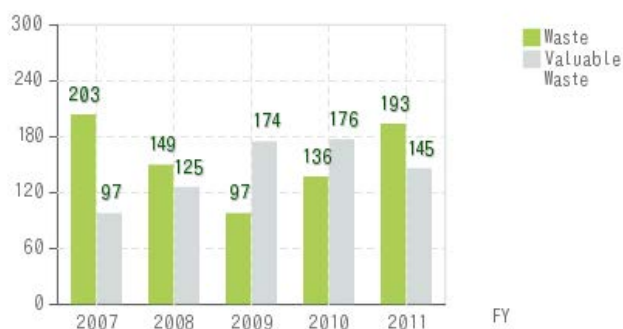
#### Tianjin Yamaha Electronic Musical Instruments, Inc.: CO<sub>2</sub> Emissions (from energy consumption)

(1,000tons - CO<sub>2</sub>)



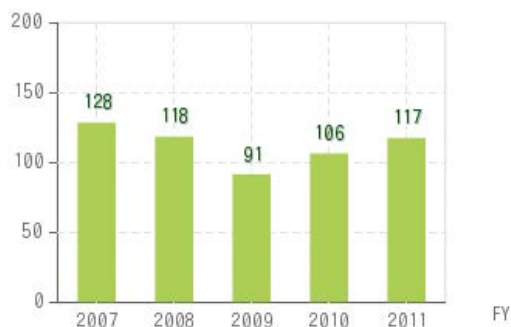
#### Tianjin Yamaha Electronic Musical Instruments, Inc.: Waste Generated

(tons)



#### Tianjin Yamaha Electronic Musical Instruments, Inc.: Water Consumption

(1,000m<sup>3</sup>)

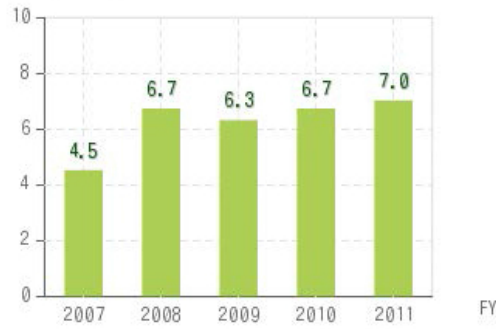


### Xiaoshan Yamaha Musical Instruments Co., Ltd.

<b>Business lines</b>	Manufacture of wind instruments and percussion instruments
<b>Location</b>	China
<b>No. of Employees</b>	362
<b>Site area</b>	56,000m <sup>2</sup>

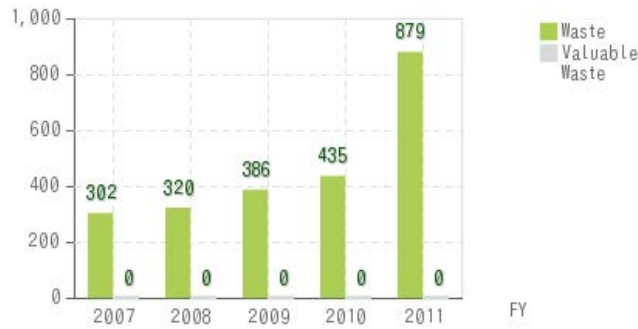
**Xiaoshan Yamaha Musical Instruments Co., Ltd.:CO<sub>2</sub> Emissions (from energy consumption)**

(1,000tons - CO<sub>2</sub>)



**Xiaoshan Yamaha Musical Instruments Co., Ltd.:Waste Generated**

(tons)



**Xiaoshan Yamaha Musical Instruments Co., Ltd.:Water Consumption**

(1,000m<sup>3</sup>)



**Yamaha Electronics (Suzhou) Co., Ltd.**

<b>Business lines</b>	Manufacture of AV equipment and parts
<b>Location</b>	China
<b>No. of Employees</b>	1,108
<b>Site area</b>	120,000m <sup>2</sup>

**Yamaha Electronics (Suzhou) Co., Ltd.: CO<sub>2</sub> Emissions (from energy consumption)**

(1,000tons - CO<sub>2</sub>)



**Yamaha Electronics (Suzhou) Co., Ltd.: Waste Generated**



**Yamaha Electronics (Suzhou) Co., Ltd.: Water Consumption**



**Hangzhou Yamaha Musical Instruments Co., Ltd.**

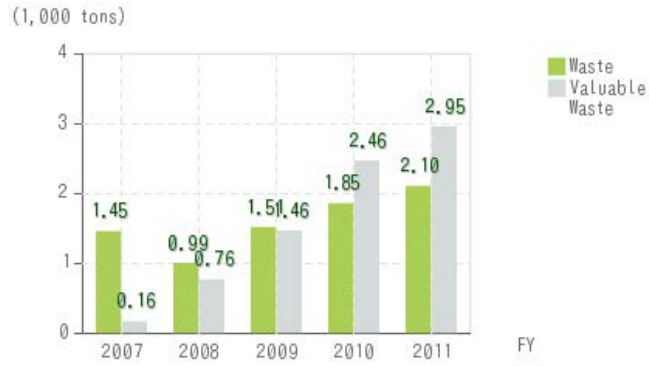
<b>Business lines</b>	Manufacture of pianos, piano parts, and guitars
<b>Location</b>	China
<b>No. of Employees</b>	2,269
<b>Site area</b>	150,000m <sup>2</sup>

**Hangzhou Yamaha Musical Instruments Co., Ltd.: CO<sub>2</sub> Emissions (from energy consumption)**

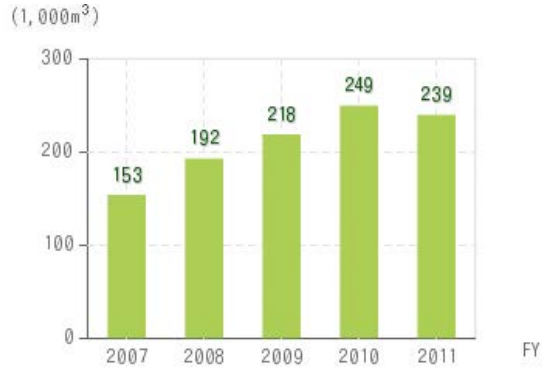




### Hangzhou Yamaha Musical Instruments Co., Ltd.: Waste Generated



### Hangzhou Yamaha Musical Instruments Co., Ltd.: Water Consumption



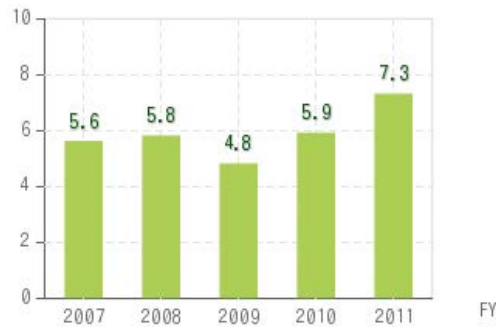
## (Environmental Data by Site)Overseas(2)

### PT. Yamaha Musical Products Indonesia

<b>Business lines</b>	Manufacture and assembly of wind instruments, pianicas™, recorders, etc.
<b>Location</b>	Indonesia
<b>No. of Employees</b>	1,180
<b>Site area</b>	58,500m <sup>2</sup>

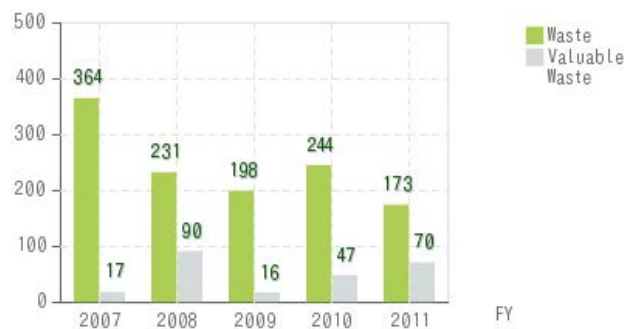
#### PT. Yamaha Musical Products Indonesia : CO<sub>2</sub> Emissions (from energy consumption)

(1,000tons - CO<sub>2</sub>)



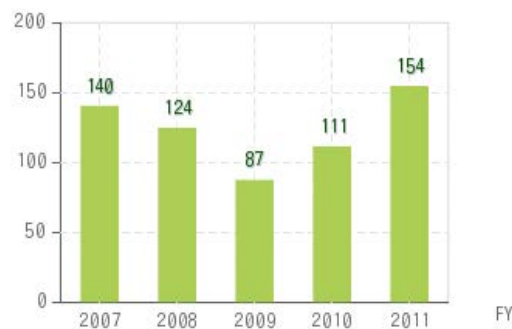
#### PT. Yamaha Musical Products Indonesia : Waste Generated

(tons)



#### PT. Yamaha Musical Products Indonesia : Water Consumption

(1,000m<sup>3</sup>)



### PT. Yamaha Music Manufacturing Indonesia

<b>Business lines</b>	Manufacture of guitars
<b>Location</b>	Indonesia
<b>No. of Employees</b>	2,159
<b>Site area</b>	22,500m <sup>2</sup>

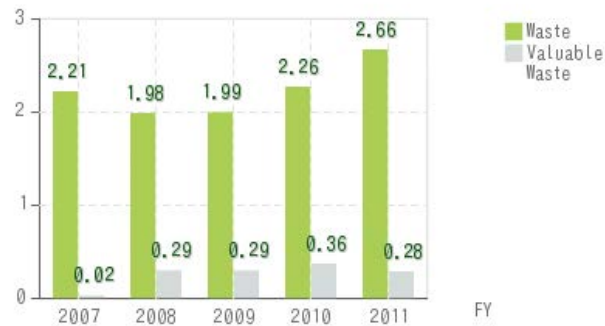
**PT. Yamaha Music Manufacturing Indonesia: CO<sub>2</sub> Emissions (from energy consumption)**

(1,000tons - CO<sub>2</sub>)



**PT. Yamaha Music Manufacturing Indonesia: Waste Generated**

(1,000tons)



**PT. Yamaha Music Manufacturing Indonesia: Water Consumption**

(1,000m<sup>3</sup>)

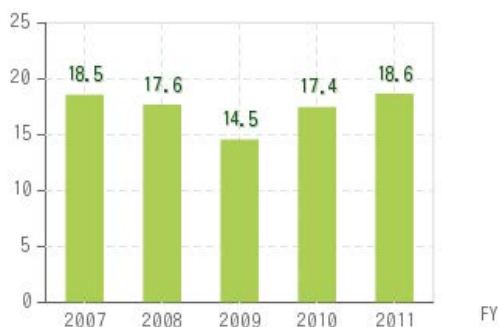


**PT. Yamaha Music Manufacturing Asia**

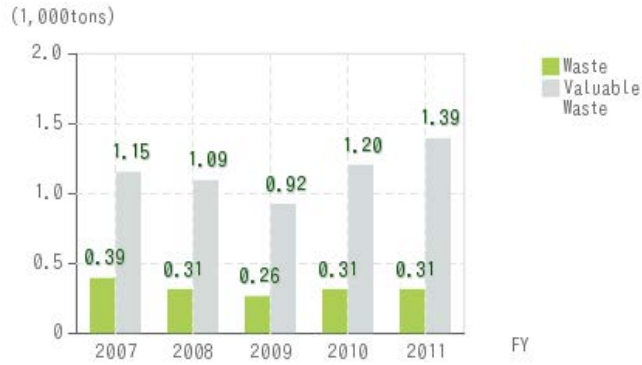
<b>Business lines</b>	Manufacture of electronic musical instruments and PA equipment
<b>Location</b>	Indonesia
<b>No. of Employees</b>	4,531
<b>Site area</b>	120,000m <sup>2</sup>

**PT. Yamaha Music Manufacturing Asia: CO<sub>2</sub> Emissions (from energy consumption)**

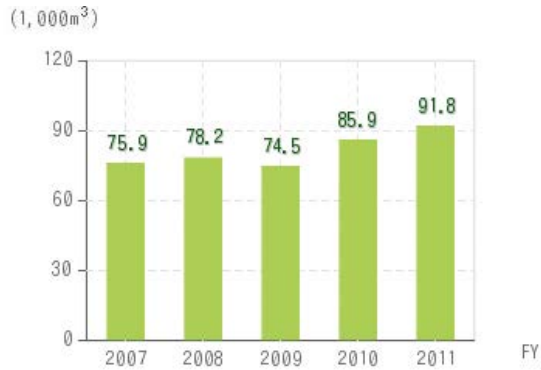
(1,000tons - CO<sub>2</sub>)



**PT. Yamaha Music Manufacturing Asia: Waste Generated**



**PT. Yamaha Music Manufacturing Asia: Water Consumption**



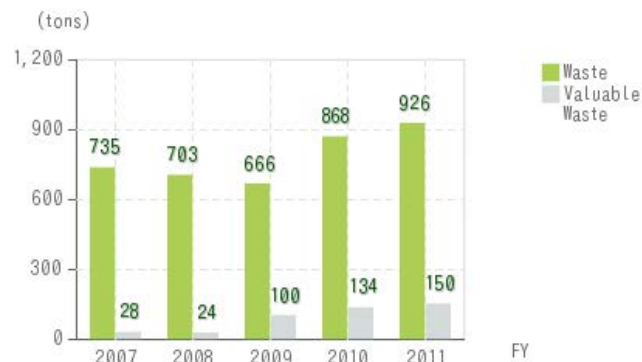
**PT. Yamaha Indonesia**

<b>Business lines</b>	Manufacture of pianos
<b>Location</b>	Indonesia
<b>No. of Employees</b>	1,370
<b>Site area</b>	19,542m <sup>2</sup>

**PT. Yamaha Indonesia: CO<sub>2</sub> Emissions (from energy consumption)**

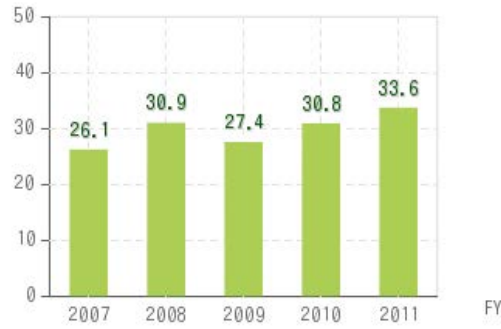


**PT. Yamaha Indonesia: Waste Generated**



**PT. Yamaha Indonesia: Water Consumption**

(1,000m<sup>3</sup>)



**PT. Yamaha Electronics Manufacturing Indonesia**

<b>Business lines</b>	Manufacture of AV equipment(speakers), manufacture and sale of AV service parts
<b>Location</b>	Indonesia
<b>No. of Employees</b>	349
<b>Site area</b>	50,000m <sup>2</sup>

**PT. Yamaha Electronics Manufacturing Indonesia: CO<sub>2</sub> Emissions (from energy consumption)**

(1,000tons - CO<sub>2</sub>)

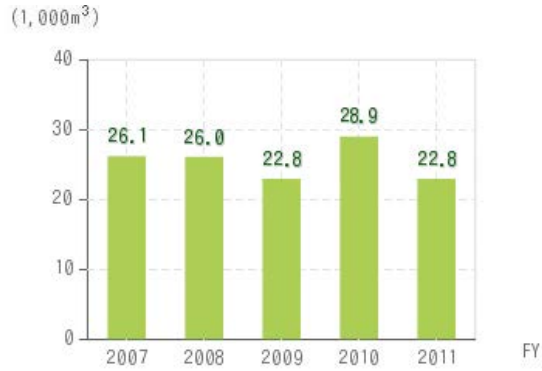


**PT. Yamaha Electronics Manufacturing Indonesia: Waste Generated**

(tons)



**PT. Yamaha Electronics Manufacturing Indonesia: Water Consumption**



**Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.**

<b>Business lines</b>	Manufacture of AV products, manufacture and sale of AV service parts
<b>Location</b>	Malaysia
<b>No. of Employees</b>	1,117
<b>Site area</b>	106,610m <sup>2</sup>

**Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.: CO<sub>2</sub> Emissions (from energy consumption)**

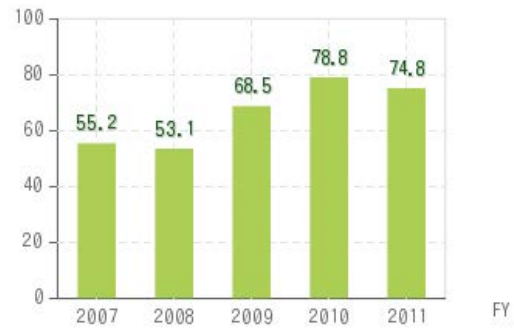


**Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.: Waste Generated**



Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.: Water Consumption

(1,000m<sup>3</sup>)



# (Environmental Data by Site)Sales Offices

## Tokyo Office

<b>Business lines</b>	Sales of musical instruments, AV equipment, semiconductors, golf products, educational systems, promotion of music, insurance, etc.
<b>Location</b>	Minato-ku, Tokyo, Japan
<b>No. of Employees</b>	580
<b>Site area</b>	6,664m <sup>2</sup>

### Tokyo Office: CO<sub>2</sub> Emissions (from energy consumption)

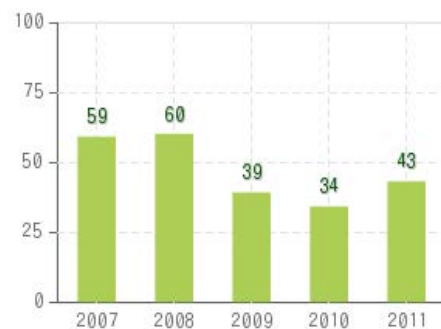
(1,000tons - CO<sub>2</sub>)



FY

### Tokyo Office: Waste Generated

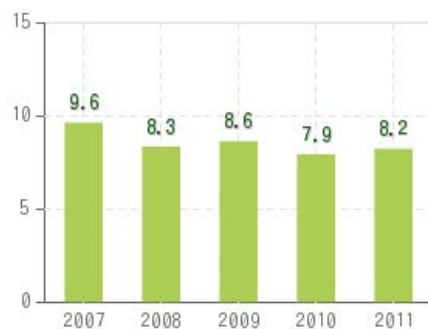
(tons)



FY

### Tokyo Office: Water Consumption

(1,000m<sup>3</sup>)



FY

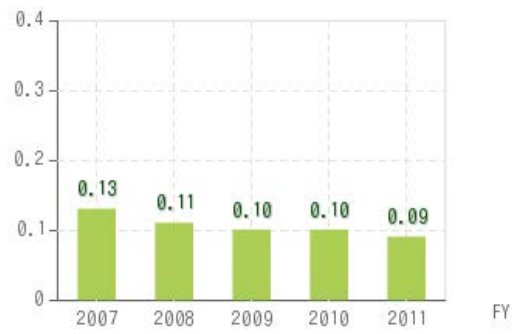
## Osaka Office

<b>Business lines</b>	Sales of musical instruments, AV equipment, semiconductors, etc.
<b>Location</b>	Konohana-ku, Osaka, Japan
<b>No. of Employees</b>	172
<b>Site area</b>	2,958m <sup>2</sup>



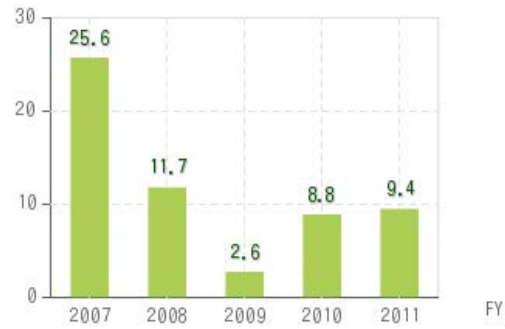
### Osaka Office: CO<sub>2</sub> Emissions (from energy consumption)

(1,000tons - CO<sub>2</sub>)



### Osaka Office: Waste Generated

(tons)



### Osaka Office: Water Consumption

No Data

## Nagoya Office

**Business lines** Sales of musical instruments, AV equipment, etc.  
**Location** Nagoya, Aichi, Japan  
**No. of Employees** 81  
**Site area** 600m<sup>2</sup>

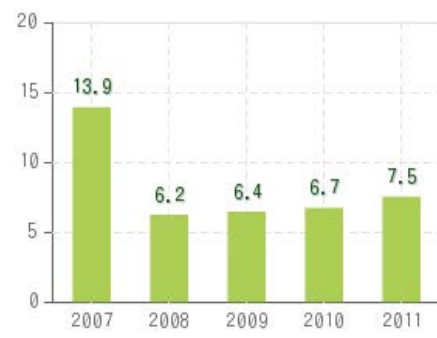
### Nagoya Office: CO<sub>2</sub> Emissions (from energy consumption)

(1,000tons - CO<sub>2</sub>)



### Nagoya Office: Waste Generated

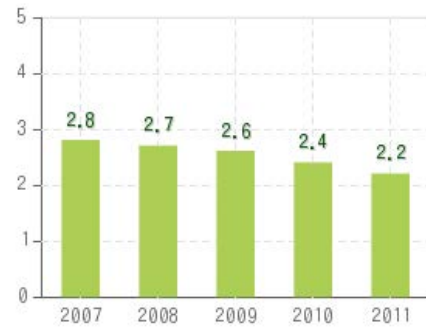
(tons)



FY

### Nagoya Office: Water Consumption

(1,000m<sup>3</sup>)



FY

# 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
Saitama Factory* <sup>1</sup>	Sep. 1999	Nov. 2010
Toyooka Factory (including Yamaha Hi-Tech Design Corporation)	Jun. 2000	Nov. 2010
Headquarters area* <sup>2</sup>	Feb. 2001	Nov. 2010

\*<sup>1</sup> Disused on March 2012

\*<sup>2</sup> **Headquarters area** : The factory at the Headquarters, Yamaha Piano Service Co., Ltd., Yamaha Music Lease Corporation, Yamaha Credit Corporation, the Headquarters Sales office of Yamaha Travel Service Co., Ltd., Yamaha AI Works Co., Ltd., Yamaha Office Link Co., Ltd., Yamaha Business Support Corporation, Yamaha Pension Fund, and Yamaha Labor Union.

## Group Manufacturing Companies in Japan

Site	Acquisition Date	Integration Date
Yamaha Kagoshima Semiconductor Inc.	Nov. 1997	Aug. 2011
Yamaha Music Craft Corporation Shinden Factory	Jul. 2000	Nov. 2010
D.S. Corporation	Feb. 2001	Nov. 2010
Yamaha Fine Technologies Co.,Ltd.*	Mar. 2001	Nov. 2010
Yamaha Music Craft Corporation Main Factory (formerly Yamaha Music Winds Corporation)	Feb. 2002	Nov. 2010
Sakuraba Mokuzai Co.,Ltd.	Sep. 2002	Nov. 2010

\* Includes a part of Yamaha Corporation's Quality and Engineering Planning Division

## Main Sales Offices of Yamaha Corporation

Site	Acquisition Date	Integration Date
Tokyo office	Oct. 2005	Aug. 2011
Osaka office	Oct. 2006	Aug. 2011
Nagoya office	Oct. 2006	Aug. 2011

## 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

---

Site	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

# 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
	Takegawa 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
	Group companies (manufacturing companies) in Japan and overseas 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 Tsumagoi
	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 materials and components procurement policy enacted
	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 Tsumagoi
	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

## Third-Party Opinion

---

The Yamaha Group believes that better communication with stakeholders is vital in meeting the host of challenges that arise with respect to corporate social responsibility (CSR).

This year, Mr. Hiroaki Satoh shares his opinion on how the Group can improve its performance in this area.

---



**Hiroaki Satoh**  
Head of the Shizuoka Center for  
Climate Change Actions  
(Professor Emeritus and Former President,  
Shizuoka University)

### An Evolving CSR Report

---

Amid rising interest in corporate social responsibility along with changes in people's values and lifestyles in the wake of the Great East Japan Earthquake of March 11, 2011 and ensuing Fukushima nuclear incident, it has been recognized that the quality of corporate information and communication with stakeholders are key factors that decide the value of a corporation.

Since 2009, the Group has provided information on its CSR activities via printed format, which highlights overall CSR activities in a simplified manner, and in web format, where more detailed information required by stakeholders is made readily available. Moreover, a wealth of data is given from the perspective of the reader and efforts are made to convey a diverse array of content visually. From these points of view, the current Yamaha CSR Report has evolved in comparison with past reports.

### Initiatives for Sustainable CSR

---

The uniqueness of the Yamaha Group as portrayed in its philosophy of "Creating 'Kando' Together" based on sound and music is clearly evident in its CSR activities. The Group's approach to its music education business epitomizes this stance by positioning it as "CSR related to core operations" in line with its comprehensive CSR policy. The special feature in the CSR Report 2012 is proof that activities related to core operations do indeed form the basis of sustainable CSR activities, particularly with efforts to unlock the musical potential in more people mainly through the Yamaha Music Education System, a unique education method.

The diverse potential of sound and music, the common language of humankind, can be felt in the enrichment of people's quality of life and culture, both nationally and internationally. The Yamaha Wellness Program, which helps to enhance health through the power of music, and efforts to create comfortable sound spaces and environments through the Speech Privacy System, soundproofing technology and articulation panels are examples of Yamaha's unique potential.

### A Step Up in Yamaha's Environmental Management

---

I look forward to a further step up in the environmental management Yamaha is aiming for within its Group-wide business activities following consolidation of ISO 14001 environmental management system certification for all domestic Group companies in August last year. Specifically, I would like to see Yamaha set new target figures in its global warming measures as well as promote forest preservation activities as part of its core operations with a view to being able to procure raw materials in the future. I also recommend examining the possibility of introducing environmental labels and footprint to make product design based on lifecycle assessment (LCA) more effective. Yamaha should show consumers in an easy-to-understand manner how it considers the environment in



development and production by pursuing effective resource use and minimal environmental impact throughout the product's lifestyle. This will lead to further efforts to preserve the environment within society as a whole. I hope to see further progress made in environmental management.

## Message to Society in the 21st Century

---

The world in general is becoming increasingly intricate and confusing. Against this backdrop, we have seen an increase in the number of companies concerned with Environmental (E), Social (S) and Governance (G) issues in their operations in recent years. Smart management is, without a doubt, the hope for a sustainable future. This entails a shift in management approach to one that focuses on environmental protection based on a "green economy" featuring low carbon, high resource efficiency and job creation. Yamaha has unique existential value as outlined in its mission of contributing to enriched and healthy lifestyles and culture through a world of sound that resonates in people's feelings. This CSR Report 2012 is full of very fresh messages depicting Yamaha's path and direction for its activities. Through this, we get a good insight into Yamaha's clear intentions for a sustainable society in the 21st century.

(July 2012)

## Response to the Third-Party Opinion

---



**Tsutomu Sasaki**  
Senior Executive Officer in charge of the  
Corporate Administration Group  
Yamaha Corporation

For the third year running, we have received third-party feedback on our CSR report from Dr. Hiroaki Satoh, who is active in promoting the "STOP Global Warming Action Campaign" in Shizuoka Prefecture, an area where the Company locates its head office. We are indeed grateful to hear that our report is "evolving."

We are also extremely pleased to receive Dr. Satoh's evaluation of having "unique potential" in our music education business, positioned as a key CSR activity through the Group's core operations, and in applying sound and music technology such as in the creation of comfortable sound spaces and environments. Going forward, we will remain dedicated to unique activities that truly embody the Yamaha way.

Moreover, we will take particular note of Dr. Satoh's concrete proposal to step up our environmental management following integrated ISO 14001 certification in Japan for the Yamaha Group from the standpoint of a promoter of environmental programs that include efforts to prevent global warming. Taking into account Dr. Satoh's comments on the need to make Group environmental activities more effective, we will take his proposal as a challenge to be addressed by the Group and strive to make the necessary improvements.