

Sustainability Report 2020



Sustainability Management

Yamaha Group Sustainability Policy

Our aim is “Sharing Passion & Performance”

The Corporate Philosophy of the Yamaha Group is, “With our unique expertise and sensibilities, gained from our devotion to sound and music, we are committed to creating excitement and cultural inspiration together with people around the world.”

Based on this philosophy, Yamaha conducts its sustainability activities according to the following guidelines, seeking to contribute to the sustainable development of society and to further strengthen the bond of trust with its stakeholders through sound, transparent management methods, and corporate activities that balance social and environmental concerns.

1. By creating new values through products and services focused on social and environmental issues, Yamaha contributes to the sustainable development of society.
2. Through business development and social contributions based in each region of the globe, Yamaha contributes to the promotion and popularization of music, and to the development of communities.
3. By understanding the significance of protecting the natural environment and maintaining biodiversity, and by promoting the reduction of environmental burden through measures such as sustainable procurement of timber and lowering greenhouse gas emissions, Yamaha works to maintain a healthy global environment.
4. Yamaha observes laws, ordinances, and social norms, and moreover, conducts business in a fair and impartial manner throughout the entire value chain, including activities such as socially responsible procurement carried out in cooperation with business partners.
5. Yamaha endeavors to prevent abuses of human rights, responding appropriately to the effect of its business activities as well as to any attendant risks to human rights, with the goal of achieving a society that safeguards the dignity of all.
6. Yamaha works to create an atmosphere that holds in high regard the employee diversity that is a source of the new values created within the company, and which allows each person to fully demonstrate their sensibilities and creativity through training and use, without regard to race, nationality, gender, or age.

Formulated in February 2010 and revised in July 2018

Yamaha Group Sustainability Policy

[📄 Japanese](#) / [📄 English](#) / [📄 Chinese](#) / [📄 Indonesian](#)

Sustainability Management

Basic Policy

The mission of the Yamaha Group is to continue to create excitement and cultural inspiration together with people around the world by utilizing the assets, various resources, unique expertise, and sensibilities originating from sound and music. To put this philosophy into practice, Yamaha is working to understand the impact of its business activities on the environment and society and pursue dialogue with stakeholders while overcoming challenges toward the creation of a sustainable society.

» [Sustainability Issues in the Value Chain](#)

» [Engagement with Stakeholders](#)

» [Yamaha Group Sustainability Policy](#)

Initiatives Related to Sustainable Development Goals

The Yamaha Group seeks to contribute to the accomplishment of the United Nations Sustainable Development Goals (SDGs), a set of shared goals embraced by the international society, through its business.

In addition to our efforts to contribute to Goal 4 (Quality Education) through our initiatives to spread music, we are also working to help accomplish Goal 12 (Responsible Consumption and Production) and Goal 15 (Life on Land) by means of efforts to procure timber from sustainable sources. In these and other manners, we are developing products and services and endeavoring to improve our business processes with an awareness of the goals and targets of the SDGs.

Sustainable Development Goals (SDGs)



Promotion of Sustainability Priorities

The Yamaha Group has established sustainability priorities for the medium-to-long term based on the impact of its business activities on the environment and society as well as on stakeholder expectations and social demands.

► Priority Identification Process

1. Identification of Sustainability Issues

Identification of sustainability issues within the Yamaha Group value chain based on ISO 26000 (an international guidance on social responsibility) and the SDGs

2. Evaluation of Importance of Issues from the Perspectives of Stakeholders

Evaluation of importance of identified issues out of consideration for feedback from customers, employees, and local communities; ESG evaluation items; opinions and requests from NGOs; and advice from outside experts

3. Evaluation of Importance within Yamaha

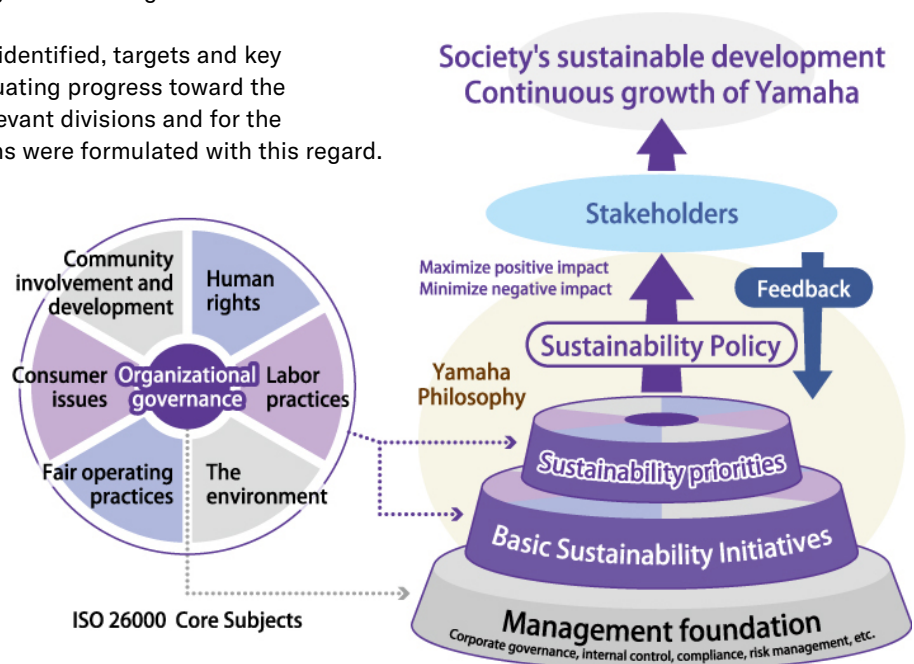
Evaluation of importance of identified issues out of consideration for Yamaha's management vision and medium- to long-term management policies

4. Identification of Sustainability Priorities















Selection of issues warrants a strong approach based on results of important evaluations followed by identification of sustainability priorities through discussion among senior management








After the sustainability priorities were identified, targets and key performance indicators (KPIs) for evaluating progress toward the sustainability priorities were set by relevant divisions and for the Sustainability Division, and action plans were formulated with this regard.

The targets, KPIs, and action plans have been approved by senior management. Through progress monitoring by the Sustainability Division and annual reviews by the Managing Council, which is chaired by the president, we are promoting efforts to address our sustainability priorities.



Sustainability Priorities and Progress

Sustainability priorities	Major initiatives	Classification under the new medium-term management plan, Make Waves 1.0	Fiscal 2020 progress and results	Future issues and medium-term management plan targets	Related SDGs
Development of products and services with a focus on social/ environmental issues	Response to societal issues	Culture/Society	<p>Music Culture and Education</p> <ul style="list-style-type: none"> Developed music instruments for performing traditional music, released regional models for Indian market, conducted local surveys in Indonesia and the Middle East <p>Universal Design</p> <ul style="list-style-type: none"> Released multilingual simultaneous interpretation guide feature for SoundUD™ Achieved SoundUD Consortium membership of 322 companies and organizations Received Grand Award of IAUD International Design Awards 2019 for SoundUD Consortium, etc. Conducted verification tests of new Remote Cheerer powered by SoundUD remote cheering system that transmits vocal encouragement from homes to stadiums Raised ratio of touch screen-equipped electronic musical instruments with voice readout functionality to 75% <p>Health and Safety Solutions</p> <ul style="list-style-type: none"> Launched five new headphones and earphones equipped with Listening Care function for reducing burden on ears <p>Workplace</p> <ul style="list-style-type: none"> Communicated telework examples and promoted understanding regarding remote communication and teleworking <p>Remote Solutions</p> <ul style="list-style-type: none"> Unveiled SYNCROOM online remote ensemble performance service allowing users to enjoy performing in ensembles remotely 	<p>Music Culture and Education</p> <ul style="list-style-type: none"> Expand range of electronic instruments with functions necessary for performing traditional music in emerging countries <p>Universal Design</p> <ul style="list-style-type: none"> Promote SoundUD through government project, distribute development kits for applications for inbound tourists, and began offering translation services Expand range of electronic musical instruments equipped with voice readout functionality <p>Health and Safety Solutions</p> <ul style="list-style-type: none"> Equip over 70% of headphones and earphones with functions for reducing burden on ears <p>Workplace</p> <ul style="list-style-type: none"> Provide approximately 200,000 teleworking opportunities (people/ places) over three years and implement workstyle reforms <p>Remote Solutions</p> <ul style="list-style-type: none"> Propose solutions matched to new lifestyle patterns 	       
	Response to environmental issues	Environment	<ul style="list-style-type: none"> Certified 46 models of Yamaha Eco-Products (aggregate total of 425 models, 18% of sales) Commenced joint assessments with automobile manufacturers of thermoelectric power generation module that can utilize waste heat Promoted development of organic solvent-free coating technology Promoted development of alternatives for scarce timber resources 	<ul style="list-style-type: none"> Certify 40 models as Yamaha Eco-Products a year Introduce waste heat power generation module into the automotive market Develop organic solvent-free coating technology Develop sustainable materials surpassing scarce timber resources 	     

Sustainability priorities	Major initiatives	Classification under the new medium-term management plan, Make Waves 1.0	Fiscal 2020 progress and results	Future issues and medium-term management plan targets	Related SDGs
Development of regional community-based business and social contribution activities	Support for spread of instrumental music education	Culture/Society	<ul style="list-style-type: none"> Delivered musical instrument performance experiences to aggregate total of 390,000 people in 1,500 schools in five countries through School Project Provided aggregate total of approximately 7,500 students from 77 schools in seven countries in Africa and the Middle East with the opportunity to play musical instruments Donated musical instruments and provided education support to five migrant worker schools in five cities in China (aggregate total of 60 schools) 	<ul style="list-style-type: none"> Provide musical instrument performance experiences to aggregate total of 1,000,000 people in 3,000 schools in seven countries through School Project Provided aggregate total of approximately 8,300 students from 75 schools in seven countries in Africa and the Middle East with the opportunity to play musical instruments Donate musical instruments to migrant worker schools in China (support 18 schools in three years) 	     
	Support for youth development orchestra/band		<ul style="list-style-type: none"> Held musical instrument maintenance seminars for 36 organizations in six countries in Latin America (total of 40 seminars) and held seminars for cultivating repair technicians for 27 individuals in six countries Commenced trial initiatives in two new candidate countries for support activities 	<ul style="list-style-type: none"> Continue to provide musical instrument maintenance seminars and repair technician training in Latin America and expand efforts to new countries and organizations Expand scope of supported countries (two countries in three years) Support the spread of wind instrument bands and orchestras best suited to specific countries and regions around the world 	
	Community support		<ul style="list-style-type: none"> Conducted seven new support initiatives as part of a project to build communities through music (Oto-Machi) 	<ul style="list-style-type: none"> Provide additional types of support within the Oto-Machi project (10 new projects in three years) 	
Lowering of greenhouse gas emissions	Reduction of greenhouse gas emissions during business activities	Environment	<ul style="list-style-type: none"> Acquired certification for medium- to long-term emissions reduction targets from the Science-Based Targets initiative (SBTi) and announced targets* * Scope 1, 2: fiscal 2031 -32% (fiscal 2051 -83%) Scope 3: fiscal 2031 -30% (all figures compared with fiscal 2018) Began sourcing power from renewable energy (sourced approximately one-third of head office power and 1% of total Group power) Upgraded to high-efficiency air-conditioning equipment and switched to LED lighting Advanced logistics downsizing initiatives Received third-party greenhouse gas emission verification 	<ul style="list-style-type: none"> Advance emissions reduction initiatives to achieve targets based on Science-Based Targets (SBT) Gradually expand the ratio of renewable energy used (fiscal 2022 target 3%) Continue to receive third-party greenhouse gas emission verification 	 

Sustainability priorities	Major initiatives	Classification under the new medium-term management plan, Make Waves 1.0	Fiscal 2020 progress and results	Future issues and medium-term management plan targets	Related SDGs
Lowering of greenhouse gas emissions	Response to climate change	Environment	<ul style="list-style-type: none"> Declared endorsement of Task Force on Climate-related Financial Disclosures (TCFD) recommendations and began disclosing information based on recommendations 	<ul style="list-style-type: none"> Identify risks and opportunities and ramp up analyses and disclosure pertaining to material items 	 
Sustainable procurement of timber	Prevention of use of illegally lumbered timber; expansion of use of certified timber	Environment	<ul style="list-style-type: none"> Improved timber due diligence (DD) system Conducted DD on all timber purchased and judged 98.8% of purchases as low risk (excluding OEM/ODM products and non-Yamaha brand products) Increased forecast for ratio of certified timber in fiscal 2021 to 46% (28% in fiscal 2020) based on surveys and negotiations Examined possibility of switching to lower-risk timber 	<ul style="list-style-type: none"> Improve DD (improve inspection accuracy) and accomplish 100% rate of purchases at low risk Increase ratio of certified timber (fiscal 2022 target 50%) Develop musical instruments (such as for the cabinet material of pianos) that use timber with a lower risk 	 
	Procurement of timber with an awareness of cycle-based forest preservation		<ul style="list-style-type: none"> Began procuring African blackwood from supported areas in Tanzania and advanced tree-planting projects in this country (total of 5,500 trees planted over 3 ha area) Conducted investigation of link between site environment and tree growth (in collaboration with Kyoto University) Assessed social impact of initiatives on target areas (JICA base of the pyramid (BOP) cooperative business) 	<ul style="list-style-type: none"> Provide technical support to produce high-quality timber from African blackwood and promote tree-planting projects Promote joint research with academic institutions (such as Kyoto University) to develop forest resources and optimize usage efficiency 	 
Promotion of 3R in products	Packing and packaging material measures	Environment	<ul style="list-style-type: none"> Downsized packaging and examined possibility of adopting low-environment impact packaging/cushioning materials Investigated measures for reducing and eliminating use of plastic shopping bags 	<ul style="list-style-type: none"> Promote streamlining of packaging (introduce packaging/cushioning material with a low environmental impact and advance downsizing efforts) Implement measures for shopping bags and other single-use packing materials (stop using plastic, etc.) 	 
	Product measures		<ul style="list-style-type: none"> Set long-term roadmap for product 3R initiatives Began offering piano retrofitting services (installation of silent functions and upgrades to higher-grade or newer Disklavier models) 	<ul style="list-style-type: none"> Promote 3Rs in relation to products based on long-term vision Enhance services to allow customers to continue to use the musical instruments they cherish (piano retrofitting, etc.) 	

Sustainability priorities	Major initiatives	Classification under the new medium-term management plan, Make Waves 1.0	Fiscal 2020 progress and results	Future issues and medium-term management plan targets	Related SDGs
Systematic initiatives for the respect of human rights	System/ framework development	Society	<ul style="list-style-type: none"> Completed addition of human rights management items to Yamaha Group Policies and Rules and related guidelines Published human rights education booklets and conducted human rights meetings on an individual workplace basis Held power harassment prevention seminars 	<ul style="list-style-type: none"> Introduce human rights management items into Yamaha Group Policies and Rules and perform monitoring in accordance with policies and rules Entrench internal training and initiatives to promote awareness of human rights 	 
	Supply chain CSR management		<ul style="list-style-type: none"> Performed simultaneous assessments of 3,748 suppliers (98.6% response rate, corrective measures completed at five of 11 applicable companies) Conducted assessments of 117 new suppliers Held seminars for suppliers 	<ul style="list-style-type: none"> Conduct simultaneous supplier assessments (every three years) Perform assessments when beginning transactions Carry out education and awareness-raising activities targeting procurement personnel and suppliers 	
Promotion of diversity and human resources development	Global human resources management	Society	<ul style="list-style-type: none"> Established core positions and globally uniform grading standards 	<ul style="list-style-type: none"> Promote human resources management based on the Group-standard grading and development systems 	  
	Empowerment of female employees and accommodation of diverse workstyles		<ul style="list-style-type: none"> Introduced teleworking systems for childcare or nursing care purposes and established childcare facilities at business sites Converted shortened workhour systems for childcare or nursing care purposes to flextime systems Increased ratio of female managers within Yamaha Group to 16.3% (worldwide total) 	<ul style="list-style-type: none"> Expand work-life balance support systems Implement programs for supporting development of employees on or returning from childcare leave Improve ratio of female managers (target of 17% on Groupwide basis for fiscal 2022) 	
	Efforts to promote understanding and support of the LGBT community		<ul style="list-style-type: none"> Established helplines and revised rules pertaining to work regulations, etc. Conducted Companywide seminars, prepared handbooks, and distributed Yamaha LGBT Ally logo stickers Awarded with the highest rating of gold in the PRIDE INDEX recognizing initiatives for supporting sexual minorities 	<ul style="list-style-type: none"> Establish internal systems Conduct awareness-raising activities to promote understanding inside and outside of the Group 	

The Make Waves 1.0 medium-term management plan, launched in April 2019, defines social contribution through our business as an important strategy and sets KPI targets as non-financial management goals related to our sustainability priorities of spreading instrumental music education within emerging countries and of procuring sustainable timber.

Sustainability Awareness Raising

The Yamaha Group aims to promote sustainability throughout the roles and duties of all members, from managers to new recruits. To this end, we conduct training and seminars and make use of resources such as our intranet site to educate employees and raise awareness on sustainability. Since fiscal 2018, we have been promoting deeper understanding of the SDGs through posters, Company newsletters, and internal events in order to help all Group employees realize the connection between their work and the SDGs.



Sustainability information site on Company intranet



Posters and Company newsletters introducing the SDGs



Sustainability education course as part of new recruit training



Lecture explaining the SDGs to lower- and upper-level managers



SDGs exhibition at Company event

Participation in Initiatives

With a commitment to cooperating and forming ties with global society as we work toward building a sustainable society, Yamaha signed the UN Global Compact in June 2011 and is working to adhere to the Ten Principles. In addition, we actively participate in subcommittees* of Global Compact Network Japan as a member.

* Fiscal 2020 subcommittee participation: Environmental Management, Kansai, Human Rights Due Diligence, Human Rights Education, Disaster Prevention/Mitigation, ESG, SDGs, and Reporting

» UN Global Compact

Engagement with Stakeholders

Basic Policy

In conducting its corporate activities, the Yamaha Group engages with individuals of a variety of interests in the Group.

The major stakeholders of the Yamaha Group are customers, to whom we provide products and services; shareholders and investors; the employees with whom we work; our business partners, including suppliers, clients, and subcontractors; and the communities in which we do business. We also focus on the environment, on which our business activities can have both positive and negative impacts.

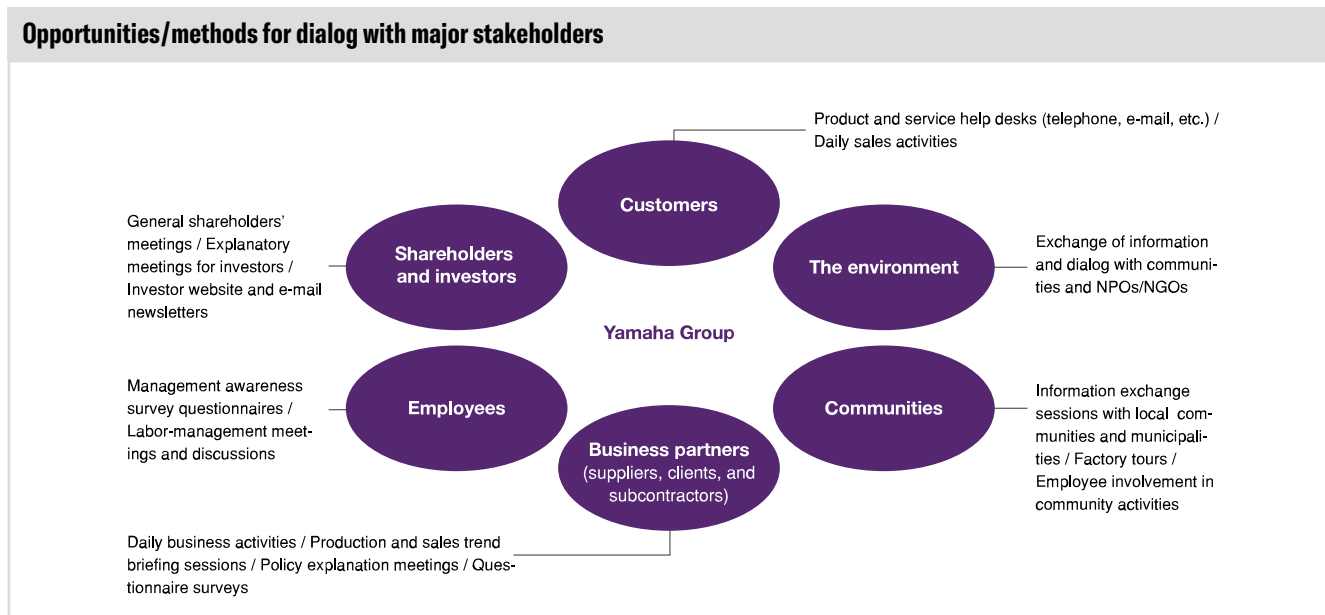
As promises to our stakeholders, we pursue “customer-oriented and quality-conscious management,” “transparent and sound management,” and the policies of “valuing people” and “harmony with society.” In order to realize our goal of

“sharing passion and performance,” we take opportunities to engage in dialogue with our stakeholders to learn of their opinions and desires and then reflect this input into our corporate activities.

We also solicit opinions on our sustainability activities from NPOs, NGOs, and outside experts and make improvements based on their feedback. In fiscal 2020, we participated in the Stakeholder Engagement Program of Caux Round Table Japan, which saw us taking part in identifying important, industry-specific human rights issues through discussions with 13 organizations, including NPOs and NGOs. This program also served as an opportunity to identify important human rights issues pertaining to the Company.

» [Promotion of Human Rights Due Diligence](#)

» [Caux Round Table Japan: Stakeholder Engagement Program](#)



Customers

We aim to inspire our customers and satisfy their hearts and minds through providing products and services.

Major responsibilities

Provide valuable products and services that are safe and offer peace of mind / Promote universal design / Provide appropriate product information / Provide customers with appropriate service and support / Store customer information appropriately

Daily means of communication

Product and service help desks (telephone, e-mail, etc.) / Daily sales activities

Examples of communication » [Improvement of Customer Satisfaction](#)

» [Customer Response and Support Improvement](#)

Shareholders and Investors

We actively disclose management information and engage in continuous communication with the shareholders and investors who provide financial support for our corporate activities.

Major responsibilities

Disclose accurate management information in a timely manner / Distribute profit appropriately / Maintain and improve corporate value

Daily means of communication

General shareholders' meetings / Explanatory meetings for investors / Investor website and e-mail newsletters

Examples of communication » [Information Disclosure \(Communication with Shareholders and Investors\)](#)

Employees

We respect the independence and sensitivity of each and every employee working for Yamaha. We strive to create environments in which each individual can fully realize his creativity, and aim to create a corporate culture that allows us to provide even better products and services.

Major responsibilities

Evaluate and treat people fairly / Respect human rights and diversity / Utilize and train personnel / Support a wide range of working styles / Ensure health and safety

Daily means of communication

Management awareness survey questionnaires / Labor-management meetings and discussions

Examples of communication [» Communication with Employees](#)

Business Partners (suppliers, clients, and subcontractors)

We see our business partners as partners traveling with us together on the road toward realizing our Company philosophy. We strive to deepen mutual understanding and to maintain and build positive relationships of trust, based on fair and transparent transactions.

Major responsibilities

Select business partners based on fair and rational standards / Engage in fair transactions / Eliminate dubious business relationships / Prohibit abuses of power

Daily means of communication

Daily business activities / Production and sales trend briefing sessions / Policy explanation meetings / Questionnaire surveys

Examples of communication [» Promotion of Social Responsibility in the Value Chain](#)

Communities

When engaging in business activities in each country or region, we comply with related laws, regulations, and international standards, while also giving sufficient attention to environmental preservation and respect for human rights. We also actively participate in various activities contributing to the development of local communities and cultures, and help to build positive communities as a good “corporate citizen.”

Major responsibilities

Coexist with communities and contribute to their development (including promoting culture, training the next generation, promoting welfare, creating employment, and developing skills and technology)

Daily means of communication

Information exchange sessions with local communities and municipalities / Factory tours / Employee involvement in community activities

Examples of communication [» Connections with Local Communities](#)
[» Contribution to Regional Community Development](#)

The Environment

The environment serves as the foundation for sustainable societies, and we understand the significance of preserving the environment and maintaining biodiversity. In addition to reducing our environmental burden when conducting business activities or providing products or services, we also participate in activities to contribute to the environment.

Major responsibilities

Prevention of pollution / Climate change mitigation / Preserve natural resources / Manage and reduce the use of chemical substances / Protection of biodiversity

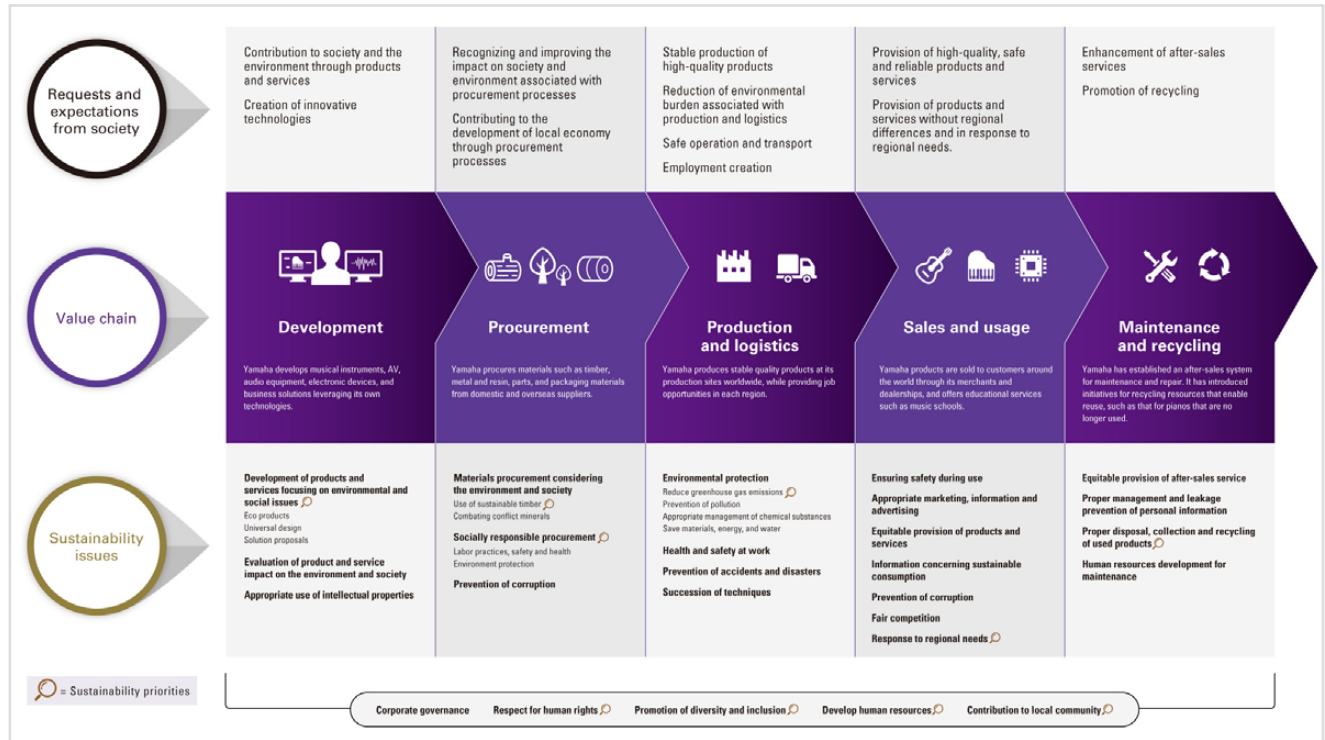
Daily means of communication

Exchange of information and dialog with communities and NPOs/NGOs

Sustainability Issues in the Value Chain

The Yamaha Group provides various products and services, including musical instruments.

Yamaha is fulfilling its social responsibilities by addressing issues related to the value chain by focusing on the impact of its products, services, and production processes on society and the environment.



Download

UN Global Compact

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



The 10 Principles of the United Nations Global Compact

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

Activities Report

- » Organizational Governance
- » Human Rights and Labor Practices
 - » The Environment
 - » Fair Operating Practices
 - » Consumer Issues
- » Community Involvement and Development

Organizational Governance

The Yamaha Group is executing highly transparent and healthy management through the strengthening of corporate governance structures, promotion of compliance, appropriate disclosure of information, and other measures in order to further strengthen the trust of all stakeholders.

Corporate Governance

Basic Policies for Corporate Governance

The Yamaha Group has issued the [Yamaha Philosophy](#) and our [Promises to Stakeholders](#), which outline our commitment to ensuring strong profitability while upholding our social responsibilities as a company, and thereby to achieving sustainable growth and improving corporate value over the medium- to long-term. We carry out transparent, high-quality business management based on the basic policies for corporate governance indicated below.

Basic policies for corporate governance

- From a shareholder's perspective, ensure the rights and equal treatment of shareholders
- Taking into consideration our relationships with all stakeholders, proactively fulfill the Company's social responsibilities
- Ensure that information is disclosed appropriately and the management is transparent
- By separating the oversight and executive functions and strengthening the oversight function, ensure that the Board of Directors is highly effective while at the same time executing decisions appropriately and with a sense of urgency
- Proactively engage in dialogue with shareholders

Basic Corporate Governance System

Yamaha Corporation made the transition to a Company with Three Committees (Nominating, Audit, and Compensation) from June 22, 2017, with the objectives of making a clear separation between the oversight and the execution in management, thereby enhancing the oversight function of the Board of Directors and speeding up the execution of business.

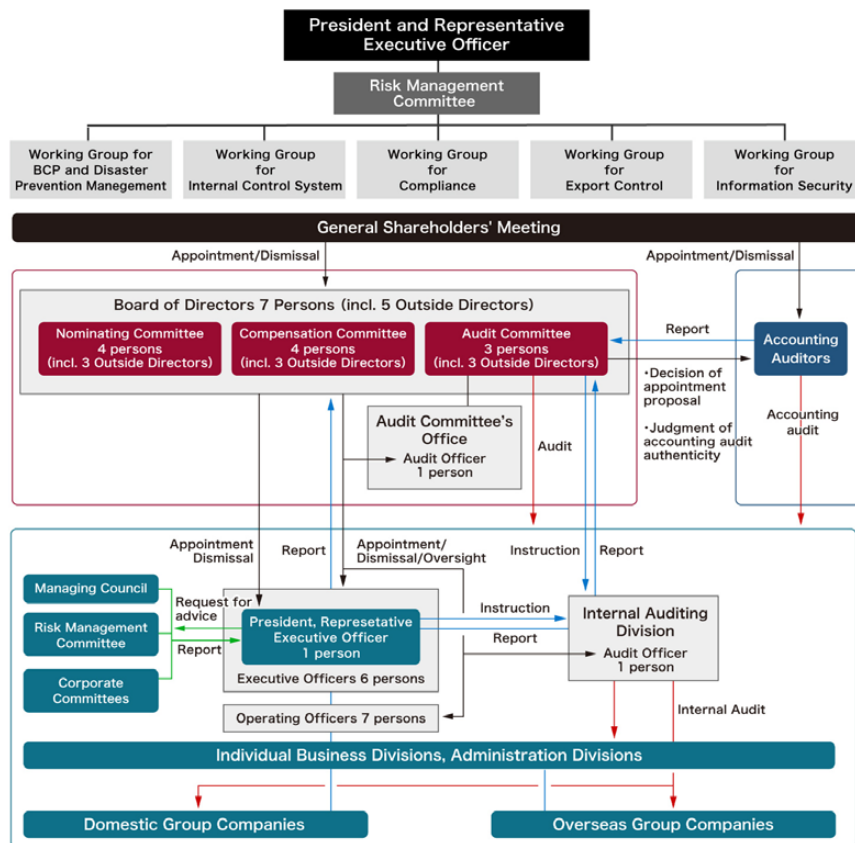
Regarding the composition of the Board of Directors, the Company has appointed a Board with three quarters (3/4) of the members from independent Outside Directors with a diversity of backgrounds and specialties, including persons with management experience in other industries. Also, by forming a Nominating Committee, Audit Committee, and Compensation Committee with a majority of independent Outside Directors as obligated by law, the Company can execute its oversight function with further transparency and objectivity. The Audit Committee will strengthen the oversight function through audit by implementing validity checks in addition to legal checks, in cooperation with the Internal Audit Division.

Also, as an official function under the Companies Act, the Company established the Executive Officer position to assume a direct responsibility to shareholders, and they have been delegated major authority from the Board of Directors. By having the Executive Officers functioning as important decision-makers in the execution of business operations, the Company is aiming to speed up this process.

By implementing the abovementioned measures to strengthen the oversight functions and speed up the execution, the Company endeavors to further strengthen corporate governance and to continuously increase corporate value.

Corporate Governance Structure

(as of June 24, 2020)



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Governance Organization Personnel

(Yamaha Corporation, as of June 24, 2020)

		Male	Female
Directors	Total	6	1
	Outside Directors	4	1
Executive Officers	Total	6	0
	President and Representative Executive Officer	1	0
	Managing Executive Officer	2	0
Operating Officers	Total	6	1
Audit Officers	Total	2	0
Nominating Committee Members	Total	4	0
	Outside Directors	3	0
Audit Committee Members	Total	2	1
	Outside Directors	2	1
Compensation Committee Members	Total	4	0
	Outside Directors	3	0

Governance Organization Personnel, by Nationality

(Yamaha Corporation, as of June 24, 2020)

		Japan	Overseas
Directors	Total	6	1
	Outside Directors	4	1
Executive Officers	Total	6	0
	President and Representative Executive Officer	1	0
	Managing Executive Officers	2	0
Operating Officers	Total	6	1

[» Directors and Officers](#)

► Directors and Board of Directors

The number of Directors of the Company is seven (7) as of June 24, 2020 (five (5) of them are Outside Directors). The Board Meeting held monthly (in principle). In keeping with its fiduciary duty, the Board of Directors presses for the Group's sustainable growth and enhancement of enterprise value over the medium-to-longer term. The Board of Directors oversees the conduct of duties by the Executive Officers and the Directors, and makes decisions on important matters that are specified in laws and regulations, the Articles of Incorporation, and Regulations of the Board of Directors, including basic management policy. In addition, the Board of Directors supervises overall management of the Company through overseeing the succession plan for the Chief Executive Officer and other officers, selecting the members and the chairs of the Nominating Committee, Audit Committee, and the Compensation Committee, appointing Executive Officers, Operating Officers and Audit Officers, approving transactions with related parties, and supervising the development and operation of the Internal Control Systems.

In keeping with its fiduciary duties, the Directors act to ensure the Company's sustainable growth and enhance its enterprise value over the medium-to-longer term, taking into consideration the relationships with all stakeholders. Directors understand relevant laws and regulations and the Company's Articles of Incorporation and gather sufficient information in order to proactively express their opinions and engage in constructive discussions at the Board of Directors' meetings as elsewhere.

In accordance with the Article 26, Paragraph 2 of the Company's Articles of Incorporation under the Article 427, Paragraph 1 of the Companies Act, the Company has entered into agreements with non-operating director to limit their liability for damages caused by negligence in executing their duties.

The Board of Directors held a total of twelve (12) meetings during the fiscal 2019 (from April 1, 2019 through March 31, 2020; the same shall apply hereinafter).

► Nominating Committee

The number of members of Nominating Committee is four (4) as of June 24, 2020 (three (3) of them are Outside Directors). The Nominating Committee decides on the content of the proposals to be submitted to the General Shareholders' Meeting for selection/dismissal of Directors and the content of proposals submitted to the Board of Directors for selection/dismissal of Executive Officers and Operating Officers. The Nominating Committee also implements the succession plan for the Chief Executive Officer and other officers through activities to develop human resources that can assume the positions of Director, Executive Officer, and Operating Officer.

The Nominating Committee held a total of three (3) meetings during the fiscal 2019.

► Audit Committee

The number of members of Audit Committee is three (3) as of June 24, 2020 (three (3) of them are Outside Directors). The chair shall be an Independent Outside Director. The Audit Committee, either working in collaboration with the Internal Auditing Division or conducting audits directly on its own initiative, audits the structure and operation of the internal control systems of the Company and other Group companies. Based on the results, the Audit Committee conducts audits to determine the legality and appropriateness of the conduct of duties by the Executive Officers and Directors.

When deemed necessary, members of the Audit Committee report to or express their opinions to the Board of Directors, or may issue cease and desist orders to Executive Officers and/or Directors. In addition, the Audit Committee may decide on proposals to be considered in the General Shareholders' Meeting, including the selection/dismissal of the accounting auditor.

The Audit Committee held a total of fourteen (14) meetings during the fiscal 2019.

► Compensation Committee

The number of members of Compensation Committee is four (4) as of June 24, 2020 (three (3) of them are Outside Directors). The Compensation Committee establishes policies regarding the setting of compensation for Directors, Executive Officers, and Operating Officers and, based on these policies, sets the compensation of such officers individually.

The Compensation Committee held a total of three (3) meetings during the fiscal 2019.

► Executive Officers

The number of Executive Officers is six (6) as of June 24, 2020 (one (1) of them is the Representative Executive Officer and two (2) of them are the Managing Executive Officers). The Executive Officers shall be responsible for the execution of business and will make important decisions from a Companywide perspective on matters related to the conduct of business that have been delegated to them by the Board of Directors and will be subject to the oversight of the Board of Directors.

▶ Operating Officers

The number of Operating Officers is seven (7) as of June 24, 2020. The Operating Officers will execute the business activities they are responsible for from a Companywide perspective based on the important decisions related to conduct of business by the Board of Directors or the Executive Officers, under the oversight of the Executive Officers.

▶ Audit Officers

The number of Audit Officers is two (2) as of June 24, 2020. The Audit Officers will be responsible for auditing functions in the Yamaha Group as a member of the management team at the equivalent position as Operating Officers.

▶ Process and Standards for Selecting Directors and Other Personnel

Regarding the selection of candidates for Director, the Nominating Committee selects candidates based on basic personal qualities and capabilities, competency, experience and record of achievements that are required of internal directors and outside directors as defined by their respective roles, and then decides on the content of selection proposals to be submitted to the General Shareholders' Meeting.

Regarding the selection of members and the chairs of the Nominating Committee, Audit Committee, and Compensation Committee, the Nominating Committee selects candidates based on personal qualities and capabilities as defined by the roles of each of these committees. The Nominating Committee then decides on the content of selection proposals to be submitted to the Board of Directors. Note that for the selection of candidates for the members and the chair of the Audit Committee, the Nominating Committee gathers opinions from the Audit Committee in advance.

For Executive Officers, the Nominating Committees selects candidates based on basic personal qualities and capabilities, competency, experience, and record of achievements that are required of Executive Officers as defined by their respective roles, and then decides on the content of selection proposals to be submitted to the Board of Directors.

For Operating Officers, the Nominating Committee selects candidates based on personal qualities and capabilities they are required to play as defined by their respective roles, and then decides on the content of selection proposals to be submitted to the Board of Directors.

Reason for Appointment of Directors

Title	Name	Reason for appointment
Director	Takuya Nakata	Having served in positions such as General Manager of our Pro Audio & Digital Musical Instruments Division, President and Director of Yamaha Corporation of America, Mr. Takuya Nakata has a wealth of experience and achievements alongside broad insight in business. He has led the Group as President and Representative Director since June 2013, and as Director, President and Representative Executive Officer since June 2017 after our transition to a Company with Three Committees (Nominating, Audit, and Compensation). Additionally, he has been a leader in Corporate Governance reform via initiatives such as the transition to a Company with Three Committees (Nominating, Audit, and Compensation), and has worked to strengthen the oversight function of the Board of Directors. He was appointed as a director on expectations that he would help further strengthen the oversight function of the Board of Directors through these achievements and insights, etc.
Director	Satoshi Yamahata	In addition to work experience at an overseas subsidiary, Mr. Satoshi Yamahata has served as General Manager of the Accounting and Finance Division, General Manager of the Corporate Planning Division, Executive General Manager of the Operations Unit, and Executive General Manager of the Corporate Management Unit, and has a wealth of experience and achievements alongside broad insight. He has promoted Corporate Governance reform as Director and Senior Executive Manager since June 2015 and as Director and Managing Executive Officer since June 2017, and has worked to strengthen the oversight function of the Board of Directors. He was appointed as a director on expectations that he would help further strengthen the oversight function of the Board of Directors through these achievements and insights, etc.
Director	Yoshimi Nakajima	Having been involved in management as the person responsible for the Asian region and Japanese arm of a global financial institution, Ms. Yoshimi Nakajima has a wealth of experience and achievements alongside broad insight as a corporate manager. Since assuming the position of Outside Director of the Company in June 2017, she has provided highly effective supervision while supporting the determination of major corporate actions and quick and decisive execution on decision-making, based on her wealth of achievements and insights, etc., as a corporate manager. She was appointed as a director on expectations that she would help further strengthen the oversight function of the Board of Directors through these achievements and insights, etc.

Director	Taku Fukui	With a mastery of corporate law and corporate governance in Japan and overseas as an attorney, Mr. Taku Fukui has a high degree of expertise, wealth of experience and achievements alongside broad insight. Since assuming the position of Outside Director of the Company in June 2017, he has provided highly effective supervision while supporting the determination of major corporate actions and quick and decisive execution on decision-making, based on his high degree of expertise, wealth of achievements and insights, etc. He was appointed as a director on expectations that he would help further strengthen the oversight function of the Board of Directors through these achievements and insights, etc.
Director	Yoshihiro Hidaka	Having been involved in management at one of the largest global transportation equipment manufacturers in Japan, Mr. Yoshihiro Hidaka has a wealth of experience and achievements alongside broad insight as a corporate manager. Additionally, as President and Representative Director of Yamaha Motor Co., Ltd., a company that shares a common brand with the Company, he is a person with one of the deepest understandings of the Yamaha brand. Since assuming the position of Outside Director of the Company in June 2018, he has provided highly effective supervision while supporting the determination of major corporate actions and quick and decisive execution on decision-making, based on his wealth of achievements and insights, etc., as a corporate manager. He was appointed as a director on expectations that he would help further strengthen the oversight function of the Board of Directors through these achievements and insights, etc., and improve the Yamaha brand value.
Director	Mikio Fujitsuka	Having been involved in management as CFO at one of the largest global construction machinery manufacturers in Japan, Mr. Mikio Fujitsuka has a wealth of experience and achievements alongside broad insight as a corporate manager, as well as adequate knowledge of finance and accounting. Since assuming the position of Outside Director of the Company in June 2019, he has provided highly effective supervision while supporting the determination of major corporate actions and quick and decisive execution on decision-making, based on his wealth of achievements and insights, etc., as a corporate manager. He has been appointed as a director on expectations that he will help further strengthen the oversight function of the Board of Directors through these achievements and insights, etc.
Director	Paul Candland	Having been involved in management as the person responsible for the Asian region and Japanese arm of a global entertainment company, Mr. Paul Candland has a wealth of experience and achievements alongside broad insight as a manager. Since assuming the position of Outside Director of the Company in June 2019, he has provided highly effective supervision while supporting the determination of major corporate actions and quick and decisive execution on decision-making, based on his wealth of achievements and insights, etc., as a corporate manager. He has been appointed as a director on expectations that he will help further strengthen the oversight function of the Board of Directors through these achievements and insights, etc.

* Yamaha has registered five Outside Directors – Yoshimi Nakajima, Taku Fukui, Yoshihiro Hidaka, Mikio Fujitsuka, and Paul Candland – as independent directors pursuant to Tokyo Stock Exchange provisions (as of June 24, 2020).

Expertise held by the Company's Directors

Directors		Corporate management	Legal and risk management	Finance and accounting	IT and digital	Manufacturing, technology, and R&D	Marketing and sales	Global experience
Takuya Nakata		x			x	x	x	x
Satoshi Yamahata			x	x				x
Yoshimi Nakajima	Outside	x	x				x	x
Taku Fukui	Outside		x					x
Yoshihiro Hidaka	Outside	x		x				x
Mikio Fujitsuka	Outside	x	x	x				x
Paul Candland	Outside	x					x	x

Major Activities by Outside Directors in the Year Ended March 31, 2020

		Board of Directors	Nominating Committee	Audit Committee	Compensation Committee
Total meetings held		12	3	14	3
Outside Director Masatoshi Ito	Attended	12	3	-	3
	Attendance rate*	100%	100%	-	100%
Outside Director Yoshimi Nakajima	Attended	12	-	13	-
	Attendance rate*	100%	-	92.9%	-
Outside Director Taku Fukui	Attended	12	-	14	-
	Attendance rate*	100%	-	100%	-
Outside Director Yoshihiro Hidaka	Attended	11	3	-	-
	Attendance rate*	91.7%	100%	-	-
Outside Director Mikio Fujitsuka	Attended	10	-	11	-
	Attendance rate*	100%	-	100%	-
Outside Director Paul Candland	Attended	10	3	-	2
	Attendance rate*	100%	100%	-	100%

* The attendance rate denominator is the total number of meetings held during each person's term of service

Support system for Outside Directors

In principle, materials for meetings of the Board of Directors are posted on the database system of the intranet at least three days prior to ensure that Outside Directors can share information, and each Outside Director receives explanations regarding proposals if necessary. Details of deliberations at the Managing Council and internal regulations are also shared through the same database system.

In addition, the secretariat provides Outside Directors with information regarding major events at the Company and analyst reports as needed.

Development of Internal Control System

Based on the Companies Act and Ordinances for the Enforcement of the Companies Act, Yamaha Corporation has put in place systems to secure the proper conduct of its business activities (hereinafter, Internal Control Systems). The aims of these systems are conducting business efficiently, securing the reliability of reporting, securing strict compliance with laws and regulations, preserving the value of Company assets, and strengthening risk management.

The Company has structured the Internal Control Systems for the Group as a whole, based on the "Group Management Charter," which sets forth basic Group management policies, and the "Group Internal Control Policy," which sets internal control policy for the Group. Regarding decisions on the status of management and on issues with some degree of importance which may have an effect on the management condition of the Group, Subsidiaries are required to receive approval from the Company in advance and report certain items to the Company.

► Information Relating to Conflicts of Interest

When engaging in transactions with Directors, Executive Officers, or close relatives thereof, necessary systems shall be put in place and monitored to ensure that they are not detrimental to Yamaha Corporation or its shareholders' common interests. With the approval of the Board of Directors pursuant to the Companies Act, the results of related party transactions shall be reported after a transaction is completed.

Policy and Status Concerning Executive Officer Remuneration

► Remunerations for Directors

Individual amounts and policy regarding the remuneration of Directors and Executive Officers have been determined in the Compensation Committee, which is comprised of three Outside Directors and one internal Director.

Compensation for Directors (excluding Outside Directors and Audit Committee members) and Executive Officers (excluding the Executive Officer in charge of the internal audit) will consist of (1) fixed compensation, (2) performance-linked bonuses, and (3) compensation in the form of restricted stock. The approximate breakdown of total compensation of (1), (2), and (3) will be 5:3:2.

“(2) Performance-linked bonuses” will vary according to the Company’s consolidated net income and consolidated return on equity (ROE) in the previous fiscal year, and these bonuses will be calculated with consideration for the individual’s record of performance. The evaluation of individual performance will be based on indicators of performance set by business and function in each area the individual is responsible for. “(3) The Restricted stock compensation plan” has been introduced with the intent of continuously improving the corporate value, and having the Directors and Executive Officers share a common interest with shareholders. Compensation based on Company performance has also been introduced to provide a motivation for reaching performance goals in the medium term, therefore the two thirds (2/3) of the total amount is linked to the Company performance. Conditions for performance will be measured with an indicator, which is contained in the medium-term management plan that gives equal weight to core operating income ratio, ROE, and EPS. Transfer restrictions shall not be lifted till the retirement of Director or Executive Officer (the transfer restrictions are effective for thirty (30) years or till the retirement of Director or Executive Officer) for the purpose of aligning the interests of the corporate officers with those of the shareholders over a long period after the end of the medium-term management plan. In addition, in the event of serious cases of accounting fraud and/or major losses, a claw-back clause is included that will require the return of all or a portion of restricted shares transferred to officers on an accumulated basis to date, depending on the responsibility of the officers in charge.

Outside Directors and Directors who are members of the Audit Committee as well as the Executive Officer in charge of the internal audit will receive only the fixed compensation.

Amount of Remuneration and Other Compensation Provided to Yamaha Directors, Executive Officers, and Auditors (Year Ended March 31, 2019)

Classification	Total Compensation (Millions of Yen)	Compensation by Type (Millions of Yen)			Number of directors, auditors, and officers
		Fixed Remuneration	Performance-based bonuses	Compensation in the form of restricted stock	
Director	86	86	–	–	8
Outside Directors	52	52	–	–	7
Executive Officers	576	253	184	138	7

* The above numbers of directors include one director who retired at the conclusion of the Ordinary General Shareholders’ Meeting held on June 25, 2018.

* The total amount of compensation, etc., paid to the executive officers concurrently serving as directors is described in the section for executive officers.

Remuneration by Director (Year Ended March 31, 2019)

Name	Total Compensation (Millions of Yen)	Director category	Company category	Compensation by Type (Millions of Yen)		
				Fixed Remuneration	Performance-based bonuses	Compensation in the form of restricted stock
Takuya Nakata	195	President and Representative Executive Officer	Submitting Company	77	70	48

* Only directors whose total consolidated remuneration is ¥100 million or more are listed.

Accounting Auditor

The Company employs Ernst and Young ShinNihon LLC as its Accounting Auditor. Three certified public accountants belonging to the said audit corporation, conduct the accounting audits of the Company. The said audit corporation has already introduced a voluntary shift system for Designated and Engagement Partners in order to ensure that the duration of the engagement does not exceed a certain fixed period. In addition, another twelve (12) certified public accountants and thirty seven (37) assistants help the aforementioned two certified public accountants conduct the auditing work.

► Compensation for Accounting Auditor in Fiscal 2018 and 2019

Yamaha has applied a transitional measure outlined Points in Attention Concerning Preparation of Form 2 (56) d (f) i through iii of the Revised Cabinet Office Order on Disclosure of Corporate Affairs, etc. based on the Cabinet Office Order on the Partial Revision of Disclosure of Corporate Affairs, etc. (Cabinet Office Order No. 3, January 31, 2019), relating to compensation for accounting auditors etc.

Classification	Fiscal 2018		Fiscal 2019	
	Compensation based on audit certificate services (Millions of yen)	Compensation based on non-auditing services (Millions of yen)	Compensation based on audit certificate services (Millions of yen)	Compensation based on non-auditing services (Millions of yen)
Filing Company	73	23	145	-
Consolidated affiliates	21	19	21	19
Total	95	42	167	19

(Note) The breakdown of compensation based on the audit certification duties of the submitting company in the fiscal year ended March 31, 2019 is as follows.

- (i) Compensation for Accounting Auditors (audit compensation based on the Companies Act and the Financial Instruments and Exchange Act): ¥75 million yen
- (ii) Compensation for auditing of International Financial Reporting Standards (IFRS) comparative financial statements for the application of International Financial Reporting Standards (IFRS) for the fiscal year ended March 31, 2020: ¥69 million yen

Notes: Other important compensation:

Fiscal 2019: Yamaha Corporation of America, a consolidated subsidiary of Yamaha Corporation, and 20 other companies paid ¥149 million yen in compensation based on audit certificate services and ¥27 million yen based on non-auditing services to Ernst & Young, which is affiliated with the same auditing accounting auditor network as Yamaha Corporation.

Fiscal 2018: Yamaha Corporation of America, a consolidated subsidiary of Yamaha Corporation, and 17 other companies paid ¥136 million yen in compensation based on audit certificate services and ¥47 million yen based on non-auditing services to Ernst & Young, which is affiliated with the same auditing accounting auditor network as Yamaha Corporation.

Reflecting the Opinions of Stakeholders

► A System to Reflect the Opinions of Stakeholders in Management

In addition to the respective dialogue with shareholders and investors, Yamaha Corporation gives presentations on its medium-term management plan and quarterly earnings for securities analysts and institutional investors, provides business briefings, and conducts facilities tours and gives presentations to individual investors. The Company also posts its management plan and the explanatory materials used in earnings presentations on the Company website.

The results of the dialogue with shareholders and investors are reported to the Board of Directors by the Director, Executive Officers, or Operating Officers responsible on a timely basis, and they will be appropriately reflected in the management of the Company, leading to the Group's sustainable growth and enhancing enterprise value over the medium-to-longer term. Additionally, the voting is analyzed for each resolution at the Ordinary General Shareholders' Meeting, and this is reported to the Board of Directors.

» [Information Disclosure and IR Activities \(Communication with Shareholders and Investors\)](#)

Corporate Governance Policies/Report

In accordance to the provisions of the Tokyo Stock Exchange and the Corporate Governance Code, the Company has created a policy and report which describes our thoughts and systems for corporate governance.

➤ [Corporate Governance Policies \(PDF: 300 KB\)](#) Revised on April 1, 2020

➤ [Corporate Governance Report \(PDF: 790 KB\)](#) Revised on June 24, 2020

Compliance

Compliance Management Frameworks and Promotion System

The Yamaha Group aims to achieve a high level of compliance management by conforming with laws and regulations while adhering to social norms and practicing good corporate ethics.

The Working Group for Compliance, an organization chaired by the executive general manager of the Corporate Management Unit and positioned within the Risk Management Committee, which is an advisory body to the president, is a central organization in the promotion of compliance. This working group discusses and decides on Groupwide compliance-related policies and measures. In addition, the working group is responsible for monitoring the activities of divisions and Group companies to ensure legal compliance and ethicality.

Other measures for ensuring good compliance include internal education and training programs, employee questionnaires, and the development of compliance helplines.

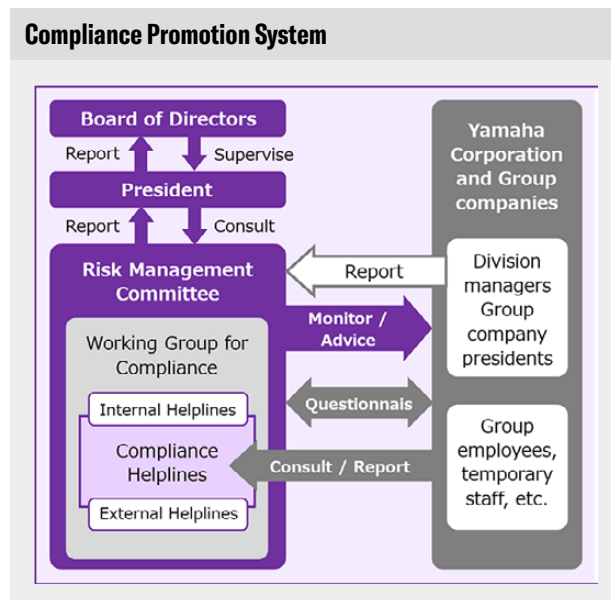
▶ Working Group for Compliance Activities

Major Activities

4 meetings in fiscal 2020

Details

- Confirmation of Groupwide compliance promotion status
- Review of activities during Compliance Improvement Month
- Promotion of Compliance Code of Conduct understanding and confirmation of dissemination status
- Expansion of external compliance helplines
- Review of activities for preventing power harassment a priority activity theme for fiscal 2020, and discussion of themes for fiscal 2021



Compliance Code of Conduct

The Compliance Code of Conduct puts forth a code for guiding the actions of all members of the Yamaha Group. Since the establishment of the code in 2003, ongoing revisions have been implemented in reflection of changes in environmental and social conditions, and the code has been translated into multiple languages as part of our efforts to strengthen compliance management.

▶ Publication of Compliance Code of Conduct Booklets

The Yamaha Group publishes and distributes to all employees in Japan (including part-time staff working under employment contracts and temporary staff) booklets that describe in detail the Compliance Code of Conduct. These booklets are used as work compliance manuals as well as education and training tools for compliance and on-the-job training. At overseas Group companies, booklets are prepared in the language of the given country based on the international booklets (Japanese- and English-language). Digital versions of all booklets are available on the Company intranet to be viewed at any time.

➤ [Compliance Code of Conduct](#)

Training and Education

► Education via Online Contents

The Yamaha Group uses accessible, easy-to-understand online contents to promote compliance education. For example, employees in Japan are given access to Compliance News, which explains concepts in four-panel comic strips; Compliance Quizzes; and Compliance Mini-tests. Available via the Company intranet, these contents are easy to understand and allow users to efficiently learn about key compliance points in a short amount of time.

► Compliance Seminars

The Yamaha Group holds compliance seminars whenever necessary. In fiscal 2020, compliance seminars based on the priority activity theme for the year—prevention of power harassment—were held at domestic Group companies. For example, a seminar by an external lecturer on the power harassment prevention knowledge required by management was held primarily for managers. In this seminar, the approximately 200 participants learned the difference between appropriate instruction of subordinates and power harassment.



Compliance seminar

Monitoring

The Working Group for Compliance conducts regular monitoring of the status of compliance systems and compliance promotion at Company divisions and Group companies to ensure that the business activities of the Yamaha Group are ethical and legally compliant. Support for corrective actions is provided as necessary.

Overview of Compliance Monitoring Activities

Scope	Yamaha Corporation divisions and 48 Group companies
Details	Reviews of compliance promotion systems, compliance helplines, and report numbers
Frequency	Once per year

Note: Figures are for the questionnaire conducted in April 2019.

Helpline Operation

The Yamaha Group has established compliance-related consultation and whistleblowing helplines. Three helplines are available for domestic Group companies, the newly established Yamaha Compliance Hotline, an external consultation venue operated by a subcontractor, as well as an internal consultation venue and a venue for consultation with an external legal firm. These helplines can be used to receive support via the Internet, telephone, fax, email, and mail. For overseas Group companies, helplines offering support via the Internet have been available in 16 languages since 2017.

Cards detailing the contact information for these helplines are distributed to employees, and this information can also be found in Compliance Code of Conduct booklets and on posters displayed in Company facilities. We also promote awareness regarding these venues through questionnaires and during training sessions.

Internal rules pertaining to the operation of compliance helplines provide provisions to protect whistleblowers by stating that earnest reporters are not to suffer reprisal as a result of reports, and training is provided on the handling of reports.

Harassment, employment issues, and other work-related matters represented the majority of consultations and reports received as of March 31, 2020. Internal rules stipulate the process to be followed when consultations or reports are received. This process includes confirming the validity of the claims, determining whether legal violations took place, and taking any necessary corrective measures.

Compliance helplines are intended primarily for regular Yamaha Group employees and temporary employees, but we also allow contracted staff to seek consultation or make reports via these helplines.

Numbers of Reports Received through Compliance Helplines

	Name Provided	Anonymous	Total
Fiscal 2016	19	7	26
Fiscal 2017	26	13	39
Fiscal 2018	34	13	47
Fiscal 2019	25	9	34
Fiscal 2020	55	11	66

Risk Management

Basic Policy

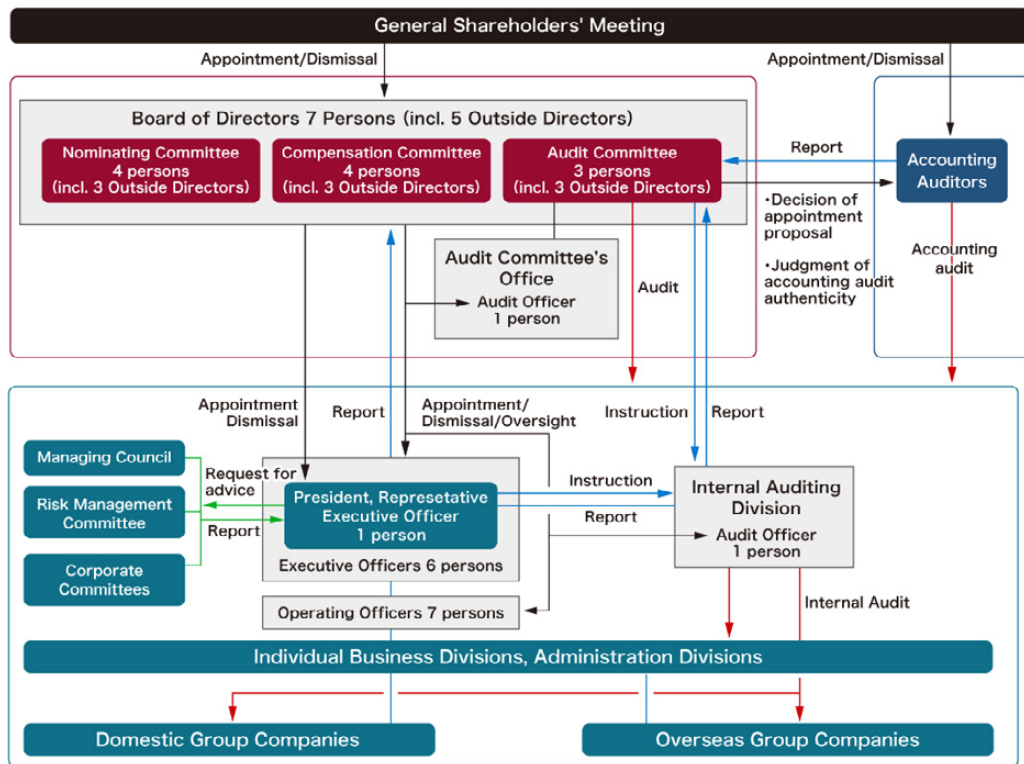
The Yamaha Group is engaged in efforts to develop and improve its risk management promotion structure and systems in order to boost risk response capabilities and to achieve healthy and transparent management. The Group implements risk management promotion based on the following policies.

1. We shall establish organizations and frameworks for risk management and work to enhance responsiveness to risk in order to maximize corporate value.
2. In risk management activities under normal circumstances, we shall identify, evaluate, and mitigate risks and conduct awareness-raising activities such as education and training to instill a greater awareness of and foster a greater sensitivity toward risks.
3. We shall prioritize people's safety when risks manifest themselves as crises and coordinate with local communities to ensure sincere, appropriate, and speedy responses to minimize adverse impacts. In addition, we shall strive to ensure the stable supply of products and services, continue business to the greatest extent possible, and contribute to the sustainable development of society.
4. After addressing risks, we shall analyze the reasons they occurred and how they were addressed in order to ensure they do not occur again.

Promotion System

Under the supervision of the Board of Directors, Yamaha Corporation has established the Risk Management Committee as an advisory body to the president and representative executive officer. The committee discusses risk management-related matters from a Companywide perspective and reports the results of these discussions to the president and representative executive officer. In addition, the Working Group for BCP and Disaster Prevention Management, Working Group for Financial Management, Working Group for Compliance, Working Group for Export Control, and Working Group for Information Security have been established under the Risk Management Committee. These working groups set activity policies and monitor activities related to important Companywide themes. The effectiveness and promotion status of risk management frameworks are verified and monitored via reports from executive officers to the Board of Directors.

Risk Management System

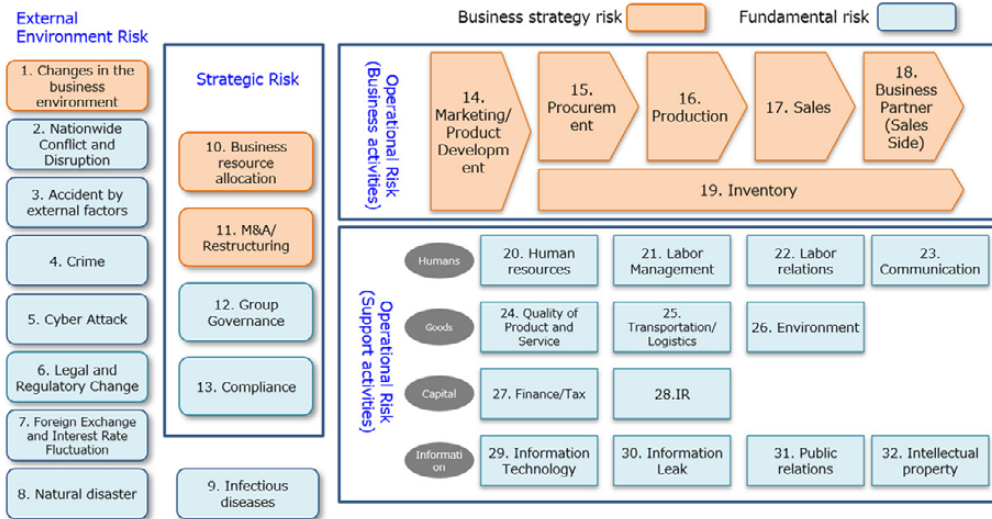


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Risk Management Initiatives

The Risk Management Committee categorizes the various risks identified in relation to the Yamaha Group’s business into four categories: operating environment risks, business strategy risks, business activity-related process risks, and management foundation-related process risks. The materiality of risks is assessed based on the projected scale of damages and frequency of materialization. In addition, the level of control is evaluated for each risk category, material risks requiring priority response are identified, and the divisions responsible for managing these risks are designated in order to promote risk mitigation activities and thereby improve overall risk control levels. The table below provides additional information on risk categories.

» Business Risk



B. Impact (Large) - Likelihood (small)		A. Impact (Large) - Likelihood (Large)	
2. Nationwide Conflict and Disruption 3. Accident by external factors 5. Cyber Attack 8. Natural disaster 9. Infectious diseases 29. Information Technology 30. Information Leak 31. Public relations	11. M&A/Restructuring	6. Legal and Regulatory Change 7. Foreign Exchange and Interest Rate Fluctuation 12. Group Governance 13. Compliance 20. HR 21. Labor management 22. Labor relations 24. Quality of Product and Service 27. Finance/Tax	1. Changes in the business Environment
D. Impact (small) – Likelihood (small)		C. Impact (small) - Likelihood (Large)	
4. Crime 25. Transportation/Logistics 26. Environment 28. IR	15. Procurement	23. Communication 32. Intellectual property	10. Business resource allocation 14. Marketing, Product Planning, Product Development 16. Production 17. Sales 18. Business Partner(Sales Side) 19. Inventory

Legend: ■ Business strategy risk ■ Fundamental risk

► Climate Change Countermeasures

In June 2019, the Yamaha Group declared its endorsement of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and commenced initiatives for analyzing the impact of climate change on its finances and disclosing related information. For information regarding disclosure based on the recommendations of the TCFD, please refer to the following link.

» Endorsement of TCFD Recommendations

► Business Continuity Management

In preparation for large-scale natural disasters, fires, infectious disease pandemics, and other emergency situations, the Yamaha Group has formulated business continuity plans (BCPs) and implements other business continuity management efforts. The Working Group for BCP and Disaster Prevention Management, which is chaired by a managing executive officer and positioned under the Risk Management Committee chaired by the president and representative executive officer, has been established as an organization for formulating business continuity policies for responding to natural disasters and other emergency situations. In addition, Group policies and rules for responding to natural disasters and other emergency situations have been developed. In the event of an emergency, an emergency response headquarters will be set up to examine potential measures for ensuring Groupwide business continuity.

In addition, the Group BCP Standards establish basic policies, duties, and rules to minimize the effect on business when a risk event occurs, such as a natural disaster, through the rapid implementation of appropriate countermeasures.

Major Initiatives

	Initiatives in fiscal 2020
Basic policies and rules	Reviewed and implemented partial revisions to the Group BCP Standards and Group BCP Guidelines
BCP formulation and training	<ol style="list-style-type: none"> 1. Implemented improvements to the procedures for enacting swift business continuity measures in times of emergency in the emergency response headquarters that are responsible for Groupwide emergency response measures 2. Conducted Regional Disaster Management Headquarters and Earthquake Initial Response Training (“blind scenario” training), which puts participants in a situation in which operations are stopped immediately after a disaster occurs, since 2016 to improve the initial response capabilities of business sites; made improvements to the BCP initial response procedures manual based on training results 3. Revised, evaluated, and improved the risk-specific BCPs established for all global Group companies with a focus on initial response measures
Infrastructure development	<ol style="list-style-type: none"> 1. Established facility-specific security standards and commenced measures for reinforcing security provisions 2. Formulated Yamaha Equipment Earthquake Resistance Standards and applied standards to new equipment at the time of introduction 3. Introduced an employee safety check system and performed regular drills to ensure effectiveness in times of emergency
Other concrete initiatives	<ol style="list-style-type: none"> 1. Set up the emergency response headquarters to address the COVID-19 pandemic, which collected information from Group companies and regions around the world to be shared within the Group 2. Sent relief items to local Chinese subsidiaries 3. Revised risk provisions of BCPs of Group companies, which had previously primarily focused on earthquakes, storms, floods, and other natural disasters, to account for pandemics; future revisions to be made to provisions pertaining to stockpiles and other matters



Emergency response headquarters BCP training



Regional Disaster Management Headquarters and Earthquake Initial Response Training

► Financial Management

The Yamaha Group is globally promoting internal control activities centered around financial management, such as the Groupwide standardization of operational processes. The Working Group for Financial Management is responsible for confirming that operations across the entire Group follow the Group Management Charter and various regulations.

► Compliance

The Yamaha Group established the Working Group for Compliance to play a central role in policy-making and deliberations related to compliance matters. This working group both promotes compliance in the Group and monitors the business execution of divisions and Group companies to ensure legal compliance and ethical operations. It also executes measures to maintain healthy business activities through employee education, awareness-raising, questionnaires, and the establishment of whistleblowing and consultation helplines.

» Compliance

► Export Control

The Yamaha Group has established provisions for trade security control in its Compliance Code of Conduct as compliance measures pertaining to international trading.

» 8-3 National Security-Related Trade Control

The Working Group for Export Control has been established and export control regulations and import and export procedure regulations have been formulated as part of efforts to develop a process for managing exports.

► Information Security

The leakage of personal information and other important information held by a company has the potential to not only damage third parties but also become a case of gross negligence that can harm the company's reputation.

The Yamaha Group perceives information security as a critical aspect of risk management. The Information Security Working Group has put together a policy on information management and is working to enhance the quality of this management by keeping track of the current management system while identifying vulnerabilities and guiding efforts to address them. In addition to having established rules for the usage and management of information systems as part of the Compliance Code of Conduct, we are working hard to ensure employees understand the importance of preventing inadvertent data leaks while taking precautions to protect against hacking by third parties.

» 9-8 Utilization and Management of the Company's Information Systems

» Personal Information Protection

► Occupational Health and Safety and Environmental Risk Management

In order to prevent occupational accidents and environmental pollution, the Yamaha Group performs risk assessments at factories and other business sites. In addition, regular monitoring, audits, emergency response training, and other activities are carried out under the guidance of dedicated occupational health and safety and environmental preservation staff members.

» Health and Safety

» Prevention of Pollution

Information Disclosure (Communication with Shareholders and Investors)

Basic Policy

In order to conduct continued transparent business operations and have these operations accurately understood by shareholders, investors, and other stakeholders, it is critical to disclose information properly. The Yamaha Group states in its Compliance Code of Conduct that it will provide factual and accurate reports of financial conditions and operational results to shareholders and government entities in accordance with laws and other regulations and disclose appropriate management information to shareholders and investors.

» 2-1 Accurate Accounting Records and Financial Reports

» 2-2 Timely Disclosure of Information

Investor Relations Activities

The Yamaha Group strives to disclose information in a fair and timely manner for the benefit of institutional and private investors in Japan and overseas. Rules for disclosure are set forth in the Disclosure Policy, which is available online.

[» Disclosure Policy](#)

► Website for Institutional Investors

The investor relations (IR) section of Yamaha's corporate website (available in English and Japanese) provides up-to-date information on our business, including business strategies, information on medium-term management plans, earnings reports, and financial data, along with newsletters. In fiscal 2020, the IR section of our website received a number of honors, namely a commendation award in the 2019 Internet IR Award (Daiwa Investor Relations Co. Ltd.), recognition as a AAA website in the 2019 homepage ranking of all listed companies (Nikko Investor Relations Co., Ltd.), and a silver award in the ranking of companies with superior IR websites (GOMEZ). These honors reflected the evaluation of the website's easy-to-understand navigation options and its timely provision of the information necessary for investors.

[» Investor Relations](#)

► Major IR Activities

Yamaha promotes communication with shareholders and other investors in both Japan and overseas through various activities such as quarterly result briefings and other regular events as well as business briefings for securities analysts and institutional investors, factory and facility tours, and explanatory meetings for private investors, which are held as needed. The opinions and information gathered through communication with shareholders and other investors are shared internally among the related departments, and these findings are reflected in our IR activities and in the execution of management.

Major Activities

	Target audience	Frequency	Times held in fiscal 2020
Financial results briefings	Securities analysts Institutional investors	Quarterly	4
Business briefings	Same as above	Irregularly	0
Factory/facility tours	Same as above	Irregularly	0
Individual meetings	Same as above	Approx. 200 times a year	250
Overseas investor visits	Overseas institutional investors	Three times a year (United States, Europe, and Asia)	3 (United States, Europe, and Asia)
Medium-term management plan briefings	Securities analysts Institutional investors	As needed	1
Company briefings for private investors	Private investors	Irregularly (in Japan)	6



Company briefings for private investors



Financial results briefings

Socially Responsible Investment Initiatives

Yamaha Corporation has been included in domestic and overseas Environmental, Social, and Governance (ESG) indexes*1 and ESG funds as well as all four of the ESG indexes for Japanese stocks utilized by the Government Pension Investment Fund based on the consideration it exercises for the environment and for society.

For more details, please refer to the External Recognition page.

[» External Recognition](#)

*1 ESG indexes compile companies evaluated as exhibiting excellence in terms of both profitability and sustainability and track the movements of their stock prices.



FTSE Russell (the trading name of International Limited and Frank Company) confirms that Yamaha Corporation has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.



2020 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

2020 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

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Credit Ratings

(as of March 31, 2020)

Rating and Investment Information, Inc.	A+
Japan Credit Rating Agency, Ltd.	AA-

Shareholder Returns and Retained Earnings

The Company's shareholder returns and retained earnings policies are explained in the link below.

[» Dividends and Stock Prices](#)

► Shareholder Benefits

Yamaha Corporation has introduced special incentive programs for shareholders to express our appreciation for their daily support and to foster greater understanding and support for Yamaha's business.

[» Shareholder Benefits \(Japanese only\)](#)

Human Rights and Labor Practices

Yamaha recognizes that the foundation of responsible company activities is respect for human rights. In addition to complying with the standards in the human rights and labor sections of global compacts, we respect diversity in employment and human resource utilization, promote work-life balance, conduct various human resource development programs, and strive to establish an environment where workers are able to sufficiently express their sensitivity and creativity through communication between employees and management.

Respect for Human Rights

Basic Policy

Based on the United Nations (UN) Guiding Principles on Business and Human Rights, the Yamaha Group strives to comply with the international norms on human rights, including the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights), the ILO Declaration on Fundamental Principles and Rights at Work, and the UN Global Compact. In addition to establishing in its Compliance Code of Conduct, the principles of respect for fundamental human rights, prohibition of discrimination, and prohibition of forced and child labor, in the Yamaha Group Sustainability Policy, it clearly states the Group's resolve to respect human rights, with the goal of helping build a society that safeguards the dignity of all. In January 2018, the Company created the Yamaha Group Human Rights Policy, which displays our thoughts and responsibilities regarding the respect for human rights. This policy is shaping our business activities as well as our efforts to educate and promote awareness of human rights.

- » [3-3 Favorable Employer-Employee Relationships](#)
- » [3-7 Prohibition Against Forced Labor and Child Labor](#)
- » [4-1 Respect for Human Rights and Prohibition Against Discrimination](#)
- » [UN Global Compact](#)
- » [Yamaha Group Sustainability Policy](#)
- » [Yamaha Group Human Rights Policy](#)

Promotion of Human Rights Due Diligence

The Yamaha Group is committed to responsibly addressing the potential impacts of its business activities on human rights. To this end, we assess our activities across the value chain based on international norms on human rights and on the self-assessment items of the UN Global Compact and actively engage in dialogue with stakeholders and experts. Through this process, we identify and specify the human rights risks apparent in our business. In fiscal 2020, the Yamaha Group worked to identify the material human rights issues faced in different industries through participation in the Stakeholder Engagement Program of Caux Round Table Japan. Our involvement in this project helped us identify themes related to human rights issues pertaining to raw material procurement (illegal logging), workers in the Group and across the supply chain, customers (product and service safety, protection of personal information), and the residents of communities in which the Group has business sites. Inspections of our operations in fiscal 2020 focused on these themes and enabled us to supplement the Group's rules and regulations by including items deemed necessary from a human rights perspective. In the future, the Group will continue to monitor the status of compliance with its rules and regulations as part of its efforts to implement comprehensive human rights assessments.

- » [Engagement with Stakeholders](#)

► Consultation and Whistleblowing Venues

The Yamaha Group solicits opinions and issues reports by telephone and through the online inquiry form available on its website. In addition, the Group has set up compliance-related consultation and whistleblowing venues for use by employees (including contract employees, part-time employees, dispatch employees, and subcontractors) inside and outside of the organization. Employees are able to receive consultation or make reports regarding harassment and other human rights issues through these venues. In fiscal 2020, a dedicated hotline was established for consultations regarding sexual minorities (members of the LGBT community) through which we have been addressing consultations with the aim of resolving or alleviating the concerns faced by members of such groups.

To ensure that reports can be received from various countries and regions, we have developed multi-language email forms. We also provide information on consultation venues in compliance with standards booklets and other internal publications to entrench awareness of these reporting options. A further step forward was taken in March 2020 with the expansion of external consultation and whistleblowing venues in Japan. Cards detailing how to use these venues were distributed to employees to reaffirm their understanding regarding these venues.

Consultations and reports are investigated swiftly and fairly, while protecting the privacy of the reporter as well as of the alleged offender, and instructions are issued and other corrective measures are taken should problematic behavior be identified. Even in cases in which strong requests for confidentiality from the reporter or the offender restrict investigations, the Group will take whatever steps possible to improve its workplace environment as it seeks to rectify the issue and implements measures to prevent reoccurrence.

[» Helpline Operation](#)

Respect for Employees' Human Rights

► Fair and Impartial Hiring

In hiring and employment practices, the Yamaha Group practices fair selection and ensures the absence of any form of discrimination based on its diversity and inclusion policies in order to provide employment opportunities to a diverse group of people. In addition, Yamaha decisions regarding employee evaluations and compensation are made in accordance with fair rules using criteria such as the ability to perform tasks, job responsibilities, and achievements. We also carry out training for managers involved with evaluations in order to ensure their ability to make accurate assessments.

[» 3-5 Fair Evaluation and Compensation](#)

[» 4-1 Respect for Human Rights and Prohibition Against Discrimination](#)

[» Promotion of Diversity and Inclusion](#)

[» Human Resource Development](#)

► Respect for Worker Rights

The Yamaha Group observes international treaties and regulations and practices respect for the rights of workers, including the rights to freedom of association, freedom of enrollment or nonenrollment in labor unions, collective bargaining, and peaceful assembly. Opportunities are provided for workers to engage in frank discussions with management without fear of discrimination, reprisal, coercion, or harassment, and labor and other agreements are respected.

[» Communication with Employees](#)

► Appropriate Wages and Working Hours

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

[» Promotion of Work-Life Balance](#)

► Prevention of Harassment

The Yamaha Group has defined in its Compliance Code of Conduct its strict prohibition of harassment, an act that undermines people's human rights. This prohibition of harassment is detailed in the Compliance Code of Conduct booklets distributed to all Group employees. Also, Yamaha Corporation makes it clear that harassment is a form of misconduct warranting discipline and disclosure of the names of offenders, taking a stern stance toward all violations of human rights. The Group has also established compliance-related consultation and whistleblowing venues and institutes training sessions, seminars, and other education programs with the goal of fostering a workplace environment free of harassment. We are bolstering our consultation and whistleblowing venues and have created dedicated compliance promotion organizations to help prevent power harassment, which entails abuse of a dominant workplace position, and all other forms of harassment. Furthermore, we conduct training aimed at officers and managers as well as training for improving communication between supervisors and their subordinates.

[» 3-2 Prohibition Against Harassment](#)

[» Human Rights Education](#)

Consideration of Human Rights in the Supply Chain

In the interest of furthering its policy concerning human rights throughout its supply chain, Yamaha is making the following efforts:

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

Please see the Promotion of Social Responsibility in the Value Chain section for details on these efforts.

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

» [Promotion of Social Responsibility in the Value Chain](#)

Prohibition of Forced/Child Labor

The Yamaha Group Compliance Code of Conduct prohibits any form of forced labor or labor by children under the minimum age permissible by law. In addition, the Guidelines for Labor and Human Rights established based on internal regulations define the following measures for preventing forced labor and child labor.

- Confirmation of work credentials of foreign nationals
- Investigation of whether fees are being imposed on workers that create the risk of forced labor
- Prohibition of requests that employees submit passports and other identification documents and restrictions on usage
- Prohibition of inappropriate restriction of access to restrooms and right to free movement during breaks or after work
- Respect for employees' right to resign freely given that they submit prior notification
- Management copies of valid IDs and other documents that allow for confirmation of employee ages
- Prevention of workers under 18 from being assigned duties that would adversely impact their health or safety

In addition, the Yamaha Supplier CSR Code of Conduct defines our prohibition of forced labor and child labor and requests that our business partners adhere to these requirements. We also ask business partners to perform self-assessments using questionnaires and, based on the results, ask for improvement measures when necessary.

» [3-7 Prohibition Against Forced Labor and Child Labor](#)

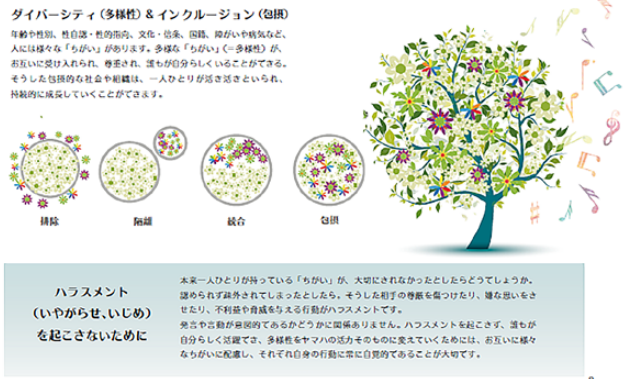
Human Rights Education

The Yamaha Group encourages all employees to view human rights as an issue that directly relates to them, and human rights education programs are implemented to help us exercise our corporate responsibility to respect human rights. In fiscal 2020, we published the Yamaha Human Rights Guidebook (in Japanese and English). Meetings were held during the international Human Rights Day and Japan's Human Rights Week at domestic Group companies. Readings of the book took place during these meetings, and attendees were given the opportunity to think about the human rights violations that might occur in the course of their work and how to prevent them. Feedback on these meetings was received from more than 400 worksites.

Yamaha Human Rights Guidebook (Excerpt)



人権が大切にされる働きやすい職場をつくる



事業と人権のつながりを考える



The Guidelines for Labor and Human Rights established based on internal regulations state that the Yamaha Group is to conduct human rights education programs and specifies the content of these programs. Domestic and overseas Group companies are encouraged to spearhead their own human rights education programs. Furthermore, the following training and education programs are to be conducted on an ongoing basis in order to heighten human rights awareness.

- Provision of human rights-related information pertaining to the Group via intranet (UN Guiding Principles on Business and Human Rights, conflict mineral issues, etc.)
- Training sessions and workshops on workplace human rights-related themes (CSR procurement seminars for purchasing representatives, LGBT sensitivity and diversity, and inclusion workshops for human resources and marketing representatives)
- Seminars for officers and all other Group members (power harassment prevention seminars, diversity and inclusion seminars)

Promotion of Diversity and Inclusion

Policy on Diversity and Inclusion

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

Yamaha Group Diversity & Inclusion Policy

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

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

Furthermore, individual Yamaha Group companies have developed three-year diversity and inclusion action plans, based on which they are advancing further initiatives.

Support for Women's Careers

As one facet of its diversity management efforts, the Yamaha Group strives to develop a workplace environment and systems that are conducive to the careers of women. A member of Yamaha Corporation's Human Resources Division has been designated as a dedicated representative for our efforts to support women's careers, and this individual guides the formulation of Groupwide policies and action plans and their deployment at Group companies. Meanwhile, domestic Group companies appoint individuals responsible for supporting women's careers and monitor the establishment of action plans and the status of related activities. Furthermore, the Managing Council and the Board of Directors of the Company review the progress of our efforts to support women's careers with regard to factors such as the rate of improvement of the ratio of female employees in management positions, which has been designated as a priority sustainability indicator.

Yamaha Corporation is ramping up its initiatives on this front in accordance with the phase 2 three-year action plan it established based on the Act on Promotion of Women's Participation and Advancement in the Workplace in March 2019.

Yamaha Corporation Action Plan

(formulated March 2019)

Item	Details
1. Planning period	Three years: April 1, 2019–March 31, 2022
2. Yamaha's issues	Issue 1: Work-life balance support systems have been developed, and now there is almost no difference in the average number of continuous years of employment for men and women. However, as the ratio of women in management roles is still low, greater initiatives for improvement in this are required.
	Issue 2: The Group is lacking in its ability to recruit female employees who can shape its future.
	Issue 3: Female employees lack the desire and motivation to build a career as they give birth to and raise children; management, on the other hand, lacks the desire and vision for female employees to build a career as they give birth and raise children; management in core positions is not sufficiently aware of their management and development responsibilities toward female subordinates.
3. Goal	Ratio of female employees in management positions of 7.2% or higher

4. Initiatives and implementation period	<p>Initiative 1: Increase the number of women hired for technical roles (from April 2019)</p> <ul style="list-style-type: none"> • Provide information on Yamaha initiatives for empowering women, assisting women with work-life balance support, etc. on the Company's career website • Continue to provide opportunities for dialogue with women of different ages working in the Company to communicate to female students the appeal of a career after entering the Company and thereby secure new female employees • Increase opportunities for communication between women studying math and science and women working in technical roles in the Company
	<p>Initiative 2: Support development and career creation customized to individual needs (from April 2019)</p> <ul style="list-style-type: none"> • Continuously introduce various examples of role models and career paths via the intranet • Have all female employees, including those returning from maternity leave, share their own career plans with managers and create a development plan from a medium- to long-term perspective from May 2019) • Conduct training for managers so that they can show appropriate leadership and assign tasks according to individual circumstances
	<p>Initiative 3: Reduce total number of yearly working hours per person and persons working long hours; spread flexible working rules (from April 2019)</p> <ul style="list-style-type: none"> • Continuous enforcement of "All Go Home at the Same Time Day" • Promote use of paid holidays by employees eligible for special promotion holiday system • Aim for the effective utilization of working rules that have been systemized to make working easier; monitor usage status and strive for improvements

Major Measures

Goal	Measure
Proactive hiring of female employees	Increase the ratio of female new graduate hires
	Conduct hiring activities that include information about the active roles played by female employees
Active promotion and expansion of opportunities to develop the abilities of female employees	Set a 3-year target (by fiscal 2023) for increasing the ratio of female employees in management positions
	7.2% or higher for Yamaha Corporation and 17.0% or higher for the Group
	Enhance education and training programs
	Execute selective training programs
Improve systems for supporting work-life balance	Comply with the Act on Securing, Etc. of Equal Opportunity and Treatment between Men and Women in Employment, the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members, the Act on Advancement of Measures to Support Raising Next-Generation Children, and the Act on the Promotion of Female Participation and Career Advancement in the Workplace
	Create, promote, update work-life balance support programs
	Launch trial of telework and flextime for short-hour work days for child-raising; prepare for systemization of such schemes
Improve workplace awareness and foster corporate culture	Conduct educational activities (training, seminars, information provided through the intranet, etc.)



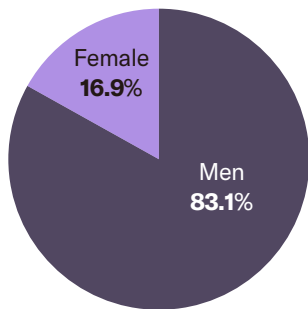
Intranet Website Disseminating Diversity and Work-Life Balance Information

► Summary of Past Initiatives and Major Results and Achievements

- Nearly equal average number of years of continuous employment for male and female employees
- Almost 100% of women taking maternity/childcare leave and returning to work after maternity leave/childcare leave
- Receipt of “Family Friendly Company Award” from the Ministry of Health, Labour and Welfare (2005)
- Receipt of “Kurumin” mark certification (2008, 2014) and Platinum “Kurumin” mark certification (2016) based on the Act for Measures to Support the Development of the Next Generation
- Recognized as “Company Friendly for Raising Children” by Shizuoka Prefecture (2017)

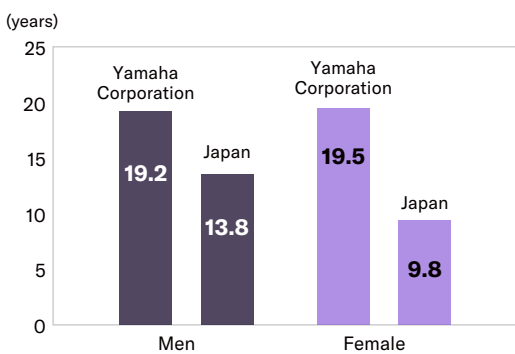
► Principal Indicators Related to Support for Women’s Careers

Ratio of Employees by Gender
(Yamaha Corporation)



Note: As of March 31, 2020

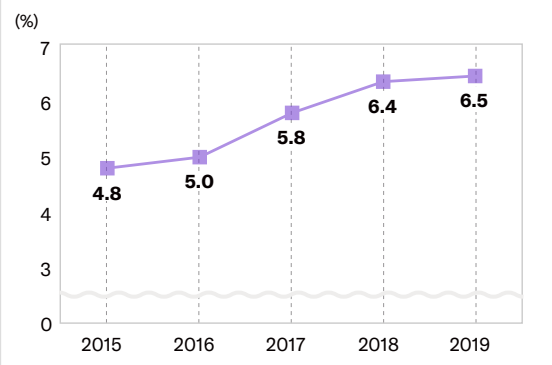
Average Number of Years of Continuous Employment
(Comparison between Japan*1 and Yamaha Corporation*2)



*1 Nationwide numbers are excerpted from results of the 2018 Basic Survey on Wage Structure

*2 Statistics for Yamaha Corporation are as of March 31, 2020

Ratio of Female Employees in Management Positions
(Yamaha Corporation)*3,4



*3 As of March 31 each year

*4 Includes promotions and hiring for managerial positions on April 1 of the following year (due to hiring schedule changing from March 1 to April 1 of the following year) from fiscal 2017

Data by year is shown on the Social Data page.

[» Social Data](#)

Group companies are advancing initiatives for supporting women’s careers in accordance with action plans established based on the Act on Promotion of Women’s Participation and Advancement in the Workplace.

Employment and Advancement of Foreign Employees

Yamaha Corporation had 44 foreign employees working at the Company as of March 31, 2020. In order to promote the contributions of diverse personnel regardless of nationality, we have set a numerical target for hiring new graduates of non-Japanese nationalities and provide information on our English recruitment website.

As a conglomerate that engages in businesses in countries around the world, the Yamaha Group appoints locally hired personnel from overseas bases to important posts within the Group. In April 2015, Yamaha Music Europe GmbH, our regional sales company in Europe, appointed an individual of German nationality to the position of president. In April 2018, Yamaha Corporation of America, our U.S. headquarters, appointed a local president as well. Additionally, we appointed local presidents at five overseas companies that were welcomed into the Yamaha Group. In this manner, we have been promoting the utilization of diverse personnel across the globe.

(Data on the number of foreign employees by year is shown on the Social Data page.)

[» Social Data](#)

Employment Extension and Rehiring Programs

The Yamaha Group believes that enriching employees' lives at work by providing employment opportunities matched to employees' ambitions and ability will contribute to economic and social development. Based on this philosophy, we have augmented our vacation and leave programs with employment extension and rehiring programs that flexibly accommodate employee life events.

► Senior Partner System (Rehiring Program for Retirees)

The Senior Partner System is a program at Yamaha Corporation that provides all willing employees with the opportunity to continue working beyond age 60. This program was revised in April 2020 to make for a more focused system emphasizing ambition and roles. In addition to establishing a number of work ranks and definitions based on employee roles, we introduced goal management, evaluation, and bonus systems and benefit and leave systems in line with those available to standard employees. Through this program, contracts are updated each fiscal year, and employees can continue working until they are 65 (224 individuals were using this system as of March 31, 2020).

Group companies have adopted similar measures and are promoting the rehiring of retirees.

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

[» Social Data](#)

► Rehiring Program for Family Members Accompanying Spouses on Overseas Assignment

In fiscal 2009, Yamaha Corporation introduced a system to rehire employees who left the Company in order to accompany a spouse on an overseas assignment after returning to Japan. The scope of this system, which was previously limited to individuals whose spouses were Yamaha Corporation employees, was expanded in fiscal 2017 to include individuals whose spouses were working for Yamaha Group companies. In addition, this system is available for employees whose spouses do not work for Yamaha Group companies, with a limit of five years from their retirement.

Since the program started in fiscal 2009, a total of 21 employees have submitted applications before retiring. Of that number, six (as of March 31, 2019) have been rehired after returning to Japan.

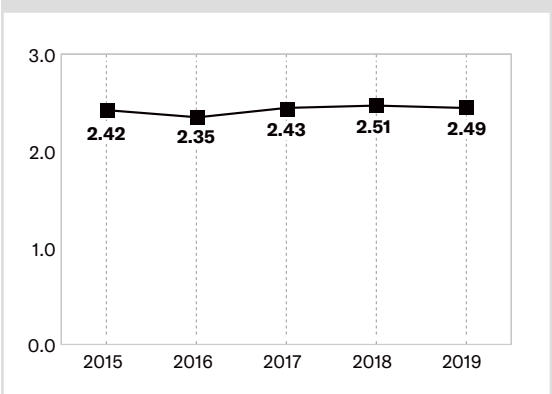
► Rehiring Program for Workers Committed to Nursing Care

In July 2016, Yamaha Corporation introduced a system that allows an employee to be rehired if they retired to provide nursing care for a family member. In such cases, the valid re-employment period is within five years of said retirement date.

Employment of People with Disabilities

Yamaha Corporation is promoting employment for people with disabilities while also developing working conditions conducive to active participation by these employees. The Company strives to encourage independence for people with disabilities and to achieve a society of co-existence, and it works to increase the skills of such employees and raise awareness within the Company. As of March 1, 2020, 82 people with disabilities were employed at Yamaha Corporation, of which 41 were assigned to Yamaha Ai Works Co., Ltd. The employment rate of people with disabilities has remained above 2.3% since fiscal 2015, exceeding the level mandated by the Act on Employment Promotion, etc. of Persons with Disabilities from April 2018.

Employment Rate of People with Disabilities^{*5, 6, 7}



*5 As of March 1 of each year

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

*7 Employment rate of people with disabilities calculated using formula described by the Act for Promotion of Employment of Persons with Disabilities

► Special Subsidiary^{*8} Yamaha Ai Works

Established in 1989, Yamaha Ai Works is contracted by Yamaha Group companies to perform work tasks such as data processing, printing, filling and sealing envelopes, accounting, and benefit program-related tasks. Additionally, this company dedicates efforts to activities for informing and educating others about employing persons with disabilities, holding learning sessions regarding disabled employees and workplace tours both internally and externally.



Special subsidiary workplace tour and learning session

*8 Special subsidiaries are subsidiaries that meet the definition of the Act for Promotion of Employment of Persons with Disabilities. Special subsidiaries must meet certain criteria, including those pertaining to the number and ratio of employees with disabilities. People with disabilities employed by such subsidiaries are counted as employees of the parent company when calculating its employment ratio

Understanding and Initiatives for LGBT Individuals

The Yamaha Group is promoting understanding of and offering support for the LGBT community as an ally. We do so with the goal of building a comfortable workplace environment for members of the LGBT community and other sexual minorities and of ensuring that our business activities are respectful toward diversity. In fiscal 2020, we held LGBT sensitivity seminars for all Group employees, produced a logo and stickers to display that we are an ally of the LGBT community, and published the Workplace LGBT Handbook to promote understanding within the organization. In addition, we took steps to make our workplace environment more accommodating to members of the LGBT community by setting up a consultation venue for addressing and alleviating the issues such individuals face and including same-sex partners in the definition of family members used in work and other regulations.

These efforts have been highly evaluated, and the Company has been awarded the highest rating of gold in the PRIDE INDEX, an index designed to recognize the initiatives of companies and other organizations for supporting sexual minorities like members of the LGBT community.

» External Recognition



Yamaha Diversity and Inclusion Seminar
— Building a Better Understanding of the
LGBT Community (LGBT sensitivity seminar)



Yamaha LGBT Ally logo

External Recognition

▶ Receipt of Highest Rating of Gold in 2019 PRIDE INDEX

In October 2019, Yamaha Corporation was awarded with the highest rating of gold in the PRIDE INDEX,^{*9} an index compiled by work with Pride to recognize the initiatives of companies and other organizations for supporting sexual minorities like members of the LGBT community. The receipt of this rating was a reflection of the evaluation of initiatives such as the promotion of understanding within the organization through LGBT sensitivity seminars for all Group employees and the production of a logo to display that we are an ally of the LGBT community. Other initiatives that contributed to the receipt of this honor include the establishment of a consultation venue for LGBT issues and revision of work and other regulations to include same-sex partners in the definition of family members used for Company systems.

^{*9} Launched in 2016 by work with Pride, an organization that is assisting in the spread and popularization of diversity management pertaining to sexual minorities, the PRIDE INDEX is Japan's first index for recognizing the initiatives of companies and other organizations for supporting sexual minorities like members of the LGBT community. In this program, the ratings of bronze, silver, and gold are assigned through evaluations based on five categories: action declarations, internal sexual minority communities, education activities, human resource systems and programs, and social contribution and public relations activities.

▶ Certification of Yamaha Corporate Services Corporation as an “Eruboshi” Company

In July 2018, Yamaha Corporate Services Corporation (then Yamaha Business Support Corporation) was certified as level three, the best rank, “Eruboshi,” by the Minister of Health, Labour and Welfare. This certification is given to companies who have excelled in initiatives for the promotion of women’s participation and advancement in the workplace.

In this program, the Minister of Health, Labour and Welfare certifies companies that have formulated an action plan for the promotion of women’s participation and advancement in the workplace based on the Act on Promotion of Women’s Participation and Advancement in the Workplace enacted in April 2016 and that have conducted excellent initiatives in this area. There are three levels of “Eruboshi” certifications, and levels are decided based on the number of achieved criteria.^{*10} Yamaha Corporate Services received the highest certification because it fulfilled the criteria in all categories. Yamaha Corporate Services also received certification for “Kurumin” certification based on the Act on Advancement of Measures to Support Raising Next-Generation Children because it is proactively engaged in efforts to create an environment in which it is easy for people raising children to work.

^{*10} Five criteria categories are hiring, continuous employment, overtime, ratio of female employees in management, and career development



PRIDE INDEX gold rating
mark



“Eruboshi” certification mark

➤ External Recognition

Promotion of Work-Life Balance

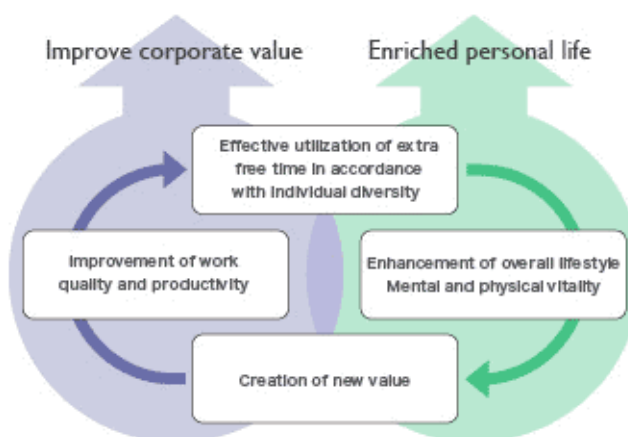
Basic Policy and Promotion System

The Yamaha Group is actively promoting work-life balance based on the following basic policy. To this end, we have established the Work-Life Balance Promotion Committee, which is jointly run by labor and management. We are also striving to shorten overall working hours and establish and enhance work-life balance support systems in an effort to help enrich the lives of all employees that will also accelerate the growth of the Company. Furthermore, each department formulates a Work-Life Balance Action Plan and is rolling out activities aimed at realizing workstyles that are self-directed and productive.

Basic Policy

In order to realize both expanded business activities and lifestyles that offer personal fulfillment, we will proactively promote work-life balance that respects a wide range of values and lifestyles.

People can use the extra time created by increases in the quality and productivity of work in many different ways, which in doing so leads to the enhancement of the overall quality of life while energizing 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.



Reduction of Total Working Hours

In order to prevent long and excessive working hours, Yamaha Corporation established guidelines for overtime through a labor-management agreement. In fiscal 2020, the Company advanced initiatives aimed at achieving its targets of less than 70 hours of average monthly overtime and less than 540 hours of average yearly overtime. In addition to annual paid leave days, we are developing a system for assorted types of leave, including leave related to bereavement or celebration as well as consecutive days of leave given upon company transfers, reaching retirement age, or reaching an auspicious age for the objective of enhancing the private lives of employees and supporting them during major life events.

At the same time, we are promoting awareness and building structures for the purpose of realizing self-directed, highly productive workstyles. We have programs such as “All Go Home at the Same Time Day,” which encourages all employees to leave work on time, a flextime system for working hours, and programs to urge employees to fully use their paid leave days. We are gradually rolling these programs out at domestic Group companies as well.

Major Initiatives and Fiscal 2020 Results

Initiative	Details	Participants	Fiscal 2020 results and follow-up
Full staff paid leave days	Annual 3-day period (summer)	Yamaha Corporation and some Group companies	Staff who could not take leave during the period encouraged to take substitute days off; implemented as planned (Yamaha Corporation)
Full use of paid leave days	Leave acquisition encouragement for employees and supervisors not fully utilizing their leave	Yamaha Corporation	E-mail for encouraging leave acquisition sent to those who utilized less than 10 days of paid leave in the prior fiscal year; those who utilized less than 5 days requested to submit reports (FY2020 average paid leave taken: 15.1 days)
“All Go Home at the Same Time Day”	Every or every-other Friday set as “All Go Home at the Same Time Day” on an individual office basis	Yamaha Corporation and Group companies within its office	Approx. 94% rate of compliance (Yamaha Corporation)
Awareness and education	Seminar by a noted expert	Yamaha Group employees	-
	Information shared on the intranet	Yamaha Group employees	-

► Fiscal 2020 Performance Self-Evaluation and Future Outlook

The Companywide average for total annual working hours at the Yamaha Corporation is decreasing with each coming year. In addition, labor and management are actively promoting the acquisition of paid leave days to accomplish the Company target of having an average of 15 days of leave acquired from fiscal 2017 onward. Employees who did not use the defined number of days of leave in the previous fiscal year are approached and encouraged to take leave. As a result of these efforts, the rate of use of paid leave days continues to increase, and the average number of paid leave days used in fiscal 2020 was 15.1.

From fiscal 2019, we lowered the maximum monthly limit for in-house overtime hours described in labor-management guidelines, and the maximum limit was set at 65 hours per month for fiscal 2021. In addition, we will monitor the status of monthly overtime hours and preemptively raise the attention of departments that appear likely to exceed the level put forth in the labor-management guidelines in order to further decrease total annual working hours.

Data on total working hours and other data by year is shown on the Social Data page.

[» Social Data](#)

► Workstyle Reform Initiatives

Yamaha Corporation is advancing workstyle reform initiatives aimed at realizing self-driven, highly productive workstyles. Looking at fiscal 2020, a telework system was introduced in June 2019 that can be used for purposes such as childcare or long-term care for family members (This system has been used more than 500 times in aggregate.). In addition, we participated in the TELEWORK DAYS 2019 campaign sponsored by the Ministry of Internal Affairs and Communications over the period from July to September 2019. The Company is also examining the possibility of expanding the range of applications for which its telework system can be used. Furthermore, we advanced various initiatives aimed at contributing to the skill development and motivation of employees facing time restrictions. For example, flextime systems were made available to employees working shortened hours for childcare or long-term care purposes, and training sessions were held for individuals returning to work from childcare leave as well as for their supervisors. Similar initiatives are being advanced at several domestic Group companies based on the conditions at each individual company.

Establishment and Enhancement of Work-Life Balance Support Systems

The Yamaha Group is establishing and improving work-life balance support systems to respond to the varied circumstances of individual employees. The use of these systems is being promoted by spreading awareness among employees. In addition, Yamaha Corporation has formulated an action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children. The advancement of this plan led the Company to receiving Platinum “Kurumin” certification* in 2016 (see “External Recognition” for details).

In fiscal 2021, the Company intends to introduce systems that allow employees to work fewer days a week or shorten hours for the purpose of receiving medical treatment to support employees in balancing their work with their treatment.

Childcare and Nursing Systems (Comparison with legal standards)

System	Legal standards	Yamaha Corporation
Maternity leave	42 days before birth (98 days for multiple births), 56 days after birth	56 days before birth (98 days for multiple births), 56 days after birth
Difficult birth leave	-	Number of days instructed by physician during pregnancy or within one year of birth
Birth support leave	-	5 days within a period spanning from 14 days before spouse gives birth to 14 days after spouse gives birth
Childcare leave	In principle, until child becomes one year old (in special circumstances, this may become one year and six months or two years)	Until child becomes two years old (however, for children born in April, until the end of April after the child becomes two years old)
Child nursing leave	Children not yet enrolled in elementary school	Until the end of March of the child’s first year in elementary school
Reduced workhours for child care	Until the child becomes three years old	Until the child completes third grade in elementary school
Exemption from overtime hours for childcare	Overtime work limited until the child becomes three years old	Exemption from required overtime work until the child completes third grade in elementary school
Applicable scope for nursing care system	Spouse, child, mother, father, spouse’s mother or father, grandparent, sibling, or grandchild	Relative within two degrees of relation
Leave of absence for nursing care	Up to a total of 93 days per applicable family member (possible to split into up to three leaves)	Up to one year per applicable family member (possible to postpone for up to six months)
Reduced workhours for nursing care	Two times or more within three years of start of use (separate from leave of absence for nursing care)	Until end of nursing care duties
Shortened work week for nursing care	-	Exemption from one work day per week until end of nursing care duties
Leave for nursing care	Five days per applicable family member; 10 days for two or more persons	Five days per applicable family member

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

» [Social Data](#)

► Establishment of On-Site Daycare Facilities

Yamaha Corporation established an on-site daycare facility (Oto no Ie) in 2019 as part of its efforts to build frameworks that provide a comfortable workplace environment and that enable employees to continue working with peace of mind. This move was designed to accommodate the diverse lifestyles of employees.

The Company has continued to conduct various initiatives to make work rules flexible and to expand and promote its work leave systems. One example of success in these initiatives is the fact that childcare leave is taken by nearly all female employees giving birth as well as by an aggregate total of 109 male employees. By establishing daycare facilities at business sites, the Company aims to make it even easier for employees to return to work, and, because their children are nearby, enable them to better focus on their work.



On-site daycare facility (Oto no Ie)

External Recognition

Yamaha Corporation has formulated an action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children. Through the advancement of this plan, the Company was able to receive “Kurumin” certification in 2008 and Platinum “Kurumin” certification* in 2016.

Acquisition of Certification related to Support for Developing Future Generations*

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



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

* “Kurumin” is a Ministry of Health, Labour and Welfare system for certifying companies based on the Act on Advancement of Measures to Support Raising Next-Generation Children. Company action plans and performance are reviewed in accord with the Act for Measures to Support the Development of the Next Generation. Certified companies are allowed to display the “Kurumin” mark. Platinum “Kurumin” is a system that certifies, among the companies that have acquired the “Kurumin” mark, companies that conduct initiatives to support work-life balance at or above a specific standard

» External Recognition

Communication with Employees

Basic Policy

The Yamaha Group observes international treaties and regulations and practices respect for the rights of workers, including the rights to freedom of association, freedom of enrollment or nonenrollment in labor unions, collective bargaining, and peaceful assembly. Opportunities are provided for workers to engage in frank discussions with management without fear of discrimination, reprisal, coercion, or harassment, and labor and other agreements are respected. Furthermore, in exercising the Yamaha Philosophy, employees and management strive to achieve favorable relationships based on ample communication.

» 3-3 Favorable Employer-Employee Relationships

Labor-Management Dialogue

One of the policies contained in the Yamaha Group Policies is “maintenance and construction of a healthy Labor-Management relationship,” and the Group conducts labor-management dialogues between management and the labor unions or employee associations set up in each Group company. At Group companies in Japan, labor-management council and liaison conference meetings are held regularly to discuss the status of operating results and labor affairs as well as business challenges. In addition, Group companies are aiming to improve work-life balance and create better work environments through the joint efforts of employees and management. At overseas Group companies, dialogues between employees and management are proceeding in accordance with the labor laws of each country. At Yamaha Corporation, joint management council meetings are held regularly so that critical management issues can be examined and discussed between labor and management. The joint management council meetings allow participants to hear from labor unions about current working conditions and engage in lively discussions. The administration and revision of various programs related to human resources and labor are conducted after thorough discussion based on labor and management’s perceptions of the issues at hand. The results of these discussions are communicated to employees through the reports issued by companies and labor unions. In addition, labor agreements stipulate that changes to business operations with the potential to materially impact employees, such as relocations stemming from organizational or position changes or staff reallocations, warrant prompt notification to labor unions or labor-management discussions. Labor union officials also participate in the running of systems that have a significant impact on employees, such as corporate pension funds, health insurance unions, the Mutual Aid Foundation, and employee stock ownership plans.

The Human Resources Division of the Yamaha Corporation monitors Group companies to ensure that labor and management communicate effectively with each other in accordance with the Yamaha Group Policies, and requests for corrective action are issued when needed. Furthermore, Education Guidelines for Labor and Labor-Management Relations have been established to ensure that the managers of Group companies and others in managerial positions properly understand that rights of workers and are able to build healthy and stable labor-management relationships. Education programs are monitored to confirm that managers are being trained in accordance with these guidelines.

Yamaha Corporation Labor and Management Conferences and Committee Meetings

Name	Frequency	Participants	Main Topics
Joint Management Council	Twice per year (August and February)	Company: President, directors in charge of businesses (office head) Unions: Central Executive Committee	Companywide management issues
Company-wide Production and Sales Committee	Monthly	Company: Director in charge of labor administration, Human Resources Division (department managers and personnel in charge of labor administration) Unions: Central Executive Committee	Monthly topics (tentative settlement report and labor conditions)
Business Site Labor and Management Committee	Monthly	Company: Business office manager, business office division administrators Unions: Branch Executive Committee (Central Executive Committee)	Monthly production and sales trends by division; reports on labor conditions
Allocation Committee	Twice per year (May and November)	Company: Human Resources Division (department managers and personnel in charge of compensation) Unions: Central Executive Committee	Pay raises and bonuses
Work-Life Balance (WLB) Promotion Committee	As necessary; reports published at least once a year	Company: Human Resources Division (personnel in charge of labor administration) Unions: Central Executive Committee	Measures for reducing long and late-night working hours, encouraging the acquisition of paid vacation days, constructing and improving systems to support work-life balance, and various other initiatives related to work-life balance

* In addition to the above, meetings of the Overseas Work Committee, discussions of annual operation schedules, report briefings on the business outlook for individual departments, and labor-management discussions on Company/division policies and on measures to address issues that come to light at union meetings are held.

Rate of Unionization*1,2

(as of March 31, 2020)

Yamaha Corporation (includes employees seconded to other companies)	77%
Domestic Yamaha Group companies*3	46%

*1 Managers are included in the calculated figures.

*2 The right to collective bargaining of labor unions is respected.

*3 Scope of statistics: Yamaha Music Japan Co., Ltd.; Yamaha Music Retailing Co., Ltd.; Yamaha Music Manufacturing Co., Ltd.; Yamaha Fine Technologies Co., Ltd.; and Yamaha Corporate Services Corporation

Data by year is shown on the Social Data page.

[» Social Data](#)

Labor-Management Communication

▶ Labor-Management Information Sharing and Exchanges

Yamaha Group companies promote communication with labor unions and employee associations in order to foster cultures of earnest, mutual understanding between labor and management. In Japan, we engage in labor-management information sharing and exchanges together with the Yamaha Union Conference,*4 which is formed by the labor unions and employee associations of domestic Group companies, through regular labor and management liaison meetings.

*4 The Yamaha Union Conference was established in September 1990. Along with deepening solidarity among members of the Yamaha Group, the Council works to further the development of organizations, create better working environments, improve labor conditions, conduct social contribution activities, and exchange a wide range of information aimed at enriching personal lives.

▶ Promotion of Employee Relations

As part of its employee relation activities, the Yamaha Group provides information via internal newsletters and its intranet. The Group magazine, which is issued and distributed by the Public Relations Division of Yamaha Corporation, offers swift notification of policies and strategies related to management and business activities. This magazine also covers topics from various departments and Group companies in order to share information across the entire Group. In China and Southeast Asia, where the Group positions production sites, regional internal newsletters are issued in Chinese and Indonesian. In addition to information on the Yamaha Group as a whole, information on a range of initiatives, including operational improvement and health and safety activities at Group production companies, is provided to contribute to the mutual development and sense of oneness of Group companies. These information provision initiatives are complemented by various events in order to invigorate internal communication and improve employee engagement. Examples of these events include month-long events held around the anniversary of the Company's founding, the presentation of awards from the president, and visits by the president to domestic and overseas business sites.



PASSION Group magazine



Y-onSITE intranet site



Yamaha Awards event for presenting awards from the president



Regional internal newsletters

▶ Family Factory Tours

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



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



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



Health and Safety

Basic Policy and System for Health and Safety

► Basic Health and Safety Policy

The Yamaha Group believes that one of the most important management issues is ensuring the health and safety of our employees. The Yamaha Group promotes health and safety activities based on the Group Health and Safety Management Standards, and we aim to continually enhance the level of our health and safety.

Standards and Basic Policy for the Group Safety and Health Management Rules

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

Fiscal 2020 Action Plan and Targets

	Basic Policies	Targets
Occupational safety	Prioritize health and safety over everything	<ul style="list-style-type: none"> • Zero accidents resulting in fatalities or casualties • Less than 58 total occupational accidents
Transportation accidents	Eliminate accidents largely attributable to negligence and practice defensive driving	<ul style="list-style-type: none"> • Less than 60 total transportation accidents • Zero serious transportation accidents during business activities
Health management	Improve health management and workplace environment to ensure safety in the workplace	<ul style="list-style-type: none"> • Regular health checkup rate consistently at 100%

► Health and Safety Management System

At the Yamaha Group, the Industrial Safety and Health Committee is responsible for health and safety management at all Group companies. Overseen by a director and managing executive officer and comprised of representatives from business sites and major Group companies as well as the head industrial physician, this committee meets twice a year to receive progress reports on and review the Group’s health and safety initiatives and to discuss and decide policies and action plans. In addition, at the start of each fiscal year in April, the Groupwide Health and Safety Convention is held. This convention is attended by approximately 500 people, including the president and representative executive officer, other corporate officers (Company representatives), the heads of labor unions (labor union representatives), and representatives from various divisions and domestic and overseas Group companies. This convention serves as an opportunity for promoting Companywide awareness of matters decided by the Industrial Safety and Health Committee and for reconfirming the importance of health and safety in developing workplaces offering peace of mind in accordance with the basic policy of prioritizing health and safety over everything.



Fiscal 2021 Groupwide Health and Safety Convention (changes to attendees and site layout made to prevent spread of COVID-19)



Review of fiscal 2020 and explanation of fiscal 2021 action plan by executive general manager



Health lecture by chief occupational health physician

► Acquisition of Certification for Occupational Health and Safety Management System

The Yamaha Group is working to acquire certification for its occupational health and safety management system at its instrument and audio equipment production sites. At these sites, we are focusing efforts on developing personnel who can contribute to the improvement of health and safety, including training of certified internal auditors.

OHSAS18001-Certified Sites (as of March 31, 2020)

- PT. Yamaha Musical Products Indonesia
- PT. Yamaha Music Manufacturing Indonesia
- Hangzhou Yamaha Musical Instruments Co., Ltd.

ISO45001-Certified Sites (as of March 31, 2020)

- Toyooka Factory of Yamaha Music Manufacturing Japan Corporation
- Kakegawa Factory of Yamaha Music Manufacturing Japan Corporation
- Yamaha Electronics Manufacturing (M) Sdn. Bhd.
- PT. Yamaha Music Manufacturing Asia

Formal Labor Agreement Concerning Safety and Health

The formal labor agreement that Yamaha Corporation has with the labor union states that “The Company must take all necessary measures to ensure safe, healthy conditions at its factories and improve its work environments while union members must uphold all rules concerning safety and health. The Company and union shall also work together to improve union members’ knowledge of safety and health.” The agreement also establishes provisions concerning matters such as the Safety and Health Committee, dangerous and injurious work, medical examinations, and accident compensation.

Occupational Accidents Prevention Measures

Work at Yamaha Group sites, particularly production activities, entails the possibility of occupational accidents from operating equipment and machinery, processing products, and handling various raw materials. The Yamaha Group implements various measures to prevent occupational accidents. These measures include risk assessments, safety patrols, and self-directed health and safety diagnoses.*¹ In addition, we are taking steps to improve workplace safety through facility and equipment inspections and chemical substance management while also performing health and safety training and drills for employees and establishing and implementing Group standard safety rules.

*¹ Self-directed health and safety diagnoses entail self-evaluations looking at approximately 150 items to ascertain compliance status and guide self-improvement efforts

► Risk Assessments

The Yamaha Group positions risk assessments as an important practice for preventing workplace danger risks from actualization. Based on this recognition, the Group engages in activities to prevent occupational accidents. These activities focus on assessing risks with regard to work content and work environments while putting in place measures corresponding to the degree of risk. Currently, the Yamaha Group is providing education on, and ensuring the implementation of, risk assessments at Group companies and production sites in Japan and overseas.

► Safety Patrols

In addition to on-site surveys at OHSAS18001- and ISO45001-certified sites, safety patrols are conducted at Group companies under the guidance of the Human Resources Division of Yamaha Corporation, which oversees Groupwide health and safety management. Staff possessing expert techniques or certifications related to health and safety conduct checks of health and safety management structures and sites. The sites at which patrols will be conducted are selected over a cycle of a few years.

Patrol numbers are shown on the Social Data page.

» [Social Data](#)

Details of Safety Patrols

- Health and safety level checks based on a health and safety management analysis table (approximately 170 items focusing on the level of health and safety management systems, regulations, and standards)
- Workplace inspections to check health and safety measures and to correct and provide guidance on problematic areas

► Self-Directed Health and Safety Diagnoses

The Group's non-production companies in Japan carry out self-directed health and safety diagnoses that focus on compliance with legal requirements and are based on the number of employees. Based on the results of diagnoses, Yamaha Corporation health and safety managers provide feedback and give support for improvement measures. In fiscal 2020, diagnoses were carried out at 24 sites.

Diagnosis numbers are shown on the Social Data page.

» [Social Data](#)

► Health and Safety Education, etc.

The Yamaha Group conducts health and safety education at the start of each fiscal year for new employees at Group companies in Japan in order to deepen our employees' knowledge of health and safety, transportation safety, and health management. In fiscal 2020, these sessions spanned a total of around four hours (over four sessions) and were attended by 94 participants.

In addition, information exchange forums were established at overseas production sites (in China) in order to share information on health and safety rules and activities and to facilitate standardization with this regard. These forums entail twice-annual assemblies of health and safety representatives within their respective bases to share information on pre-defined challenges and discuss related improvement measures over a period of roughly two days. In fiscal 2020, discussions were held on the ideal form for health and safety committees, specifically on the steps to be taken with regard to matters such as the committee membership needed to transition from the prior participate-based approach to a collaboration-based approach.

Meanwhile, we began performing health and safety training (health and safety basic knowledge, readiness, and explanations of assorted activities, etc.) in fiscal 2020 for on-the-ground leaders and dedicated safety managers in conjunction with the construction of a new factory in Indonesia (PT. Yamaha Musical Products Asia).



Discussion at information exchange forum (China)



Leader training performed by Yamaha Corporation safety representatives (PT. Yamaha Musical Products Asia, Indonesia)

► Production Site Facility and Equipment Safety Management

At production sites inside and outside Japan, Yamaha Corporation facility management personnel conduct facility safety surveys of production equipment to prevent accidents and disasters on-site and to improve safety levels. Furthermore, Yamaha Corporation regularly conducts evacuation drills and emergency response drills to prepare for disasters.



Facility safety survey in Indonesia

► Chemical Substance Management

In the production process, there are some tasks that require employees to handle chemicals with the potential to cause bodily harm. Accordingly, the Company is taking a number of measures to prevent illnesses, such as improving workplace environments and equipment, requiring that workers undergo legally mandated medical examinations, and supplying protective equipment. Additionally, training is provided to workers to enable them to wear protective equipment correctly. The Company is also conducting risk assessments of workplaces that handle chemical substances in order to mitigate the related risks.

► Establishment and Standardization of Rules

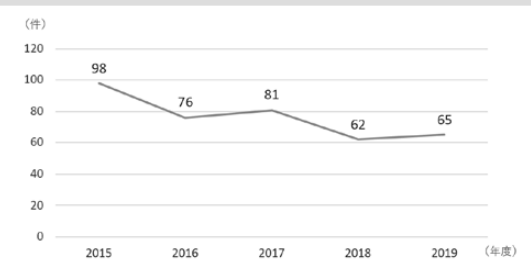
Yamaha Corporation has been systematically establishing safety rules relating to people and their surroundings, such as the expected attitude toward health and safety, a basic code of conduct, and equipment standards. These rules have been

compiled into tools such as handbooks and portable cards to facilitate their implementation. We are currently working to translate each tool into multiple languages as we head toward the Groupwide rollout of the Group standard rules with the aim of improving the level of health and safety and eliminating any gaps in standards among Group companies.

▶ Occupational Accidents at the Yamaha Group

Injuries at the Yamaha Group primarily include cuts and scratches as well as people becoming clamped by or caught in factory equipment or machinery, falling, or being involved in other accidents. In fiscal 2020, the number of occupational accidents at domestic Group companies and overseas production sites, which employ a total of approximately 28,000 people, was 65 (of which 38 required time off from work), and there were no fatalities.

Occupational Accidents (Including accidents requiring time off from work)



Scope: Domestic Group companies and overseas production sites

Employee Health Protection Initiatives

The Yamaha Group promotes initiatives to maintain and improve employee health based on the recognition that the health of our employees and their families is of the utmost importance to Yamaha. In order to further promote these initiatives, the president and representative executive officer of Yamaha Corporation issued the Yamaha Group Health Declaration in 2018.

Yamaha Group Health Declaration

"Sound Minds + Sound Bodies = Sound Living"

- The health of our employees and their families is fundamental to allowing them to lead fulfilling lives, and is of the utmost importance to Yamaha.
- Yamaha will actively support initiatives in aid of employee well-being, and will create safe, comfortable workplaces.
- Yamaha employees and their families should maintain an awareness of their physical and mental health, and take the initiative in acting to improve their wellness.

Takuya Nakata
President and Representative Executive Officer
April 2018

Based on this Health Declaration, the Yamaha Group is working to create safe and comfortable workplaces and promote various initiatives, including health checkups, mental healthcare, and measures to help employees stop smoking.

▶ Health Checkups

In addition to diligently offering general health checkups, which are mandatory under Japanese law, the Yamaha Group uses health checkups as opportunities to try to prevent lifestyle- and work-related diseases. In March 2019, Yamaha began offering physical tests for those receiving health checkups in the area around the Yamaha Corporation headquarters in order to encourage employees to improve their daily habits. Additionally, we petitioned employees to help us meet our goal of achieving a 100% examination completion ratio for regular health checkups while also taking thorough follow-up measures based on checkup results. In fiscal 2020, Yamaha Corporation and the other domestic Yamaha Group companies had a 100% examination completion ratio, while an industrial physician made work category decisions*2 for 100% of cases for both Yamaha Corporation and the Yamaha Group.

*2 Work category decisions by industrial physicians are based on Article 66.4, 5 of the Industrial Safety and Health Act. In these decisions, the Company determines the work category for health checkups for eligible employees based on a physician's opinion

▶ Mental Healthcare

In order to maintain the mental health of its workers, Yamaha is taking steps toward disease prevention by promoting mental health activities based on the policies of Japan's Ministry of Health, Labour and Welfare. Furthermore, by introducing a return-to-work support program that connects industrial physicians, nurses, and contracted psychiatrists working in coordination with an external Employee Assistance Program (EAP)^{*3} counselor as a form of aid for leave-takers, we halved the rate at which workers took a subsequent leave of absence compared with the period prior to adopting the program.

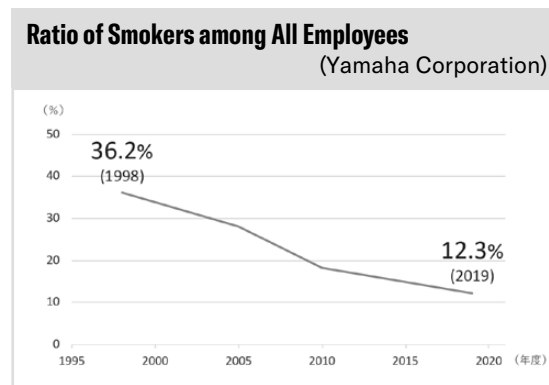
Major Initiatives

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

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

▶ Measures for Helping Employees Stop Smoking

Yamaha Corporation views encouraging employees to stop smoking as a top priority for protecting the health of employees. Since 1998, during health checkups, we have continued to advise employees to stop smoking. In April 2011, we began prohibiting smoking throughout Company premises during work hours. As a result of these initiatives, the percentage of smokers among all employees declined from 36.2% in 1998 to 12.3% in 2019.



* As of March 31 each year

The Yamaha Group is currently targeting further reductions in the ratio of smokers through means such as cutting back on the number of smoking areas inside work premises, thereby preventing passive smoking, and offering ongoing individual support for quitting smoking. These efforts oriented toward accomplishing Goal 3 of the United Nations Sustainable Development Goals: "Ensure healthy lives and promote well-being for all at all ages."

These efforts are being extended to domestic Group companies, and we plan to completely prohibit smoking on the premises of all domestic Group companies in April 2022. Data on the ratio of smokers including Group companies is shown on the Social Data page.

[▶ Social Data](#)

▶ Measures for Preventing Spread of Infectious Diseases at Overseas Bases

Preventing the spread of infectious diseases that can have a significant social and economic impact, such as HIV and AIDS, tuberculosis, and malaria, is a global issue. Recognizing the importance of this issue, Yamaha Group production sites in Southeast Asia are practicing effective hygiene management in workplaces, cafeterias, and break spaces while also taking environment-related steps such as pest extermination. In addition, notification of the infectious disease risks of the relevant areas is provided to employees going on overseas business trips as well as to employees stationed overseas and their families, and immunizations and other prevention measures are taken prior to departure from Japan. In fiscal 2019, the Company began recommending immunization for measles and rubella alongside previous recommendations for immunization for hepatitis A, hepatitis B, tetanus, and rabies. In regard to COVID-19, through a coordinated response between the Yamaha Group's business continuity planning organization and industrial physicians, we were quick to impose business trip limitations on overseas bases while taking other measures to prevent the spread of this disease to employees, their families, and the community.



Bug zappers



Air curtains to prevent entry by insects



Pest extermination being conducted on Company premises (PT. Yamaha Electronics Manufacturing Indonesia, Indonesia)

► Health Support for Employees Stationed Abroad

In fiscal 2020, the regular health checkup rate among employees stationed abroad was 97.9%, falling just short of our target of 100%. For such employees, emails containing personalized advice from industrial physicians are sent together with the results of annual regular health checkups, and ongoing health guidance is provided in accordance with employees' situations. In addition, industrial physicians and public health nurses visited two bases in Indonesia in fiscal 2020 to meet with employees stationed in that country and perform health consultations. Also, given that employees stationed overseas often face a great deal of stress, these employees have been submitted to the same stress checks as those at domestic Group companies since fiscal 2018 in order to confirm their mental state.



Meeting between employee stationed overseas and Yamaha Corporation public health nurse (PT. Yamaha Musical Products Indonesia, Indonesia)

Measures for Ensuring the Safety of Employees Stationed/Traveling Overseas

The Yamaha Group believes that the safety of employees is paramount and is taking various steps to safeguard employees stationed or traveling overseas from the perspectives of accident and incident prevention and emergency response.

Information concerning dangers in each country and region is gathered from sources such as Japan's Ministry of Foreign Affairs, private security companies, employees stationed at overseas Group companies, and those who have returned from abroad. This information is then analyzed and distributed internally in the form of reminders and business trip regulations. Safety-related education is also provided to employees prior to being dispatched overseas, while their families also receive separate education programs.

Furthermore, for those taking international business trips for the first time, an orientation is held that covers safety education, including basic knowledge and measures for handling emergencies while abroad.

Fiscal 2020 Training Activities

Content	Target	Number of sessions	Number of participants
Training prior to assignment overseas	Employees	15	41
	Employees' families	6	19
Overseas business trip orientation	Employees such as those going on an overseas business trip for the first time	6	108

External Recognition

► Certification as White 500 in 2020 Certified Health & Productivity Management Organization Recognition Program

In March 2020, Yamaha Corporation was recognized, for the fourth consecutive year, under the large enterprise category of the Certified Health & Productivity Management Organization Recognition Program, organized by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, while Yamaha Corporate Services Corporation was recognized for the third consecutive year. Through this program, companies that are advancing strategic initiatives from the perspective of employee health management are certified based on the results of health and productivity management surveys performed by the Ministry of Economy, Trade and Industry. In 2020, the fourth year of the program, the requirements for inclusion in the prestigious White 500 category were made more rigorous, and only the top 500 scoring companies in health and productivity management surveys were included in this selection. Yamaha Corporation's receipt of this honor was a reflection of the high evaluation of the Group's employee health management initiatives, including performing regular health checkups, promoting good mental health, and implementing measures to prevent passive smoking.



» External Recognition

Human Resource Development

Basic Policy

The Yamaha Group believes that diversity in human resources is a major contributor to the creation of new value. In accordance with this belief, we provide opportunities for skill and career development to all human resources fairly and without discrimination. Under the concept of supporting highly motivated employees who wish to fulfill their roles and aim to make constant progress, the Yamaha Group supports all employees in exercising their talents to the fullest and developing professionally while working toward self-fulfillment.

Education and Training Programs

The Yamaha Group works to create an education and training system that is equally focused on skill improvement and career development as the basis for the development of globally successful human resources. At the same time, training programs are tailored to specific objectives and groups of employees. In fiscal 2020, training programs for new employees were redesigned to cultivate junior employees capable of playing central roles, both in the organization and in society. The redesigning of these programs included clarifying education goals and the skill expectations for each step of development, which entailed introducing a process of input and output, to make for effective training programs. In tandem with these programs, the Group also supports employees in autonomous learning and career design efforts.

Fiscal 2020 Training Statistics

(Yamaha Corporation)

Total number of days of training		220
Average annual training hours per person	Male employees	21
	Female employees	21

Major Training and Education Programs and Implementation Status

(Fiscal 2020)

Name	Target/Content	Annual participants	Training hours per person	Number of days per year
Training by hierarchical levels	Improvement of individual skills based on career stages (includes new employee training)	500	-	151
Senior Specialist Institute	Cultivation of managers for production operations (production site managers, supervisors, etc.)	13	32 days	32
Skill/passion management program	Acquisition of situational leadership skills (for managers)	330	2 days	32
Yamaha Advanced Skill School	Development of domestic production site supervisors	Not held in fiscal 2020	-	-
Yamaha Technology Training School	Development of core domestic production site workers	26	53 days	53
From-to Program	Transmission of core musical instrument manufacturing techniques	1	-	-
Function-specific training	Language skills improvement (GAME) program, technical academy programs, technology seminars	242 participants in GAME program	-	-
		213 participants in technical academy programs and technology seminars	-	110
Study abroad / language learning programs	Study abroad programs for acquiring or improving foreign language skills	Not held in fiscal 2020	-	-
Yamaha Business School	Support for self-driven learning efforts of employees (distance learning)	217	-	-
Second Life Preparatory Seminar	Provision of opportunities and information for employees 2 years prior to mandatory retirement to encourage contemplation regarding life after retirement	111	1 day	4
Open TOEIC tests held on Company premises	Widely recognized English-language skill tests, held at four Company sites	495	-	17
Training for supervisors with subordinates on childcare leave	Training to support the growth of subordinates returning from childcare leave	Not held in fiscal 2020	1 day	-
Seminars for employees returning from childcare leave	Seminars for supporting the smooth return to work and career development of employees returning from childcare leave	Not held in fiscal 2020	1 day	-

Development of Management Personnel

The Yamaha Group strives to develop management personnel who can form the backbone of business activities.

The Senior Specialist Institute (SSI) is a program for developing locally hired and other management personnel being implemented and enhanced primarily at overseas production sites, to cultivate manufacturing managers on a global scale.

For human resources engaged in sales, we implement the Yamaha Sales company Executive College (Y-SEC) program to train candidates to become site managers, mainly at overseas sales companies. Currently, we are establishing systematic programs equally focused on job category and rank as we take a structured approach toward training human resources for management positions. As one facet of these efforts, we have introduced a management human resource development program (Yamaha Global Management Program) common among all job categories.

Fostering of Human Resources to Support Manufacturing

With the goal of improving upon its “Made in Yamaha” quality, the Yamaha Group is clarifying the roles and functions of each of its production sites while also fostering human resources that can support the manufacturing activities at these sites.

Plants in Japan are positioned as bases for manufacturing high-value-added products. At these sites, we focus on cultivating human resources that can support the development of competitive manufacturing technologies and on transmitting the core skills required to manufacture musical instruments to new employees. Meanwhile, technicians and supervisors from Japan are dispatched to plants in China, Indonesia, Malaysia, and India to help cultivate personnel at these sites based on the core manufacturing technologies developed in Japan. In addition, shared, rank-based manufacturing training programs are implemented to foster core human resources at these plants to strengthen their foundations as production sites delivering the same high level of quality provided by bases in Japan.

Cultivation of Human Resources for Core Positions

The Yamaha Group appoints locally hired employees from business sites around the world to important posts. In addition, core management positions are managed in an integrated, global manner to facilitate the cultivation of human resources for core positions, including future managers. We are also developing frameworks for promoting succession planning for this purpose. In fiscal 2019, uniform Group standards (global grading system) were implemented to allow for integrated management of core positions, and the requirements for candidates meeting these standards were defined. Based on these provisions, initiatives are being advanced based on the following four themes.

1. Integrated Management of Human Resources for Core Positions
Development and implementation of talent management systems for tracking and managing human resources for core positions (current position holders and successor candidates)
2. Positioning and Cultivation of Human Resources for Core Positions
Ideal positioning and cultivation of human resources from Groupwide optimization perspective not bound by restrictions such as country of birth or current company
3. Assessment and Compensation
Establishment of balanced, uniform Groupwide assessment standards and compensation frameworks to facilitate recruitment and retention of talented human resources
4. Development and Succession Planning
Formulation and implementation of succession plans

Support for Employee Development through Regular Face-to-Face Meetings

The Yamaha Group holds regular face-to-face meetings with all employees to both assess performance and support employee development. These meetings serve to align the perspectives of employees and their supervisors with regard to the objectives and mission of the Group and its divisions in addition to each individual’s role and goals. This approach allows the Group to confirm levels of achievement, future challenges, and the direction of skills development.

In addition, training programs for junior employees include meetings with human resource representatives held during employees’ second, fourth, and sixth years for the purpose of confirming and discussing their degree of growth in comparison with targets and their career plans. The Group provides comprehensive support to all employees to cultivate the fundamental business skills necessary to quickly begin making contributions and to enable them to feel motivated in their work.

Furthermore, in order to ensure that these meetings are conducive to fair evaluations and effective support for employee growth, the Group carries out evaluator training for the managers and other staff members who conduct meetings.

The Environment

Recognizing environmental issues as important, the Yamaha Group is committed to continuing its contribution to the realization of a better global environment based on its Yamaha Group Environmental Policy.

Yamaha is engaged in initiatives through its business activities, products, and services to respond to shared global issues, such as climate change, biodiversity, and the promotion of recycling. At the same time, Yamaha is involved in environmental conservation activities, such as the reduction of emissions of chemical substances, prevention of leaking of hazardous materials, the appropriate use of timber, forest preservation, and other activities that contribute to preserving the environment.

Environmental Management

Environmental Policy

Recognizing environmental issues as important management issues, the Yamaha Group is earnest in its efforts to make ongoing contributions to the realization of a better global environment based on the Yamaha Group Environmental Policy.

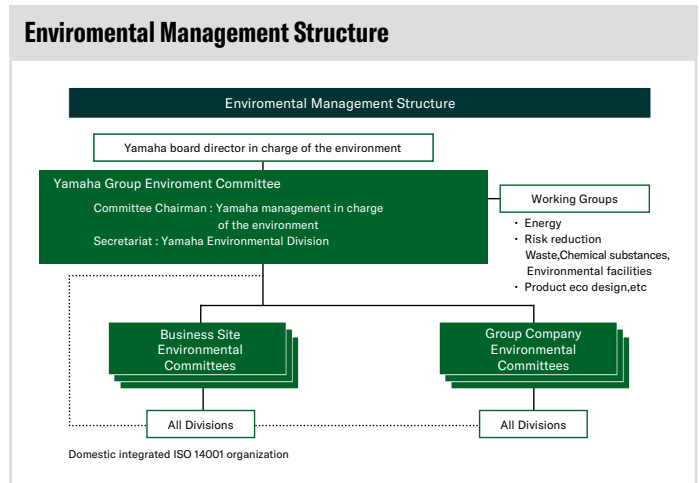
Yamaha is engaged in initiatives through its business activities, products, and services to respond to shared global issues pertaining to matters such as climate change, biodiversity, and the promotion of recycling. At the same time, Yamaha is engaged in environmental preservation activities including the reduction of emissions of chemical substances, prevention of leaks of hazardous substances, the appropriate use of timber, forest preservation, and other activities that contribute to preserving the environment.

Furthermore, such environmental issues are being addressed through their incorporation in the medium-term management plan and the action plan of relevant business divisions.

[» Yamaha Group Environmental Policy](#)

Environmental Management Systems

The Yamaha Group has created a system for promoting global environmental preservation activities overseen by the managing executive officer responsible for environmental issues of Yamaha Corporation. This individual conducts management reviews once every six months to verify the progress of ongoing measures and to gather information regarding items requested by stakeholders, legally mandated items, and accidents or complaints related to the environment. Important matters, such as climate change measures, are discussed at meetings of the Managing Council, which is led by the president. Based on the Group Environmental Management Policies & Rules, we have established an integrated environmental management system for all domestic business sites while overseas sites develop their environmental management systems. These systems entail the formulation of business site-specific environmental goals along with priority measures and action plans for accomplishing these goals, which shape actual initiatives. The status of these initiatives and the issues faced are confirmed through internal environmental audits to drive a process of ongoing improvement and enhancement of these initiatives. The Environmental Division of Yamaha Corporation is responsible for supporting and leading Groupwide environmental activities. To this end, the division gathers information on regulatory and social trends related to the environment, enacts Groupwide policies and rules, monitors and audits activities, and provides technical support for introducing environmental facilities and performs environmental measurements.



► Acquisition of ISO 14001 Certification

The Yamaha Group is acquiring certification under ISO 14001, an international standard for environmental management systems.

As of March 31, 2020, Yamaha Corporation and 22 domestic and overseas Group companies had acquired certification. These companies account for approximately 95% of the Yamaha Group's greenhouse gas emissions (Scope 1 and 2).^{*1} The Yamaha Group believes that the current scope of certification acquisition is sufficient considering its own environmental load, laws and regulations, and other matters. Going forward, this scope will be expanded as necessary when constructing business sites that may have a large impact on the environment.

In 2017, Yamaha Corporation acquired integrated certification in Japan based on the revised standard implemented in September 2015.

^{*1} New production sites (Yamaha Music India Pvt. Ltd. and PT. Yamaha Musical Products Asia) have not acquired certification at this point in time

► ISO 14001-Certified Sites

Yamaha Corporation Business Sites in Japan

Site	Acquisition Date	Integrated Certification Acquisition Date
Kakegawa Factory	November 1998	November 2010
Toyooka Factory (including Yamaha Hi-Tech Design Corporation)	June 2000	November 2010
Headquarters area	February 2001	November 2010

Domestic Group Manufacturing Companies

Site	Acquisition Date	Integrated Certification Acquisition Date
Yamaha Fine Technologies Co., Ltd.	March 2001	November 2010
Sakuraba Mokuzai Co., Ltd.	September 2002	November 2010
Yamaha Music Manufacturing Japan Corporation	August 2014	August 2014
Kitami Mokuzai Co., Ltd.	August 2014	August 2014

Resort Facilities

Site	Acquisition Date	Integrated Certification Acquisition Date
Yamaha Resort Inc.	November 2001	August 2011

Overseas Group Manufacturing Companies

Site	Acquisition Date
Yamaha Electronics Manufacturing (M) Sdn. Bhd.	December 1998
Tianjin Yamaha Electronic Musical Instruments, Inc.	December 1999
PT. Yamaha Musical Products Indonesia	January 2001
PT. Yamaha Music Manufacturing Indonesia	December 2001
PT. Yamaha Indonesia	May 2002
PT. Yamaha Music Manufacturing Asia	July 2002
PT. Yamaha Electronics Manufacturing Indonesia	January 2003
Yamaha Electronics (Suzhou) Co., Ltd.	March 2004
Hangzhou Yamaha Musical Instruments Co., Ltd.	May 2012
Xiaoshan Yamaha Musical Instruments Co., Ltd.	March 2013

Environmental Management Promotion Initiatives

▶ Environmental Accounting

Yamaha Corporation began conducting environmental accounting in fiscal 2000 as a means of quantitatively evaluating the effectiveness of its environmental initiatives. These environmental accounting practices are also currently being used at Yamaha Group production companies and resort facilities in Japan and overseas.

For data related to environmental accounting, please refer to the Environmental Data page.

» [Environmental Data](#)

Environmental Education and Training

The Yamaha Group offers a variety of training and education opportunities to employees in an effort to raise their knowledge and skills with respect to the environment. Such opportunities include the general education provided to all employees, specialty education for instructor candidates at production sites, and environmental facilities education and training for individuals in charge of environmental facilities.*2 Training is performed through the year as needed for specific business sites or processes.

*2 Environmental facilities are sites with the potential of polluting the environment should an accident occur. Lists of environmental facilities are compiled at each business site and facilities are managed accordingly

▶ Specialized Training for Environmental Preservation Staff

The Yamaha Group has established specialized training curricula for employees engaged in areas that require specialized knowledge, including personnel involved in waste management, wastewater treatment facility operation and management, and chemical substance handling. Specialized training sessions are conducted after defining and compiling lists of the skills required for processes that have a particularly large impact on the environment and examining the related educational needs. Furthermore, staff of the Environmental Division at Yamaha Corporation perform follow-up monitoring regarding the education of employees responsible for the aforementioned tasks at overseas factories. In fiscal 2020, wastewater managers at Xiaoshan Yamaha Musical Instruments Co., Ltd., in China received such specialized training in Japan.

In addition, we conduct education related to chemical substance management and the prevention of accidents such as leaks of environmental pollutants based on the Yamaha Group Chemical Substances Usage Standard and the Yamaha Group Environmental Equipment Standards. Emergency response drills are also performed.

Furthermore, Yamaha's technical academy program includes the Eco-design Course for product planners, developers, and designers through which education on eco-friendliness in products is provided.

▶ Internal Environmental Auditor Training

Training for the personnel that carry out activities for self-regulating environmental preservation measures is imperative to improving the operation of our environmental management system. The Yamaha Group invites lecturers from external organizations and holds annual seminars to train internal environmental auditors as an initiative to enhance our environmental preservation activities.

At business sites in Japan, an aggregate total of 1,175 participants have obtained internal environmental auditor qualification, and of these, 346 employees are still currently employed by the Group, which represents approximately 6% of employees at relevant business sites.

We hold also an Internal Environmental Auditor Brush-Up Seminar to improve the skills of staff members responsible for internal audits in the given fiscal year.

▶ Promotion of Eco-Conscious Activities by Employees

The Yamaha Group provides support and training to improve the environmental awareness of all employees and to promote eco-conscious activities by employees in their daily lives.

Environmental Awareness Activities in the Home: Smart Life in My Home Commitments and My Eco Commitment Coloring Page

The Yamaha Group works with the Yamaha labor union to promote eco-conscious activities in daily life through projects and tools such as the tracking of eco-conscious household activities, "Smart Life in My Home Commitments" conducted at employees' homes, and the "My Eco Commitment Coloring Page" for families with children.

In fiscal 2020, an aggregate total of 518 employees declared "Smart Life in My Home Commitments," and reports were made on superior energy conservation and other activities performed in the home. Awards were presented to four particularly exemplary activities.



“Smart Life in My Home Commitments” activity reports



“My Eco Commitment Coloring Page”

▶ Green Eco Curtain Activities in Employee Homes

Beginning in fiscal 2010, the Yamaha Group has been encouraging employees to create Green Eco Curtains in their homes in conjunction with the Green Eco Curtain activities conducted at Yamaha business sites.

» [Green Eco Curtain Activities](#)



Green Eco Curtains at business sites and employee homes

Prevention of Pollution

Environmental Pollution Prevention Frameworks

The Yamaha Group established the Yamaha Group Environmental Equipment Standards in 2014 to guide efforts to prevent environmental pollution during the course of its business activities. These Group standards are regarding the installation, management, and operation of environmental facilities. Compliance with these standards is being pursued in a systematic matter based on roadmaps set on an individual business site basis, and we plan to achieve full compliance with these standards at all sites in fiscal 2022. In this manner, we aim to keep the number of accidents resulting in environmental pollution at zero.

▶ Monitoring and Legal Compliance

With the goal of reducing the environment impact of its business activities and ensuring compliance with environmental laws, Yamaha Group divisions in charge of environmental measurement regularly monitor gas, wastewater, noise, odor, and other emissions to confirm the status of the management of these emissions and to assess compliance in accordance with the annual plans created by the Yamaha Corporation Environmental Division and the management divisions of individual business sites. In monitoring environmental impacts, we employ our own standards, which are stricter than existing legal standards. In the event that measurements exceed standards or are unusual in some way, we take immediate emergency and correction measures.

In addition, we have systems in place to facilitate quick responses to revisions to laws and regulations. The Group collects the latest legal and regulatory information, and the Yamaha Corporation Environmental Division compiles, checks, and communicates this information to business sites to ensure consistent compliance on a Groupwide basis. Furthermore, the Group has established working groups at business sites comprised of members of the management and production divisions of the respective sites to advance risk reduction measures. The Yamaha Group is carrying out initiatives in both Japan and overseas. For example, in China, where environmental laws have been amended frequently in recent years, the Yamaha Group works closely with local Group companies to strengthen compliance systems.

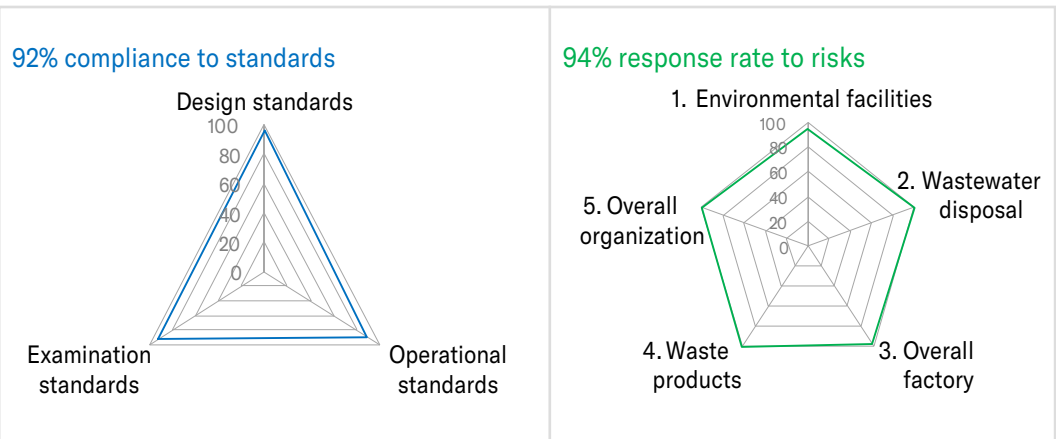
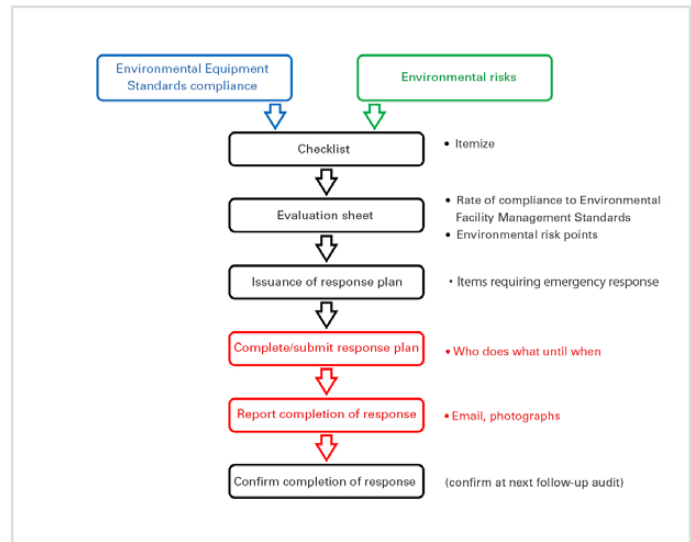


Environmental measurements being performed

► Environmental Audits

The Yamaha Group conducts internal environmental audits according to the ISO 14001 integrated management system in order to prevent environmental accidents and violations of law. In addition, we conduct environmental audits calling on the expert knowledge of the Yamaha Corporation Environmental Division and in accordance with the Yamaha Group Environmental Equipment Standards. Yamaha auditing staff acquire internal environmental auditor certification based on ISO 14001 standards as well as official qualifications related to environmental preservation, such as Pollution Control Manager and Working Environment Measurement Expert certifications.

Shared Groupwide checklists are used to score compliance with equipment standards at business sites and environmental risks. By clarifying priorities and items requiring a response, the Company is pursuing efficient improvements to mitigate risks. In addition, the frequency of audits is determined based on risk levels, and audits are conducted regularly. In fiscal 2020, we conducted environmental audits at four sites in Japan and four sites overseas.



Environmental audit conducted by auditing staff of Yamaha Corporation's Environmental Division

► Emergency Preparedness

The Yamaha Group implements frameworks and conducts training sessions to prevent environmental pollution caused by leaks of hazardous substances and oils from business sites as part of its efforts to ensure preparedness for emergency situations, such as natural disasters or accidents. The Yamaha Group identifies risks using uniform Groupwide evaluation standards and implements improvement measures and refines procedures pertaining to emergency response measures at business sites deemed to face significant risks through these evaluations. Additionally, business sites have prepared procedures, equipment, and stockpiles to respond to such emergency situations and are conducting emergency response training.



Emergency response training



Pollution and Hazardous Substance Response Measures

The Yamaha Group constantly monitors wastewater to prevent wastewater from business sites from negatively impacting water and related habitats. Furthermore, we conduct regular surveys on the impact of wastewater on life-forms and the water quality in the waterways to which waste is discharged. In the past, the Yamaha Group has conducted cleanup measures at two sites where soil and groundwater contamination occurred due to chlorine-based organic solvents. We have already completed groundwater cleanup activities at the Toyooka Factory of Yamaha Corporation. In addition, conditions at Yamaha's headquarters office have been restored to near-standard levels, and we continue to advance cleanup activities today. We have completed soil contamination cleanup activities at both sites.

In addition, all domestic Group business sites have completely disposed of large machinery, such as transformers and condensers that contain high-density polychlorinated biphenyl (PCB), and received registration for disposal of small, high-density PCB waste articles, such as fluorescent lamp stabilizers. Furthermore, disposal of devices containing low-density PCBs has been completed at four sites: Toyooka, Tenryu, Iwata, and Katsuragi. At the main factory of Yamaha Music Manufacturing Japan Corporation, the Company upgraded wastewater processing equipment in March 2018 in order to improve earthquake resistance and processing capabilities. This new equipment can process twice as much wastewater as the previous equipment and has been designed to withstand an earthquake with an intensity of 6 upper to 7 on the Japanese seismic scale.



Groundwater purification equipment at the headquarters office



Wastewater processing equipment at the main factory of Yamaha Music Manufacturing Japan



Chemical Substance Management and Emission Reduction

Based on the Yamaha Group Chemical Substances Usage Standard, the Yamaha Group practices exhaustive management of chemical substances regulated under the Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof (PRTR Act) and takes steps to reduce emissions of these substances from its production processes and products. These precautions are part of our efforts to minimize the negative impact on people and the environment from chemical substance use. At domestic Group companies, safety data sheets^{*1} pertaining to materials containing chemical substances are managed in an integrated manner via a database, evaluations of the dangers of these substances and their potential impacts on the environment are performed, and the necessary steps are taken to mitigate risks.

At present, the chemical emissions that occur in the course of production processes in the Yamaha Group companies mainly consist of volatile organic compounds (VOCs)^{*2} from product coating and adhesive processes. The Group constantly

monitors VOC emissions and is working to reduce such emissions by installing treatment equipment and using alternative substances. (For details regarding VOC emissions, please refer to the Environmental Data page.)

Factories in China are introducing VOC treatment equipment in their efforts to reduce emissions of such substances. Meanwhile, PT. Yamaha Music Manufacturing Asia of Indonesia is implementing used thinning agent recycling initiatives and was thereby able to reduce emissions of these substances by approximately 70% in 2019.

*1 Safety data sheets are used to record information on the potential dangers and handling methods for chemical substances and products containing chemical substances regulated under the Industrial Safety and Health Act, the Poisonous and Deleterious Substances Control Act, and the PRTR Act

*2 VOCs are substances used in thinning agents as coatings and adhesives thought to be one factor in the release of photochemical oxidants and suspended particulate matter

» Environmental Data



VOC treatment facility at Tianjin Yamaha Electronic Musical Instruments, Inc.



VOC treatment facility at Hangzhou Yamaha Musical Instruments Co., Ltd.



VOC treatment facility at Xiaoshan Yamaha Musical Instruments Co., Ltd.

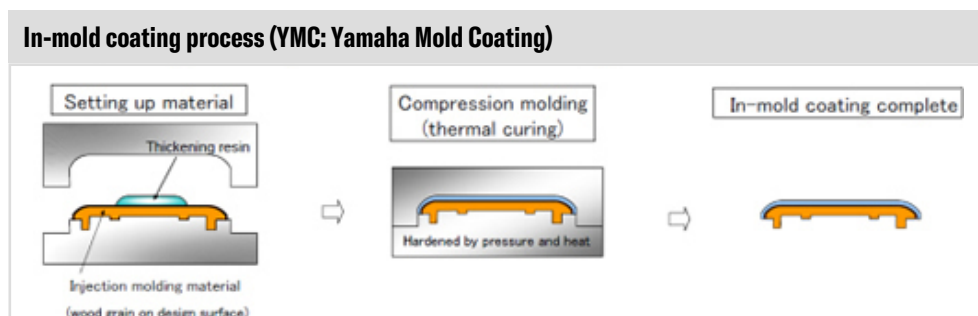
► Reduction of Chemical Substance Emissions in Coating Processes

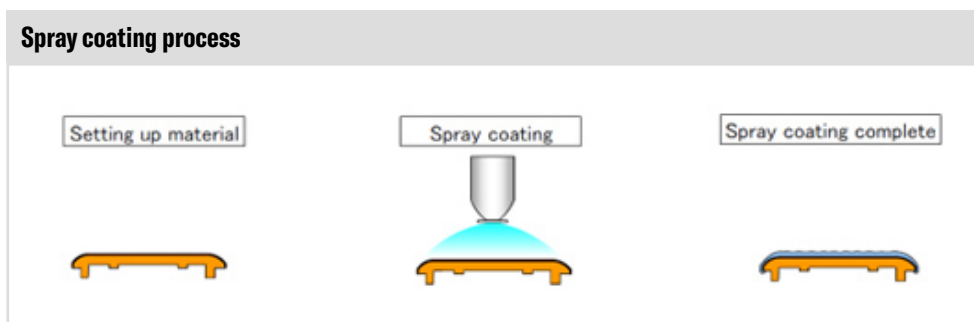
Coating processes are performed to give musical instruments and automotive interior components their beautiful appearance and durability. In these processes, Yamaha continues to research and introduce coating methods that lower environmental impacts by reducing the use of coating agents and the emission of organic solvents. To date, we have developed applications for electrostatic coating, powder coating, and flow coating matched to our products, and we are making use of these applications in the production process.

Yamaha Music Manufacturing Co., Ltd., has been replacing the coating agents used for parts from agents containing organic solvents to water-based coating agents in the piano manufacturing process. Water-based coating also has the positive effect of improving the work environment.

Similarly, Yamaha Fine Technologies Co., Ltd., has developed an in-mold coating method that completes the coating process inside of the mold. This method has been adapted for automobile interior components. By switching from traditional spray coating to in-mold coating, this company has achieved adhesion efficiency^{*3} of more than 90% while lowering the amount of organic solvents released into the atmosphere using less coating. Ventilating operations in the workplace have been significantly reduced as well, contributing to a reduction in the amount of energy used. Through this coating method, we were able to reduce the amount of styrene used in fiscal 2020 by approximately 51 tons.

*3 Adhesion efficiency is the ratio of materials adhering as a coating compared to total used





► Protection of the Ozone Layer

The Yamaha Group has historically worked to reduce usage of fluorocarbons to protect the ozone layer. We have eliminated the use of all specified chlorofluorocarbons (CFCs) and hydrochlorofluorocarbons (HCFCs). Since eliminating the use of all special CFCs in manufacturing processes in fiscal 1994, we have been using HCFCs, which have a lower ozone depletion potential compared to special CFCs, in the degreasing process for metal materials. However, we also eliminated the use of all HCFCs in fiscal 2006 because of its large contribution to global warming.

Environmental Accidents and Litigation

In fiscal 2020, 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.

Environmentally Friendly Products and Services

Environmentally Friendly Design and Green Procurement

The Yamaha Group performs product life-cycle assessments that cover all product life-cycle stages, ranging from material procurement to production, transportation, use, and disposal, and uses other methodologies to identify the characteristics of the environmental impacts of its various product lines. This information is used to practice environmentally friendly design based on the major environmental impact characteristics of specific products.

For chemical substances contained in our products, we have created standards for use in products, established a management system, and perform green procurement.

» [Yamaha Group Environmental Policy](#)

► Major Product Characteristics Identified through Life-Cycle Assessments and Measures

* The size of each circle indicates the relative environmental impact associated with the respective stage in the product life cycle.

Acoustic Instruments

Characteristics

- No energy consumption during use (lack of need for electricity, etc.)
- Long lifespans (often used for several decades)
- Primarily made using renewable timber, but present risks of deforestation and resource depletion via illegal thinning
- Lack of material recycling infrastructure like that seen for household appliances

Measures

- Sustainable timber procurement that does not contribute to deforestation or resource depletion
- Extension of lifespans through enhancement of maintenance services and reuse frameworks
- Development of material recycling frameworks



Acoustic instrument life cycle

Electronic Instruments

Characteristics

- Lower energy consumption than standard household appliances as most products do not have idle power consumption
- Lifespan on par with standard household appliances
- Large environmental impact from manufacturing metal components due to need for excavation and smelting, environmental pollution risks from runoffs from plastics and chemical substances
- Lack of material recycling infrastructure like that seen for household appliances

Measures

- Reduction of use and replacement of substances that impact the environment
- Extension of lifespans through retrofitting
- Utilization of biomass and other renewable resources
- Development of material recycling frameworks



Electronic instrument life cycle

AV Equipment and IT Equipment

Characteristics

- Relatively large energy consumption due to constant operation of some IT equipment and idle power consumption of AV equipment
- Lifespans heavily influenced by specifications and versions of connected equipment
- Large environmental impact from manufacturing metal components due to need for excavation and smelting, environmental pollution risks from runoffs attributable to plastics and chemical substances
- Lack of material recycling infrastructure like that seen for household appliances

Measures

- Energy efficient design
- Reduction of use and replacement of substances that impact the environment
- Utilization of biomass and other renewable resources
- Development of material recycling frameworks



AV equipment and IT equipment life cycle

► Management of Chemical Substances Contained in Products

Some chemical substances contained in distributed or sold products require proper treatment at the time of disposal or have the potential to adversely impact people's health or the environment. For this reason, countries around the world have been strengthening restrictions on chemical substances contained in products and requiring data disclosure.

With this regard, Yamaha Corporation has established the Standards for Chemical Content in Products. These standards are used to manage chemical substances in products during design and development to help ensure legal compliance and reduce environmental impacts. The standards are revised when necessary in response to legislative changes, the accession of voluntary standards, and other factors.

► Management System for Chemical Substances Contained in Products

In order to manage the chemical substances contained in products, it is imperative to identify and control the chemical substances contained in the parts and materials that make up finished products. The Yamaha Group established a management system in fiscal 2009, and supplier cooperation is requested as we conduct surveys of the chemical substances contained in parts and work to manage these substances.

Furthermore, the Yamaha Group has adopted the industry-standard format for the communication of information on the chemical substances contained in products.*1 We also have systems in place for furnishing flexible responses to the ongoing addition of chemical substance regulations, such as the expansion of the list of substances of very high concern in the European Union's Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) regulations.*2 At the same time, Yamaha holds briefing sessions to gain the understanding and cooperation of suppliers in regard to managing the chemical substances used in components.

*1 The Article Information Sheet (AIS), a basic communication sheet endorsed by the Joint Article Management Promotion consortium for providing information on chemical substances contained in products, is the industry-standard format. However, a transition is currently under way from AIS to the chemSHERPA® (chemical information SHaring and Exchange under Reporting PArtnership in supply chain) standard. Through the adoption of such standards, parts manufacturers are able to use the information on chemical contents that they receive from material manufacturers to convey information on the chemical contents of parts to the entities they supply.

*2 Substances of very high concern are substances, such as carcinogens, for which disclosure and management are required under REACH regulations should an amount exceeding a defined threshold be contained within a product.

► Promotion of Green Procurement

The Yamaha Group promotes green procurement in which it sources materials with low environmental impacts throughout the entirety of product life cycles, spanning from resource extraction to disposal. The Green Procurement Standards unveiled in 2002 compile our requests of suppliers, and we ask suppliers to cooperate with surveys on the chemical substances used and contained in the articles they supply as well as the status of chemical substance management. Information on chemical contents and chemical substance management practices received from suppliers is compiled in a database for use in confirming the chemical substances contained in products and in complying with environmental regulations. The Green Procurement Standards are revised as necessitated by changes in the global regulatory climate.

» [Green Procurement Standards](#)

Yamaha Eco-Products Program

The Yamaha Group launched the Yamaha Eco-Products Program in 2015. This program is designed to clarify environmental standards for products and promote environmentally friendly products. A Yamaha Eco-Label is affixed to those products meeting our environmental standards, thus certifying them as Yamaha Eco-Products. Our objective is to provide straightforward information on the environmental considerations incorporated into products to assist customers in the decision-making process when selecting a product.

► Certification under Yamaha Eco-Products Program (As of March 31, 2020)

A total of 46 new product models were certified under the Yamaha Eco-Products Program in fiscal 2020. As of March 31, 2020, the number of certified products, including prior products, was 425, of which 58 were newly developed products bearing the Eco-Label.



Yamaha Eco-Label

Product Certified in Fiscal 2020



SWX2310 series intelligent L2 switch

Reason for certification: Energy efficiency (exceeding energy consumption efficiency standard of 125% described in Act on the Rational Use of Energy)

» [Yamaha Eco-Products Program](#)

» [Sustainable Consumption](#)

Products Supporting the Reduction of Environmental Impacts

The Yamaha Group products are not only for general consumers, but also for businesses. Some of the products help to reduce the environmental impact of our customers' business activities or can be used to reduce environmental impacts during the use of products manufactured by the customer. The Yamaha Group works to reduce environmental impacts throughout society by means of the development and promotion of such products.

» [Application of Environmental Technologies](#)

Sustainable Resource Use

Timber Resource Initiatives

Many of the instruments that the Yamaha Group produces, such as pianos and string, percussion, and wind instruments, are primarily made of wood. Large amounts of timber 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.

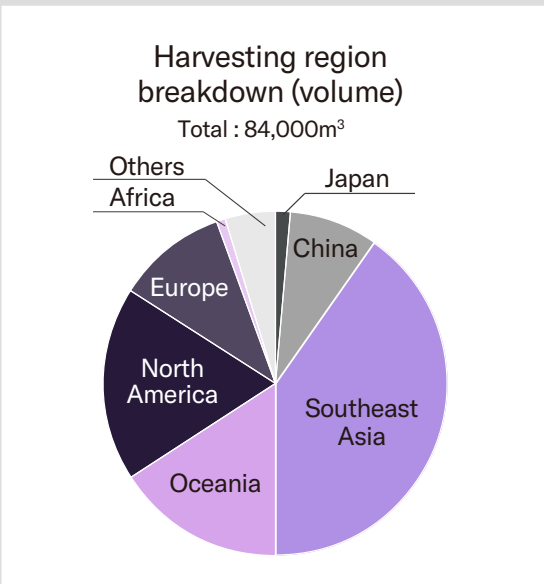
Considering the diverse variety of timber used in its business operations, the Group established the Yamaha Group Timber Procurement Policy, which sets forth directives for timber usage in order to better conserve this precious resource and to ensure its availability for continued use in the future. The Yamaha Group also established the Yamaha Supplier CSR Code of Conduct, which clearly stipulates points related to the harvesting and trading of timber resources that suppliers are requested to observe. This policy and code guide the Yamaha Group in conducting sustainable procurement that is friendly to the environment and biodiversity and in fully utilizing timber, a highly renewable resource, without waste.

- » [Yamaha Group Timber Procurement Policy](#)
- » [Yamaha Supplier CSR Code of Conduct](#)

Specific volume figures can be found on the Environmental Data page.

» [Environmental Data](#)

Breakdown of Timber Resources Used by the Yamaha Group by Origin
(Fiscal 2020)



Note: Figures exclude products that are not Yamaha brand or original equipment manufacturer (OEM)/original design manufacturer (ODM) products.

► Timber Due Diligence

Sustainable use of timber requires consideration for forest conservation and for timber resource volumes. At the same time, it is crucial to contribute to community development, through employment opportunities and infrastructure, to sustain the economic viability of the supply chain. The Yamaha Group has established a due diligence system to prevent the procurement of timber from illegal sources, and it promotes a strict confirmation process for legality of timber harvesting through site visits and surveys of documents for procurement sources. In addition to environmental considerations, the Group is expanding the use of certified timber, which is produced in socially and economically sustainable forests and contributes to the advancement of the community.

The Yamaha Group conducted a survey targeting all business partners from which timber was purchased in fiscal 2019, assessing the place of origin, the legality of harvesting, and the sustainability of relevant resources. Based on the results, we performed stricter verification of legality for timber deemed to represent a high risk due to issues with origin or tree species by undertaking further investigation including local site visits and assessments by a committee comprised of members of the Timber Procurement Division and the Sustainability Division. We confirmed that 98.8% (volume ratio) of procured timber was low risk. The Group conducts such surveys each year with the cooperation of suppliers and is aiming to achieve a 100% rate of low risk timber procurement. Additionally, we are actively adopting certified timber. When calculated based on the fiscal 2021 timber purchasing forecast, we project that certified timber will constitute 46% (by volume, compared with 28% in fiscal 2020) of timber purchases for the year. In the medium-term management plan announced in April 2019, the Group set the goal of achieving a 50% purchasing ratio of certified timber over the three years leading up to fiscal 2022. Smooth progress is being made toward accomplishing this target.



Legality assessment meeting



Site visit

► Cultivation of Quality Timber through Coordination with Local Communities (Tone Forest Activities)

The Yamaha Group uses a diverse variety of timber to produce musical instruments and other products. However, concerns regarding the sustainability of these resources have arisen in light of the recent declines in timber resource volume and quality. The Yamaha Group aims to address these concerns through Tone Forest activities, which are being advanced through coordination with communities, government agencies, and academic institutions in Japan and around the world. These activities are designed to contribute to community development and sustainable forest conservation in producing regions while simultaneously enabling the Group to sustainably procure high-quality timber suited to musical instrument production.

► Initiatives in Tanzania (African Blackwood)

In fiscal 2016, Yamaha began investigating the African Blackwood (*Dalbergia melanoxylon*), an important material used for woodwind instruments. These investigations are looking at matters such as ecology, resource stocks, and forest management status in Tanzania, where this tree is grown. The goal of these investigations is to help conserve this tree species while securing a stable procurement source. The African Blackwood is classified as near threatened by the Red List of Threatened Species compiled by the International Union for Conservation of Nature and Natural Resources, and a downward trend in the resource volume has been seen in recent years. As a result of investigating the management status of forests and the ecological status of these trees, including distribution, growth, and natural regeneration, we discovered that sustainable procurement is possible with proper forest management. Following these results, we undertook the development of a business model for realizing the sustainable use of this species as a material for musical instruments as a preparatory survey on a BOP (base of pyramid) business with the Japan International Cooperation Agency (JICA). Taking place over the period spanning from fiscal 2017 to fiscal 2020, this process included the construction of a value chain for generating a cycle of forest conservation, timber use, and instrument production, as we tackled the issues that arose in the pursuit of the quick development of said business model. Furthermore, we began working together with local NGOs and community members in fiscal 2018 to conduct regular African Blackwood tree planting activities with the goal of securing future resource volumes. In fiscal 2020, we had planted approximately 1,000 seedlings. By providing tree planting and propagation techniques to the local community in cooperation with local NGOs, we are facilitating the systematic cultivation of seedlings under the management of the local community. These seedlings will be transplanted into forests on a yearly basis. Approximately 6,000 seedlings have been planted over the three-year period from fiscal 2018 to fiscal 2020, and ongoing monitoring of seedling growth is conducted after planting. We have confirmed the survival and growth of around 80% of the roughly 1,500 seedlings planted in fiscal 2018. As we accumulate the fundamental knowledge required to raise high-quality trees, we are also striving to entrench and expand seedling cultivation and tree planting activities as a forest management activity for the local community. In addition, Yamaha formed partnerships with local timber producers and is conducting initiatives aimed at the effective use of existing resources, including procuring timber from forests that have been certified as being sustainably managed and improving the usage efficiency of wood materials.



Forest survey



Young African Blackwood seedlings (left) and growing seedlings (right)

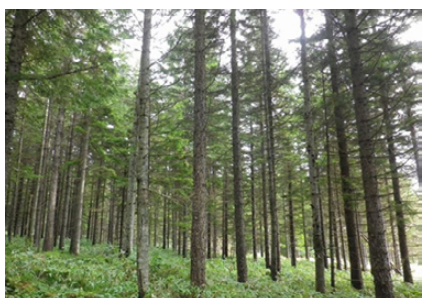
► Initiatives in Hokkaido (Sakhalin Spruce)

Kitami Mokuzai Co., Ltd., a Hokkaido-based company that manufactures piano soundboards, signed an agreement to establish “Piano Forests” in cooperation with the Okhotsk General Subprefectural Bureau and the town of Engaru, Monbetsu-gun, Hokkaido Prefecture in March 2016. Under this agreement, these organizations have been working together to foster sustainable forests and expand the demand for Sakhalin spruce (*Picea glehnii*) plantation timber.

In recent years, it has become necessary to rely on imports for the majority of wood for use in piano soundboards due to a decrease in natural Sakhalin spruce timber. Under this agreement, we are cooperating in the development of appropriate forest management, planting, and other forestry activities for the Sakhalin spruce plantations owned by the Okhotsk General Subprefectural Bureau and the town of Engaru. The aim of this initiative going forward is to once again secure a stable supply of high-quality Sakhalin spruce timber for use in piano soundboards as well as to manage forests and to ensure that the Okhotsk tree culture is passed on to future generations.

In 2019, a group of approximately 80 people comprised of employees of Kitami Mokuzai and members of their families gathered at a Sakhalin spruce plantation managed by the Okhotsk General Subprefectural Bureau to prune the trees (remove branches to improve timber quality). This pruning served as a prime opportunity for reaffirming how the production of pianos will be supported by the forests, which will be shaped by years of time and substantial effort, and the timber produced therein.

Furthermore, Kitami Mokuzai, the Okhotsk General Subprefectural Bureau, and the town of Engaru held exhibits at the Mokuiku Plaza in the Chi-Ka-Ho event that took place in the Chi-Ka-Ho underground plaza in front of Sapporo Station in January 2020. This event was designed to inform people of these forestry activities and to give them the opportunity to think about the trees and forests from which the rich expressiveness of musical instruments originates. The exhibit featured panels and videos introducing the Yamaha Group’s timber-related initiatives, displays of Sakhalin spruce trees and piano soundboards made from these trees, and corners allowing visitors to experience the different sounds produced by various materials. Handmade piano-shaped music box workshops were also held. In these workshops, wood offcuts from piano parts manufactured by Kitami Mokuzai were used in resonance boxes, making for an exhibit that underscored the connection between trees and pianos.



Sakhalin spruce plantation



Timber used for piano parts



Employees of Kitami Mokuzai and members of their families that took part in pruning



Exhibit at Mokuiku Plaza in Chi-Ka-Ho event



Music box workshop using piano offcuts

► Environmental Considerations for Timber Resources in Product Creation

The Yamaha Group is proactively utilizing wood cultivated specifically for industrial purposes on planned plantations as well as certified wood, which is properly managed so that the lumbering process does not harm the forest or ecosystems. The goal of measures is to use the high-quality renewable resource of trees on a sustainable basis.

In addition, the Group focuses on developing alternative materials that accurately reproduce the superior sound quality of scarce wood materials best suited for instruments.

Examples are introduced on the [Application of Environmental Technologies](#) page.

» [Application of Environmental Technologies](#)

Conservation and Sustainable Use of Raw Materials

► Resource Conservation in Products and Packaging

The Yamaha Group strives to use less resources in its products from a variety of standpoints, such as lowering product size and weight, integrating several products into one, and reducing the sizes, and sometimes complete eliminating of product packaging and cushioning. Furthermore, the Group is also engaged in efforts that will ultimately lead to less use of resources, such as extending the lifespans of its products and developing its piano renewal business.

» [Environmentally Friendly Products and Services](#)

» [Initiatives to Extend Product Lifespans](#)

» [Piano Renewal Business \(Japanese Only\)](#)

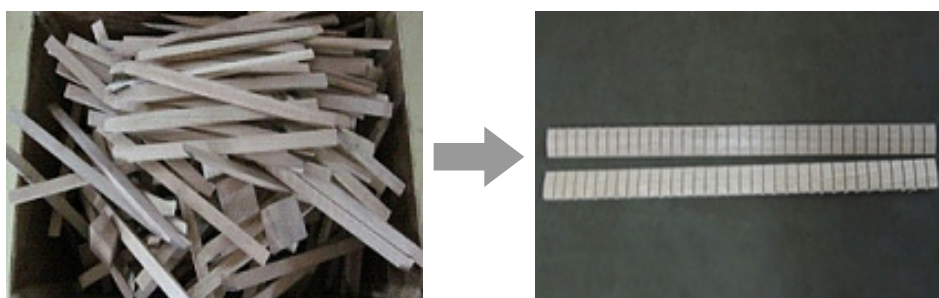
► Utilization of Sustainable and Recyclable Materials

Yamaha is developing alternative materials that can be substituted for scarce timber and adopting sustainable materials, such as biomass-derived resins, for use in its products. In addition, we use recycled polystyrene in portions of speaker boxes while incorporating recycled plastics into other products.

» [Environmentally Friendly Products and Services](#)

► Effective Use of Timber Resources

Yamaha is working to reduce losses by improving the yield ratio in timber processing while also reusing and recycling wood chips from production processes. The Company is using offcuts in other components and either using, selling, or disposing such offcuts as raw materials, fertilizer, or fuel. In recent years, the Company has also been conducting unique initiatives, such as using sawdust produced in the wood manufacturing process at Japanese factories that manufacture pianos as bedding for cows.



Timber offcuts previously disposed of as waste being repurposed as corner block (structural reinforcement materials inside guitar bodies)

► Waste Reduction and Resource Recycling

The Yamaha Group has established systems for recovering and separating waste in order to reduce waste produced at factories and offices and promote recycling. In Japan, the Yamaha Group has a recycling rate of approximately 99%.

Waste Reduction Initiatives

Office	Details
Toyooka Factory	In November 2010, the Company introduced vacuum concentration equipment for liquid waste and reduced the amount of waste acids and waste alkali generated in the wind instrument manufacturing process by about 80%.
	In fiscal 2012, we began processing waste containing rare metals from the R&D Department as a valuable resource and making effective use of this resource.
	The Company introduced a new liquid waste reduction CD dryer, taking the place of the decompression and concentration equipment. This dryer was put into full operation in February 2019, which contributed to an approximately 30% reduction in emissions of specified controlled industrial waste, such as waste acids and waste alkalis.
Kakegawa Factory	In September 2009, the Company installed more wastewater processing equipment and began the in-house processing of wastewater containing adhesive agents generated in the piano manufacturing process. These efforts have led to annual waste reductions of approximately 90 tons.
	In September 2012, the Company increased its ability to process wastewater containing adhesive agents. These efforts have led to annual waste reductions of approximately 270 tons.
Kitami Mokuzai Co., Ltd.	A liquid waste reduction CD dryer was installed in February 2019. This dryer has resulted in a 50% reduction in emissions of wastewater, sludge, and other waste.
Xiaoshan Yamaha Musical Instruments Co., Ltd.	In fiscal 2014, the Company reduced paint process-related waste by keeping the circulating water used in the musical instrument painting booths clean to enable longer usage, which resulted in annual waste reductions of approximately 120 tons.
Yamaha Fine Technologies Co., Ltd.	In fiscal 2012, the Company cut down on car part rejects by reducing equipment defects and quality defects. The result was a 16% reduction in overall factory waste production coupled with energy and resource savings achieved through improved productivity.



CD dryer (Toyooka Factory)



CD dryer (Kitami Mokuzai Co., Ltd.)

For data related to waste, please refer to the Environmental page.

[» Environmental Data](#)

► Product and Packaging Recycling

The Yamaha Group complies with laws and ordinances related to recycling products and packaging in relevant countries and regions, including the Waste Electrical and Electronic Equipment Directive of the European Union. In addition, we are promoting efficient use of resources in Japan by establishing locations for collecting used Electone products across the country to recover and recycle.

Preservation of Water Resources

The Yamaha Group uses water to wash products and cool facilities. The Group evaluates water-related risks through comprehensive risk assessments conducted on a Groupwide basis as well as through surveys and water-related risk evaluation tools at all business sites. These measures are used to evaluate physical water stress, water quality, regulatory risks related to water resources, and reputational risks. The Group does not have large-scale production activities in areas where water resources are lacking, and we have therefore judged that our operations do not have a large impact on the environment through water intake. Furthermore, the Group requires high-transaction-value suppliers that use large amounts of water to provide reports describing water intake volume, the water-related risks they recognize, examples of damage, and other matters to maintain an understanding of water-related risks across the value chain.

Meanwhile, the plating and washing processes involved in wind instrument manufacturing use large volumes of water. Recognizing this fact, since the early 1970s the Yamaha Group has been reusing cooling water, recycling wastewater from production processes using reverse osmosis membrane equipment, and implementing measures to prevent leakage in water-using facilities.

[» Protection of Biodiversity \(Water Quality Preservation\)](#)

[» Prevention of Pollution \(Monitoring of and Compliance with Laws and Regulations\)](#)

For data related to water usage and reuse, please refer to the Environmental Data page.

[» Environmental Data](#)

► Resource Conservation and Recycling Initiatives

Xiaoshan Yamaha Musical Instruments

Xiaoshan Yamaha Musical Instruments Co., Ltd., which manufactures wind instruments and percussion instruments in China, has been reusing approximately 80% of wastewater for manufacturing processes since it installed a wastewater treatment facility that purifies wastewater to the level of pure water. (This facility has brought this company in compliance with legal provisions for the inspection and improvement of corporate pollution resulting from electroplating of Zhejiang Province.*)

In addition, Xiaoshan Yamaha Musical Instruments has adopted a cooling method that uses a circulating water supply to cool the annealing furnaces used for heat treating the copper tube components of wind instruments, resulting in annual reductions in water use of approximately 5,700 tons.

* Legislation passed in Zhejiang Province promotes environmental preservation in electroplating factories by requiring companies engaged in electroplating processes to conform to 56 items related to environmental preservation systems and equipment. Standards for metals such as copper and nickel are stricter than those for general factory wastewater



Wastewater treatment facility



Cooling unit using circulated water

Yamaha Musical Products Indonesia

Wind instrument manufacturer P.T. Yamaha Musical Products Indonesia (YMPI) has introduced a wastewater treatment facility that enables the reuse of more than 60% of wastewater. Furthermore, wastewater treatment processes have been rationalized to reduce the use of chemicals.

In addition, YMPI has installed equipment to allow cyclical reuse of the wash water used in recorder production processes. This equipment has reduced water use by about 12,000 tons per year. In 2019, such equipment was deployed for other processes, cutting water use by an additional 1,300 tons.



Wastewater treatment facility

Hangzhou Yamaha Musical Instruments

Piano and guitar manufacturer Hangzhou Yamaha Musical Instruments Co., Ltd., installed a new wastewater treatment facility in May 2016 in response to increasingly strict wastewater standards. This facility allows for wastewater to be purified to the point that it can be reused. The wastewater treated in this facility is used for cooling water and other applications, resulting in annual water use reductions of 10,000 tons.



Wastewater treatment facility



Reuse of wastewater for cooling water

Yamaha Music India

Yamaha Music India, which completed construction in January 2019, has introduced a completely closed wastewater treatment facility. Wastewater generated from the manufacturing process is 100% reused and is not emitted outside the factory.



Wastewater treatment facility



Reuse of 100% of manufacturing process wastewater

Yamaha Music Manufacturing Asia

PT. Yamaha Music Manufacturing Asia, a manufacturer of electronic instruments, installed reverse osmosis membrane equipment in 2019 to treat wastewater for reuse in the manufacturing process. In addition, it is conserving approximately 120,000 kWh of power a year by spraying mist on chillers to augment their cooling capabilities.



Reverse osmosis membrane equipment

Yamaha Musical Products Asia

At PT. Yamaha Musical Products Asia, which is scheduled to commence production in fiscal 2021, we have completed construction of a state-of-the-art wastewater treatment facility designed for the purpose of reusing wastewater in manufacturing processes. Trial operation of this facility has already begun.



Wastewater treatment facility

Climate Change Mitigation and Adaptation

Climate Change Response Measures

Rapid climate change poses a major threat to humanity and to all life-forms on earth. We recognize that helping combat this threat and contribute to the decarbonization of society are corporate responsibilities and important management issues.

Under its global environmental preservation activity system overseen by the managing executive officer responsible for the environment, the Yamaha Group is working to contribute to the global movement to reduce CO₂ emissions. At the same time, we are preparing for the potential impact of climate change by identifying risks, formulating mitigation measures, and incorporating these into business strategies. Endorsing the goals of Science-Based Targets (SBT),*¹ an international initiative encouraging companies to formulate greenhouse gas (GHG) emissions reduction targets in accordance with scenarios based on scientific evidence, the Yamaha Group received certification from this initiative for its medium- to long-term reduction targets in June 2019. Also at this time, the Group declared its endorsement of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)*² and commenced initiatives for analyzing the impact of climate change on its finances and disclosing related information.

Going forward, the Group will continue to pursue reductions in GHG emissions and work to address the impact of climate change. At the same time, we will seek to create products, services, and business models that help mitigate climate change and promote the decarbonization of society through energy-efficient products and other means.



*¹ SBT is an international initiative that encourages companies to formulate GHG emissions reduction targets in accordance with scenarios based on scientific evidence to contribute to the accomplishment of the goals of the Paris Agreement.

*² TCFD is a taskforce created by the Financial Stability Board that has released recommendations aimed at facilitating appropriate investment decisions through disclosure of the potential financial impacts of climate change.

» [Yamaha Eco-Products Program](#)

» [Sustainable Consumption](#)

Targets, Measures, and Results

► Greenhouse Gas Emissions Reduction Targets (SBT-Certified)

- Reduce total Scope 1*³ and Scope 2*⁴ GHG emissions by 32% from fiscal 2018 levels by fiscal 2031
- Reduce total Scope 3*⁵ GHG emissions by 30% from fiscal 2018 levels by fiscal 2031

*³ Scope 1 emissions are direct GHG emissions from a business operator through sources such as fuel use on company premises.

*⁴ Scope 2 emissions are indirect GHG emissions from use of electricity, heat, and steam supplied by third parties.

*⁵ Scope 3 emissions are indirect GHG emissions from areas of the supply chain not accounted for under Scope 1 and Scope 2.

► Major Greenhouse Gas Emissions Reduction Initiatives

- Energy-saving initiatives including optimization of production methods and equipment placement, installation of high-energy-efficiency equipment and LED lighting, and exhaustive management of facility operation times, air-conditioning temperatures, and other energy consumption factors
- Introduction of cogeneration systems and solar power generation systems
- Transition to fuel sources with low GHG emissions
- Switch to purchasing renewable energy
- Improvement of transportation efficiency and shift to low-carbon transportation methods (ships, trains) in distribution
- Development of energy-efficient products (reduction of emissions from large-volume Scope 3 emissions category (product use))

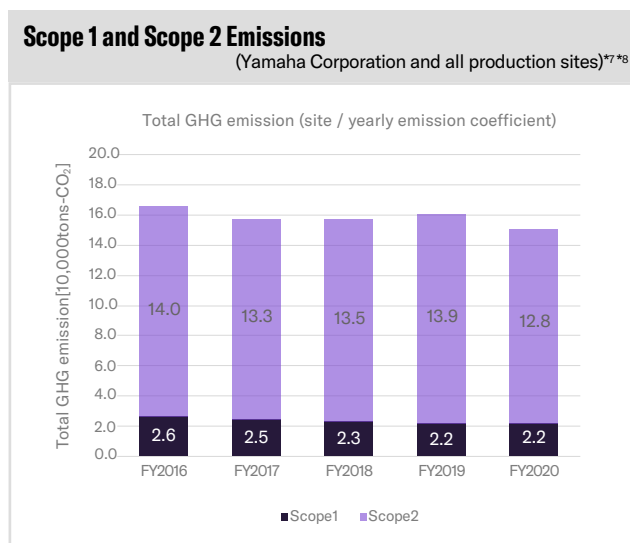
► Initiatives and Achievements to Date

Yamaha Corporation and domestic product sites are advancing energy conservation and other initiatives in manufacturing processes and at offices to achieve the long-pursued target of reducing CO₂ emissions per unit of production by 1% or more each year. In fiscal 2020, after the establishment of SBT-certified targets, we began introducing renewable energy on a full-fledged scale and thereby shifted to renewable energy for one-third of the power purchased at the Company headquarters. At overseas production sites, quantitative reduction targets are set on an individual-site basis, and proactive initiatives are being implemented toward the accomplishment of these targets.

In advancing emissions reduction initiatives, we manage GHG emissions volumes in accordance with the Greenhouse Gas Protocol.*⁶ In addition, third-party verification has been received for Scope 1 and Scope 2 emissions and certain Scope 3 emissions since fiscal 2017.

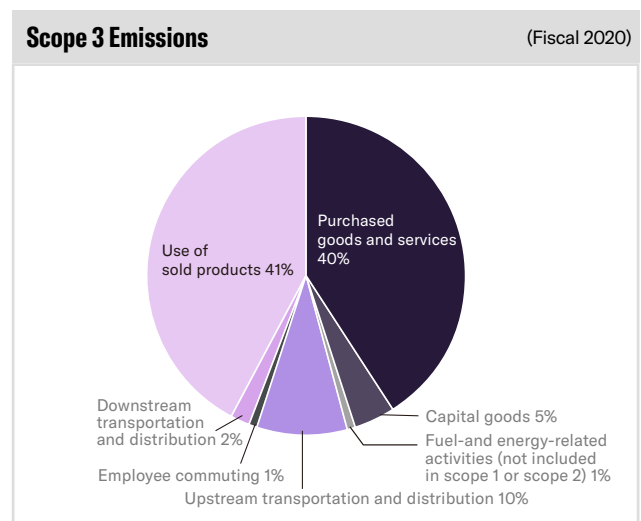
*⁶ The Greenhouse Gas Protocol is a set of standards for calculating and reporting GHG emission volumes.

» [Third-Party Verification](#)



*⁷ The scope of data collection is comprised of the Yamaha Group headquarters and major factories and resort facilities around the world (estimated to account for over 90% of all Yamaha Group sites^{*8}).

*⁸ Two new production sites (Yamaha Music India Pvt. Ltd. and PT. Yamaha Musical Products Asia) are not included among Yamaha Group business sites at this point in time.



► CO₂ Absorption through Tree Planting Activities in Indonesia

After conducting “Yamaha Forest” tree planting activities in Indonesia over the period from fiscal 2006 to fiscal 2017, the Company confirmed the growth status of the forest via satellite imagery and estimated the volume of CO₂ absorbed by the trees in fiscal 2018. The Company estimates that approximately 42,000 tons of CO₂ have been absorbed to date.

» [Protection of Biodiversity](#)

» [Yamaha Group Environmental Data](#)

Greenhouse Gas Emissions Reduction Initiatives

► Manufacturing Process Initiatives

Energy Conservation Activities at String and Percussion Instrument Factory

Yamaha Music Manufacturing Japan Corporation, which manufactures string and percussion instruments, has established the Energy-saving Promotion Committee and has been engaged in initiatives to reduce CO₂ emissions. Measures taken have included ensuring the appropriate pressure for compressors, partitioning work booths, introducing power usage monitors, and installing door and window screens for ventilation in offices. This company is also implementing measures to improve energy efficiency and to save space by consolidating equipment inside factories and rationalizing equipment layouts. In fiscal 2016, this company applied a thermal-barrier coating to the roof of the factory, improving air-conditioning efficiency as a result. The company will continue to conserve energy through the appropriate management of air conditioning and the integration of processes.

Energy Conservation Measures at Piano Factory

Yamaha Music Manufacturing Japan Corporation is conducting a range of ongoing efforts to conserve energy. Specific activities include removing unnecessary lighting, changing from rapid-type fluorescent lighting to Hf-type lighting, replacing prior compressors with inverter compressors, upgrading distribution transformers and air-conditioning equipment, and improving air-conditioning control. Through these activities, this company has succeeded in reducing CO₂ emissions by approximately 270 t-CO₂ and cutting electricity usage by approximately 570 MWh on an aggregate basis over the six-year period from fiscal 2015 to fiscal 2020.



Cogeneration system at Kakegawa Factory

Reduction of Peak Power Consumption at Factory

At Yamaha Fine Technologies Co., Ltd., steps are taken to cut peak power consumption during the summer by efficiently managing air conditioning and sprinkling water on the factory roof. In addition, a summer time system was introduced in fiscal 2015. Over the three-month period from July to September, the work start time is moved two hours ahead to 6:00 a.m. for certain automobile interior parts painting processes that require high levels of air conditioning. Through these measures, the peak power consumption point was shifted from 2:00 p.m. to 11:00 a.m. As a result, peak power consumption was reduced by approximately 310 kW in the hotter part of the afternoon, and power consumption was lowered by 200,000 kWh during the three-month period from July to September. Moreover, this company is making efforts to conserve electricity, such as improving labor efficiency by shortening facility operating hours, reviewing workplace layouts to reduce air-conditioning requirements, and revising how steam is used during the winter.

Energy Conservation Activities at a Factory in China

Hangzhou Yamaha Musical Instruments Co., Ltd., has introduced various energy conservation activities that include making technological improvements and enhancing management of daily work activities to curb the increase in energy consumption stemming from rising production levels. Recognizing these energy conservation activities and other environmental initiatives, Hangzhou City officials presented this company with a Cleaner Production Certification in accordance with China's Cleaner Production Promotion Law at the end of 2011. Since then, this company has continued to implement the following measures to reduce energy usage.

- Appropriate operation management of dust collectors
- Shortening of water supply operation times, strategic positioning of lighting, and reduction of lighting usage times
- Installation of automatic control system for dust collectors and digital electricity meters in switchboards to enhance management of electricity consumption and reduce losses from idle power consumption by machinery at night
- Sequential shift of electric light to LED lighting



Bulletin board providing notice of energy conservation and other environmental activities



Environmental education for employees

▶ Environmental Initiatives at Resort Facilities

Yamaha Resort Inc. is implementing the following CO₂ emissions reduction initiatives at the resort facilities it operates.

Reduction of CO₂ Emissions and Fuel Consumption in Golf Course Operations (Katsuragi Golf Club):

- Annual electricity savings of 25 MWh through “green fan” initiatives (greens maintenance) and adjustment of facility air conditioning
- Annual reductions in CO₂ emissions of more than 8 tons achieved by switching from gasoline golf carts to electric carts
- Approx. 30% reduction in heating boiler fuel consumption (heavy oil) and 1-hour reduction in boiler operation time through replacement of all large-scale, air-conditioning systems that use hot water for heating with energy-efficient air-cooling systems (completed in fiscal 2020)

Improvement of Boiler Efficiency in Hotel Operations (Katsuragi Kitanomaru):

- Two high-efficiency boilers installed to replace existing boilers in both fiscal 2019 and fiscal 2020

Transition to LED Lighting:

- Annual electricity savings of 49 MWh through switch to LED lighting and installation of motion sensors in restrooms

▶ Initiatives at Offices

Priority Electricity Conservation Measures

Electricity conservation measures at offices include reducing the amount of lighting (after verifying lighting levels), introducing LED lighting, turning off lit advertisements, halting elevator operation, and notifying employees of electricity consumption amounts to raise awareness.

Transition to LED Lighting

The Yamaha Corporation headquarters is promoting the transition to LED lighting in office spaces, and 1,080 fluorescent lights and mercury lamps have been replaced with LED lighting over the seven-year period spanning from fiscal 2014 to fiscal 2020. As a result, annual electricity consumption has been reduced by 46 MWh. Meanwhile, the transition to LED lighting outside of the Toyooka Factory has produced annual savings of 44 MWh while an additional reduction of 44 MWh in annual electricity consumption has been achieved by replacing approximately 3,200 fluorescent lights inside of the factory with LED lighting over the four-year period from fiscal 2017 to fiscal 2020. Going forward, we will continue to systematically transition to LED lighting in factories and offices.

“Cool Biz” and “Warm Biz” Initiatives

During summer (May to October), we encourage employees to wear cooler attire, such as by not using a necktie, and set the air-conditioning temperature to over 28°C. In winter (November to March), employees are asked to wear warmer clothes so as not to rely too heavily on heating, and the temperature of heaters is set to under 20°C.



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

Green Eco Curtain Activities

Green Eco Curtain activities help conserve energy and boost employee awareness through the planting of “curtains” of morning glories, bitter gourds (*Momordica charantia*), and other vine-type plants along the windows and walls of the buildings.





Green Eco Curtain at Yamaha Corporation's headquarters office

► Initiatives in Logistics

Energy Conservation and CO₂ Emissions Reduction in Logistics

The Yamaha Group is working to increase energy efficiency and reduce CO₂ emissions in logistics operations together with efforts to improve transportation efficiency and shorten transportation lead times. To this end, we are incorporating CO₂ emissions reduction initiatives into various activities. For example, we are working to raise truck and container loading ratios, review warehouse locations and transport routes to shorten transportation distances, examine the possibility of incorporating low-carbon modes of transportation (ships and trains), revise transportation packing specifications, conduct joint transportation with other companies, and dispose of waste in the area it is produced.

The Yamaha Group's total domestic transport volume (including transportation by domestic sales companies, etc.) in fiscal 2018 remained about the same as fiscal 2017 at 18.59 million ton-kilometers. CO₂ emissions were also relatively unchanged year on year at 2,820 t-CO₂.

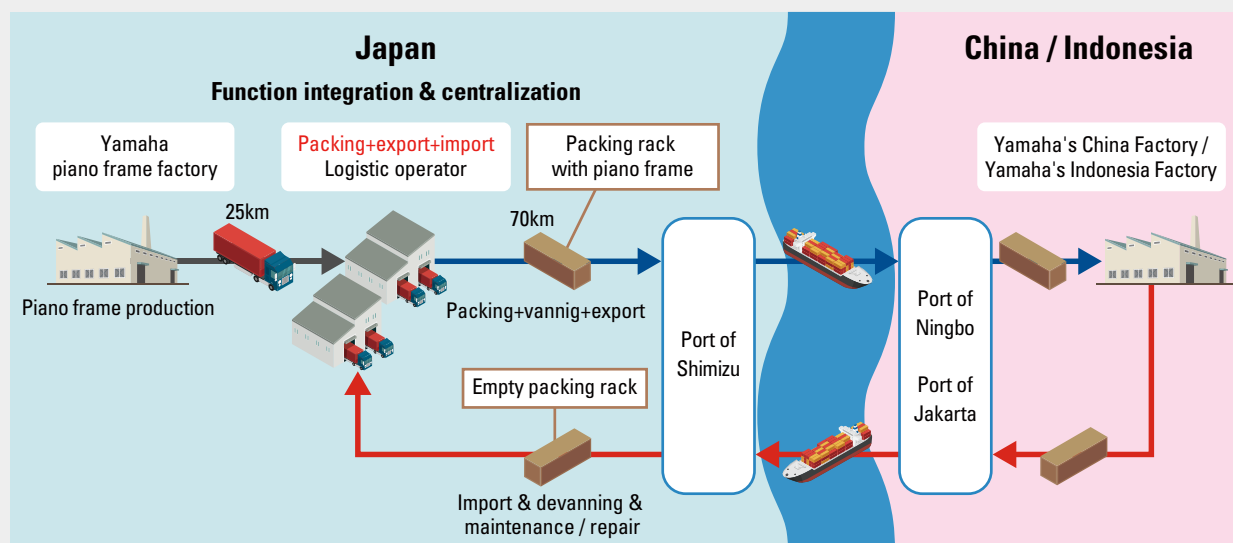
Reducing CO₂ emissions from logistics requires the cooperation of transportation companies; so, we are working with them to develop the necessary systems by requesting that the transportation companies we work with cooperate in environmental efforts and incorporating environmental matters into questionnaires.

» [Yamaha Group Environmental Data](#)

Resource Conservation and CO₂ Emissions Reduction in Piano Frame Transportation

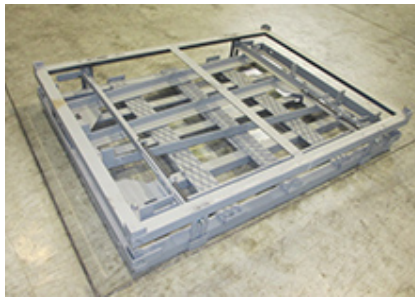
Previously, Yamaha has used disposable iron packing racks when transporting piano frames from Japan to overseas factories. However, we are gradually introducing returnable packing racks for piano frames that can be used multiple times in order to conserve resources. In addition, by shortening transportation routes and improving load efficiency, the Company has achieved a 100-ton reduction in CO₂ emissions associated with the disposal of iron packing and a 1,600-ton reduction in iron resource consumption. Going forward, we will examine the possibility of shortening transport distances and reducing disposable packing material use, including for parts aside from piano frames.

Distribution flow using returnable packing racks





Returnable packing rack for grand piano frames



Folded returnable packing rack (when being returned)

Standardization of Packaging for Shipping Components and Materials to Conserve Resources and Reduce CO₂ Emissions

The Yamaha Group designs and standardizes packing boxes according to the sizes of the containers used in transportation, thereby improving container loading ratios. We have thereby been able to reduce the number of containers used and eliminate three tons of associated CO₂ emissions a year. The Group has also cut down on paper resource usage by designing packaging that uses as little cushioning and other packaging materials as possible. Going forward, it can be projected that the supply of materials and components from overseas locations to Japan will increase. Our first step to respond to this trend will be to design standard packing boxes for piano components that can be used for transportation between China and Japan, and we are engaged in verification testing with the aim of putting these packing boxes into practical use.



Loading container with pre-standardization packing boxes (left) and loading container with standardized packing boxes (right)

Endorsement of TCFD Recommendations

In June 2019, the Yamaha Group announced its endorsement of the recommendations of the TCFD. Based on these recommendations, we are analyzing the risks and opportunities for our business that could result from climate change. The results of these analyses are incorporated into management strategies, and information on the potential financial impacts is disclosed.



Category	Initiatives
Governance	Addressing climate change has been positioned as an important management strategy and a portion of our sustainability governance and management systems. Climate change and other important sustainability issues are discussed at meetings of the Managing Council, which is headed by the president, at least once a year, and the results of these discussions are reported to the Board of Directors to make for a system of appropriate supervision by the Board of Directors.

<p>Strategy</p>	<p>The risks and opportunities that may result from rapid climate change or the accompanying phenomena are incorporated into the important elements of business strategies. For example, the current medium-term management plan includes among its core measures efforts to reduce GHG emissions, develop environmentally friendly products, and realize sustainable timber use.</p> <p>We recognize that the impacts of rapid climate change will likely be felt over the medium- to long-term. Accordingly, we have defined the associated risks and opportunities from a medium- to long-term perspective looking to 2030 and beyond rather than based on the short-term timeframe of the three-year medium-term management plan. The identified risks will be periodically examined and revised based on internal and external trends going forward.</p> <p>Risks and Opportunities</p> <p>The Group employed various scenarios described by the International Energy Agency to determine the risks and opportunities that could occur as a result of the transformation of the operating environment in response to rapid climate change and the accompanying phenomena. The specific scenarios utilized were RCP*9 2.6 (2°C scenario) and RCP 8.5 (4°C scenario). Based on these scenarios, we are evaluating the degree of materiality of risks and opportunities based on their potential financial impact and likelihood of materialization.</p> <p>*9 Representative Concentration Pathways (RCP) scenarios are named based on the hypothetical radiative forcing level (the portion of energy transmitted to the earth that is trapped within its atmosphere) of the earth at the end of the century. For example, RCP 2.6 refers to a scenario in which this radiative forcing level is 2.6 w/m².</p> <p>Major Climate Change-Related Risks and Opportunities</p> <p>Transition Risks and Opportunities</p> <ul style="list-style-type: none"> • Regulatory risks: Increased operating and equipment costs due to expanded carbon pricing (carbon taxes, etc.) and regulation • Technological risks: Reduce sales and diminished corporate reputation due to delays in adopting to next-generation product or manufacturing technologies • Market opportunities: Increased sales of energy-efficient products (instruments, audio equipment, etc.), voice communication equipment (for remote meetings), thermoelectric devices, and other products that contribute to the realization of a low-carbon or carbon-free society <p>Physical Risks</p> <ul style="list-style-type: none"> • Abnormal weather risks: Increased damages to the Company or its supply chain from typhoons, floods, droughts, etc.
<p>Risk Management</p>	<p>The Risk Management Committee has been established as an advisory body to the president, and regular evaluations and analyses are performed on the potential damages, frequency, and control levels of risks. This process is used to facilitate ongoing improvements in risk control levels by identifying risks and designating the divisions responsible for managing these risks. In addition, the Working Group for BCP and Disaster Prevention Management has been set up under the Risk Management Committee to establish business continuity plans (BCPs) and implement other business continuity management initiatives to address the physical risks associated with natural disasters.</p> <p>In fiscal 2020, we completed establishment of BCPs for all Yamaha business sites around the world. We have also taken precautionary measures such as installing drainage equipment to safeguard against damages from typhoons, floods, and other natural disasters projected on an individual business site basis. We have also implemented measures such as revising the locations and structure of Company business sites and even external warehouses.</p> <p>Countermeasures have been put in place for all material risks that have been identified at this point in time, and we are committed to enhancing risk management initiatives going forward to ensure that there are no significant impacts to our business over the medium- to long-term.</p>
<p>Metrics and Targets</p>	<p>The Company has set the medium-term targets of reducing total Scope 1 and Scope 2 GHG emissions by 32% and total Scope 3 GHG emissions by 30% from fiscal 2018 levels by fiscal 2031. These targets were certified by international environmental organization SBT in June 2019. In addition, we have set a long-term target of cutting total Scope 1 and Scope 2 GHG emissions by 83% from fiscal 2018 levels by fiscal 2051. On a short-term basis, we have established the target of reducing CO₂ emissions per unit of production by 1% or more each year at major domestic business sites.</p> <p>We manage GHG emissions volumes in accordance with the Greenhouse Gas Protocol, and third-party verification has been received for Scope 1 and Scope 2 and certain Scope 3 emissions since fiscal 2017. Energy consumption amounts pertaining to Scope 1 and Scope 2 emissions are calculated on a by-source basis, which is translated into GHG emissions data using emissions coefficients. Third-party verification is received for this data.</p> <p>One example of CO₂ emissions reduction activities was the fiscal 2020 switch to renewable energy for one-third of the electricity purchased at the Yamaha Corporation headquarters. Looking ahead, we are planning a phased increase in the portion of electricity purchased from renewable sources.</p>

Protection of Biodiversity

Responsibility as a Company Using Timber

The Yamaha Group conducts business activities that utilize natural resources, such as the timber used as a raw material to make a variety of products including acoustic musical instruments, and the ecosystems that produce these resources. The Group promotes appropriate business activities and appropriate timber use as well as environmental preservation activities based on its commitments for the preservation of forests and the protection of biodiversity, as stated in the Yamaha Group Sustainability Policy and the Yamaha Group Environmental Policy.

» [Yamaha Group Sustainability Policy](#)

» [Yamaha Group Environmental Policy](#)

» [Sustainable Resource Use](#)

Environmental Preservation and Biodiversity Protection Initiatives

► Chemical Substance-Related Initiatives

To limit the impact of chemical substances on the environment and ecosystems, Yamaha is working to enhance management and reduce usage of chemical substances while implementing measures to prevent leakage.

» [Prevention of Pollution](#)

► Water Quality Preservation

The Yamaha Group is building treatment facilities and conducting monitoring and audits to prevent wastewater from factories from contaminating public water systems, soil, and groundwater.

» [Prevention of Pollution](#)

Evaluation of the Impact of Factory Wastewater on Ecosystems (Toyooka Factory)

Yamaha Music Manufacturing Japan Corporation, which is located within Yamaha Corporation's Toyooka Factory, conducts the production of wind instruments. Wastewater containing chemical substances from the wind instrument production process at this company is detoxified before being released into waterways. The impact of such factory wastewater is evaluated using the bioresponsive Whole Effluent Toxicity method,* and these evaluations have confirmed that the impact on ecosystems is minimal.

* The Whole Effluent Toxicity is a wastewater management method that evaluates whether wastewater from factories and business sites is harmful to ecosystems by measuring the impact on the existence, growth, and reproduction of aquatic organisms, such as algae, water fleas, and fish in diluted wastewater.

► Preservation of Forests and Natural Environments

Yamaha Forest Activities in Indonesia

Over the period spanning from fiscal 2006 to fiscal 2017, Yamaha Corporation and six Indonesian subsidiaries carried out Yamaha Forest activities in the form of planting in Indonesia, thus contributing to the regional society.



Indonesia is a treasure trove of diverse world species. In recent years, however, the forests that produce the bounty of biodiversity have been in rapid decline. Phase 1 activities of the Yamaha Forest project began in fiscal 2006 and involved planting approximately 110,000 saplings over roughly 127 hectares of public land in Sukabumi, West Java in a joint effort to restore the functionality of forests by Yamaha Motor Co., Ltd., and its subsidiaries. This area has been designated by the provincial government as "HUNTAN KOTA" (city forest preserve) and is managed appropriately. Phase 2 of the Yamaha Forest project, which commenced in fiscal 2011, involved planting approximately 50,000 saplings over about 50 hectares of arid land in Ciremai National Park in Kuningan, West Java to regenerate natural forests and restore ecosystems. In a joint effort with the Japan International Cooperation Agency (JICA), the Ministry of Forestry of Indonesia, and the Forestry Department of the University of Kuningan, we planted tree types selected based on academic studies in order to restore natural forests and rehabilitate ecosystems in accordance with regional characteristics. Furthermore, annual tree planting events saw participation by local associates. These events consisted of commemorative tree planting and environmental education programs for children from local communities. Yamaha transferred control of this area to Ciremai National Park in fiscal 2017, and the area is being preserved for future generations through the management of the local government and other people involved.

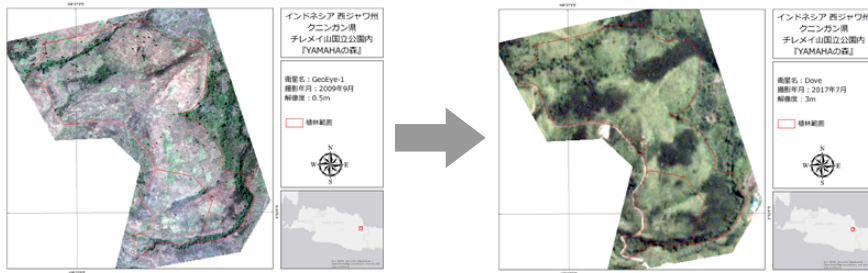
In fiscal 2018, the Company confirmed the status of forest growth using satellite imagery and estimated the CO₂ emissions absorbed by the forests in the Yamaha Forest areas from both Phases 1 and 2 of the project. The Company estimated that approximately 42,000 tons of CO₂ have been absorbed to date.

Record of Yamaha Forest Activities in Indonesia

	Phase 1 (Fiscal 2006-2010)	Phase 2 (Fiscal 2011-2015)
Sponsor	Yamaha Corporation and six local Indonesian subsidiaries Yamaha Motor Co., Ltd. and two local Indonesian subsidiaries	Yamaha Corporation and six local Indonesian subsidiaries
Cooperation	The Organization for Industrial, Spiritual and Cultural Advancement International	JICA, Local National Park Management Office, National Kuningan University Forest Department
Location	Sukabumi Regency, West Java, Indonesia	Chiremei Mountain National Park, Kuningan Regency, West Java, Indonesia
Period	Period From December 2005 to March 2010	From December 2010 to March 2015 (planting activities) April 2015 to March 2017 (Maintenance)
Main cause of forest loss	Destructive deforestation	Forest fires
Purpose	Recovery of biodiversity, water source protection, prevention of soil erosion, CO ₂ absorption and fixation	Recovery of biodiversity, water source protection, prevention of soil erosion, CO ₂ absorption and fixation
Area	126.7 ha	50 ha
Number of trees planted	115,110	52,870
Type of tree	Total of 21 including mahogany, teak (<i>Tectona grandis</i>), <i>Paraserianthes falcataria</i> , eucalyptus, melina, and meranti	Total of 46 indigenous species selected based on vegetation surveys (bayur (<i>Pterospermum acerifolium</i>), Peutag, Salam, Acacia Mimosa, Teurap, etc.)
Details of activities	<ul style="list-style-type: none"> • Tree planting and management • Tree planting ceremony (total of 9,180 participants) • Environmental education activities (planting activities at farmers' groups and schools, etc.) • Education support (donations of desks, chairs, etc.) • Regional support (construction of community water areas) 	<ul style="list-style-type: none"> • Tree planting and management (participation in JICA's Rehabilitating Degraded Lands Project for Protection of Biodiversity) • Tree planting ceremony (total of 1,300 participants) • Environmental education activities for elementary school students
Volume of CO₂ absorbed (Fiscal 2018 estimate)	30,929 tons (12-year total)	11,542 tons (7-year total)



Planting area at start of tree planting activities in 2011 (left) and after steady growth in 2017 (right)



Satellite imagery of planting area (left: 2009, right: 2017; based on survey performed by Kokusai Kogyo Co., Ltd.)

► Enshunada Coastal Forest Recovery Support

In March 2007, Yamaha Corporation signed a “Shizuoka Forests of the Future Supporter” agreement with Shizuoka Prefecture and Hamamatsu City. Based on this agreement, Yamaha works to support the reforestation of the Enshunada Coastal Forest owned by Hamamatsu City. These activities include continuously planting young trees in a coastal forest that was seriously damaged by pine weevils. Planted on an annual basis, the trees have been growing steadily.

In October 2019, the 12th planting event was held jointly with Yamaha Motor Co., Ltd. Approximately 110 participants, including employees of Yamaha and Yamaha Motor and their families, and members of the community planted 300 resistant black pine (*Pinus thunbergii*) seedlings.

Record of Tree Planting Activities

Iteration	Number of trees planted	Types of trees
1st (2007)	115	Ubame oak (<i>Quercus phillyraeoides</i>), Japanese camellia (<i>Camellia japonica</i>), wax myrtle (<i>Myrica rubra</i>)
2nd (2008)	180	Ubame oak (<i>Quercus phillyraeoides</i>), Japanese camellia (<i>Camellia japonica</i>), wax myrtle (<i>Myrica rubra</i>), elegance female holly (<i>Ilex integra</i>)
3rd (2009)	150	Japanese camellia (<i>Camellia japonica</i>), ubame oak (<i>Quercus phillyraeoides</i>), elegance female holly (<i>Ilex integra</i>), camphor tree (<i>Cinnamomum camphora</i>), yeddo hawthorn (<i>Rhaphiolepis indica</i> var. <i>umbellata</i>), Japanese hackberry (<i>Celtis sinensis</i> var. <i>japonica</i>), Japanese pittosporum (<i>Pittosporum tobira</i>)
4th (2010)	155	Japanese hackberry (<i>Celtis sinensis</i> var. <i>japonica</i>), camphor tree (<i>Cinnamomum camphora</i>), elegance female holly (<i>Ilex integra</i>), ubame oak (<i>Quercus phillyraeoides</i>), <i>Dendropanax trifidus</i> , yeddo hawthorn (<i>Rhaphiolepis indica</i> var. <i>umbellata</i>)
5th (2011)	160	Wax myrtle (<i>Myrica rubra</i>), kurogane holly (<i>Ilex rotunda</i>), Japanese pittosporum (<i>Pittosporum tobira</i>), <i>Dendropanax trifidus</i> , border privet (<i>Ligustrum obtusifolium</i>)
6th (2012)	200	Japanese cinnamon (<i>Cinnamomum japonicum</i>), kurogane holly (<i>Ilex rotunda</i>), <i>Daphniphyllum teijsmannii</i> , Japanese spindletree (<i>Euonymus japonicus</i>), border privet (<i>Ligustrum obtusifolium</i>)
(Activities halted in 2013 for the purpose of constructing tide embankments)		
7th (2014)	300	Wax myrtle (<i>Myrica rubra</i>), Japanese hackberry (<i>Celtis sinensis</i> var. <i>japonica</i>), <i>Neolitsea sericea</i> , black pine (<i>Pinus thunbergii</i>)
8th (2015)	480	Ubame oak (<i>Quercus phillyraeoides</i>), Japanese spindletree (<i>Euonymus japonicus</i>), yeddo hawthorn (<i>Rhaphiolepis indica</i> var. <i>umbellata</i>), Japanese pittosporum (<i>Pittosporum tobira</i>), black pine (<i>Pinus thunbergii</i>)
9th (2016)	245	Ubame oak (<i>Quercus phillyraeoides</i>), Japanese spindletree (<i>Euonymus japonicus</i>), black pine (<i>Pinus thunbergii</i>)
10th (2017)	330	Resistant black pine (<i>Pinus thunbergii</i>)
11th (2018)	300	Resistant black pine (<i>Pinus thunbergii</i>)
12th (2019)	300	Resistant black pine (<i>Pinus thunbergii</i>)
Total	2,915	



Tree planting activities



Participants in tree planting activities

These activities were given the certification label (smile label) by the “Shizuoka Future Forests Supporter” office in the Forest Resources Division of the Environmental Protection Bureau of Shizuoka Prefecture’s Community and Environmental Affairs Department. This label certifies that these activities serve as a physical contribution (smile 1), a financial contribution (smile 2), and a partnership with the region (smile 3).



Smile 1: Physical contribution



Smile 2: Financial contribution



Smile 3: Partnership with the region

► Scarce Species Protection Activities

In September 2019, the Baby Sea Turtle Observation and Sustainable Beach Strategy event planned by Yamaha Motor Co., Ltd., was held at Enshunada Beach in Hamamatsu City, Shizuoka Prefecture. Approximately 60 employees from the Yamaha Group participated. Since 1991, Yamaha Motor Co., Ltd., has continued to conduct these coastal ecosystem preservation activities to help save loggerhead sea turtles (*Caretta caretta*), which have been categorized as an endangered species.

On the day of the event, members learned about the habitat and coastal environment of the turtles, released baby turtles into the ocean, and removed waste from the beach. Vegetation not indigenous to the area was also removed from the beach to protect tiger beetles (*Chaetodera laetescripta*), scarce organisms that live on the sandy beach.






Baby loggerhead sea turtles released into the ocean



Non-indigenous plant removal activities


Application of Environmental Technologies

Products Supporting Environmental Impact Reduction


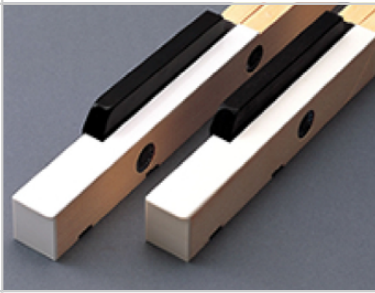

Product / Service	Environmental Characteristics / Benefits	Photograph	Related pages
Micro prober flexible printed circuit conduction and insulation inspection devices (Yamaha Fine Technologies Co., Ltd.)	Waste reduction and resource conservation benefits from improved yield rates for product subject to tests		Micro prober
Helium leak tester (Yamaha Fine Technologies Co., Ltd. product)	Support for compliance with automobile environmental regulations and reductions in environment impacts from driving		Helium leak tester
Hydrogen leak detectors (Yamaha Fine Technologies Co., Ltd. product)	Promotion of hydrogen as next-generation energy		Hydrogen leak detectors

Products Designed with Consideration for Timber Resources



Products Designed to Conserve Natural Timber Resources

Product / Service	Overview	Photograph	Related pages
RGX-A2 electric guitar (Japanese Only)	Uses afforested timber in place of natural timber		» RGX-A2 (Japanese Only)

Products Using Alternatives for Scarce Timber

Product / Service	Overview	Photograph	Related pages
Acoustalon™ glass-strengthened plastic resin	Use of substitutes for scarce timber in marimba sound board parts		-
Ebony-style natural wood	Substitute for black piano key parts made from scarce ebony that uses alternative material		-
Carbon bows	Use of substitutes for brazilwood and other scarce timber		-

Products that Limit Chemical Substance Use (Enhancement of Timber Using A.R.E. *)

Product / Service	Overview	Photograph	Related pages
YVN500S acoustic violins, L Series acoustic guitars, etc.	Use of A.R.E.* treatment on body materials to improve sound characteristics without using chemical substances		» YVN500S
Yamaha Hall in the Yamaha Ginza Building (Japanese Only)	Use of A.R.E.* treatment on stage floor to improve the sound characteristics without using chemical substances		» Yamaha Hall (Japanese Only)

* Acoustic Resonance Enhancement (A.R.E.) is Yamaha's proprietary technology for artificially stimulating the same changes in wood that occur during natural aging in a short time to improve acoustic characteristics. Through precise control of temperature, humidity, and atmospheric pressure using a specialized device, the acoustic properties of the new wood can be manipulated to realize a more ideal condition that is similar to the acoustic characteristics of wood materials in instruments that have been played for years. Prior timber enhancement technologies often utilize chemical agent-based enhancement methods; A.R.E., however, does not use any chemical agents in the processing stage. Therefore, this technology has a lower environmental impact.

[» Yamaha Eco-Products Program](#)

Fair Operating Practices

The Yamaha Group takes great efforts to maintain fair operating practices by complying with laws, regulations, and social norms to contribute to the healthy development of the market economy society.

Based on the Compliance Code of Conduct, the Yamaha Group is aiming for the proper management of intellectual assets, the construction and maintenance of fair relationships by eliminating questionable relationships with suppliers or other related parties, and fair competition by complying with the Anti-Monopoly Act and banning the use of unfair comparative advertisements. Furthermore, the Group is educating its employees in order for all of its members to comply with these standards.

In addition to internal efforts, the Group is expressing its policies related to the respect of human rights, labor and safety, and fair trade to suppliers in order to promote sustainability throughout the supply chain of raw materials and components. At the same time, the Group is engaged in sustainability procurement initiatives in collaboration with business partners, such as by requesting cooperation in compliance efforts.

Prevention of Corruption

Basic Policy

The Yamaha Group is well aware of the fact that corruption impedes healthy economic activity and is detrimental to the sustainability of society. Accordingly, the Group has endorsed the United Nations Global Compact, which sets out principles pertaining to anti-corruption. The Group thus stipulates in its Compliance Code of Conduct that it rejects improper relationships with business partners, governments, local municipalities, and public institutions and that it will engage only in fair dealings. Anti-corruption measures are implemented based on this code.

» UN Global Compact

» 5-4 Elimination of Improper Relationships (Gift Giving, Business Entertainment, etc.)

» 7-1 Transactions with Government and Public Officials

» 7-2 Prohibition Against Gift Giving to and Entertainment of Government Officials, etc.

» 8-5 Prohibition Against Bribery to Foreign Government Officials

Exhaustive Anti-Corruption Measures

Over the course of its business activities, the Yamaha Group engages in negotiations and collaboration with national and regional government agencies. Risks of bribery exist with regard to projects conducted on behalf of educational or public institutions and to the acquisition of permits for building or operating factories. These risks create a need for anti-corruption measures that account for the Corruption Perceptions Index* and the importance of specific production and sales sites. The Yamaha Group implements and enforces internal rules based on its Compliance Code of Conduct and conducts anti-corruption measures, training, and education to address these and other corruption risks. The Legal Division of Yamaha Corporation monitors such efforts and issues reports on these efforts to the Board of Directors.

* An index ranking the degree of corruption of a country's public sector compiled by Transparency International

► Thorough Enforcement of Rules

Rules regarding gifts and entertainment offered during the course of business activities have been established on a by-division basis to ensure legal compliance. At overseas Group companies located in regions characterized by high risks of bribery of government officials, awareness is maintained regarding the importance of clearly indicating to whom gifts or entertainment are to be provided along with the details of these gifts or entertainment. Prior application is required before providing gifts and entertainment, and expenditures are tracked to prevent bribery of government officials.

» 7-2 Prohibition Against Gift Giving to and Entertainment of Government Officials, etc.

» 8-5 Prohibition Against Bribery to Foreign Government Officials

▶ Anti-Corruption Measures, Training, and Education

The Yamaha Group is implementing a myriad of measures to prevent bribery and other inappropriate transactions. In addition to combatting misconduct in its own activities, the Group is also committed to addressing bribery risks in the activities of business partners. To this end, some overseas Group companies take steps such as requiring business partners to prohibit bribery and receiving pledges on this matter from business partners. Furthermore, the Yamaha Supplier CSR Code of Conduct stipulates the prohibition of corruption involving suppliers.

The Legal Division of Yamaha Corporation promotes understanding and awareness of international and legal standards pertaining to anti-corruption within the Group. In addition, this organization has set up a bribery-related consultation hotline for use by Group companies and offers support for implementing anti-corruption measures.

▶ Corruption-Related Incidents

In fiscal 2020, no legal violations or government sanctions were incurred as a result of acts of corruption. In addition, no reports on acts of bribery by the Yamaha Group were received from individuals claiming to be business partners of the Group or their employees.

» [Helpline Operation](#)

Responsible Participation in Politics

Basic Policy

With respect to involvement in politics and government policy, the Yamaha Group aims to demonstrate good faith in promoting the formulation and implementation of government policies that benefit not only our stakeholders but society as a whole.

Guided by this philosophy, we maintain appropriate relationships with governments and politicians in accordance with prescriptions concerning relationships with such in the Yamaha Compliance Code of Conduct.

» [7-1 Transactions with Government and Public Officials](#)

» [7-2 Prohibition Against Gift Giving to and Entertainment of Government Officials, etc.](#)

» [7-3 Political Contributions](#)

» [7-4 Response to Government Authorities](#)

Political Contributions

The Yamaha Group takes a neutral stance toward political parties and politicians, and it complies with the Public Offices Election Act, the Political Funds Control Act, and other laws and ordinances related to politics. It prohibits contributions to individual politicians, which is prohibited by law, and to political organizations or parties in excess of the permissible amount under the law.

Under authoritative regulations for political contributions of ¥500,000 or more, it is mandatory for Yamaha Corporation to obtain the approval of the Company president, consult with the General Administration Division, the Corporate Finance Division, and the Legal Division, and confirm the contribution with the executive officers in charge of internal audits. Group companies are also required to conform to the restrictions of the political fund control laws of the respective countries when making political contributions or payments of any kind to politically related persons or persons belonging to public institutions while also observing the same regulations as Yamaha Corporation.

Furthermore, the executive officers in charge of internal audits carry out an audit of political contributions every April and determine whether or not these rules are being appropriately observed throughout the Group.

» [7-3 Political Contributions](#)

Fair Trade Practice

Basic Policy

The Yamaha Group does not engage in any unfair trading practices or unjust practices designed to restrict competition and makes every effort to ensure fair competition, the bedrock of healthy development in a market economy. Moreover, as a partner working closely with its suppliers and customers, Yamaha strives to maintain trusting relationships by practicing fair trade. Yamaha familiarizes all Group employees with rules governing corporate practices concerning market competition and rules regarding the maintenance of fair relationships with suppliers as laid out in the Yamaha Compliance Code of Conduct.

» [5. Relationship with Business Partners](#)

» [6. Relationship with Competitors](#)

Fair Competition and Trade Frameworks and Policies

Transactions with subcontractors are tracked through the Group's accounting system, and frameworks are in place to prevent payment delays. Furthermore, through opportunities that include meetings with Procurement Department employees, we inform internal departments of notifications from the government regarding the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors (Subcontractors Act) and of related standards as part of measures to stay abreast of and familiarize employees with legal requirements.

► Legal Training regarding Fair Trade Practices

In Japan, the manufacturing industry relies heavily on subcontracting, and, as such, fair trade is an important topic. Every year, the Yamaha Group conducts training on laws and regulations including the Subcontractors Act, the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade (Antimonopoly Act), and consumer-related laws. At overseas Group companies, we conduct training on fair trade for all relevant employees, primarily those of overseas sales companies. These training sessions include subjects such as the prohibition of illegally exchanging pricing information and controlling prices.



Legal training

Legal Training (Yamaha Corporation and domestic Group companies)

	Fiscal 2018	Fiscal 2019	Fiscal 2020
Legal training participants*	Approx. 140	Approx. 260	Approx. 200

* Aggregate total

Fair Competition Violations

In fiscal 2020, no legal sanctions were incurred as a result of involvement of Yamaha Group organizations in violations of fair trade, anti-trust laws, or anti-monopoly laws. In Japan, the Yamaha Group cooperates with written inquiries from the Small and Medium Enterprise Agency and the Fair Trade Commission and has not received any orders or warnings due to violations of laws and ordinances.

Promotion of Social Responsibility in the Value Chain

Basic Policy

The Yamaha Group promotes sustainability throughout the entire value chain in areas such as product and service development, raw material procurement, manufacturing, selling, and recycling.

[» Sustainability Issues in the Value Chain](#)

Promotion of Sustainability in the Supply Chain

Yamaha products are primarily manufactured and assembled by Yamaha Group companies with bases in Japan, China, Indonesia, Malaysia, and India. The status of labor conditions, occupational health and safety, and environmental management at Group companies that function as production sites is monitored by dedicated staff members from corporate divisions based on Group regulations and standards. These staff members offer support for developing frameworks and advice for implementing improvements with regard to these matters. These Group companies adhere to Yamaha Group policies related to procurement when procuring raw materials and components. Suppliers are selected according to the standards set in the Yamaha Group Purchasing Philosophy. Inspections based on the Yamaha Supplier CSR Code of Conduct, which contains items pertaining to labor, human rights, the environment, and other sustainability considerations, are conducted when transactions are commenced with new suppliers and on a regular basis thereafter. Corrective measures are implemented and transactions are reconsidered as necessary.

► Yamaha Policies Related to Procurement

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

► Sustainability-Related Requests to Suppliers

Supply contracts clearly state that suppliers are expected to comply with the Yamaha Supplier CSR Code of Conduct, and we request that suppliers conduct regular self-assessments with this regard.

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

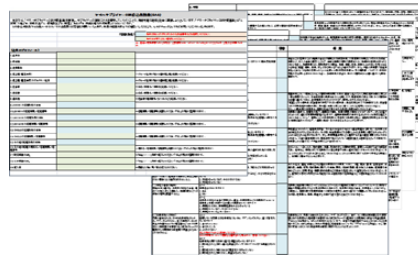
Specific Sustainability-Related Requests to Suppliers*1

Category	Requests	Category	Requests
Labor and Human Rights	No forced labor No child labor Appropriate working hours Fair wages and benefits No inhumane treatment Non-discrimination Guarantee of workers' rights (freedom of association, right to collective bargaining, etc.) Appropriate response to conflict mineral issues	Environmental Preservation	Compliance with environmental regulations Resource and energy saving Wastewater management Air emission management Proper disposal of solid waste Management of chemical substances Management of hazardous substances Conservation of biodiversity
Occupational Safety	Safety in the course of duties Accident prevention and emergency preparedness Prevention of occupational injuries and illnesses Management of physically demanding work Machine and equipment safety measures Healthy and safe facilities	Ethics	Prohibition of all forms of corruption and bribery Prohibition of anti-competitive behavior Information disclosure Provision of appropriate product information Early detection and prevention of fraud Protection of intellectual property Protection of personal information

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



Yamaha Supplier CSR Code of Conduct



Yamaha Supplier CSR Self-Assessment Questionnaire

► Supplier Self-Assessments

In fiscal 2020, 117 potential suppliers conducted self-assessments as part of the process of examining the possibility of commencing transactions. In addition, our second simultaneous supplier assessment was administered to 3,748 companies,^{*2} and results reports were received from 3,694 companies (response rate of 98.6%). Corrective actions were requested of 11 companies deemed to have management system deficiencies based on assessment results, and these measures have since been completed at five companies. With regard to suppliers at which corrective measures have not been completed or from which reports have not been received, steps are being taken to confirm conformity with the Supplier CSR Code of Conduct, the status of acquisition of accreditations, and risks associated with information disclosure. To those suppliers for which the risks are determined to be of a significant degree, ongoing compliance requests will be issued and assessments of whether transactions can be continued will be conducted when formulating procurement policies and plans.

^{*2} The aggregate number is given as some suppliers may have conducted more than one self-assessment due to having multiple local production companies.

► Education for Employees Responsible for Procurement

The Yamaha Group promotes internal training for its employees responsible for procurement to ensure to fair trade. Topics of this training include the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors (Subcontractors Act), laws related to contracts, and various regulations related to trade and procured goods. When conducting the second simultaneous supplier assessment, we also held briefings for the Group employees who will be responsible for requesting that suppliers conduct self-assessments and corrective actions. These briefings were held a total of nine times and attended by 176 employees, primarily those employees in charge of procurement at production sites in Japan and overseas. Furthermore, the Group conducted briefings related to sustainable timber procurement (confirmation of legality of timber, etc.) for 150 employees responsible for procurement at production sites within and outside Japan.



CSR procurement briefings (two in Indonesia, one in Malaysia, one in China)

Responsible Raw Material Procurement

In the procurement of natural resources and other raw materials, it is important to practice responsible procurement out of consideration of the potential impacts on the environment and society. The Yamaha Group is focused on themes that include green procurement and the sustainable procurement of timber, an important material for instruments and other products.

» Sustainable timber procurement activities

» Green procurement activities

► Efforts to Combat Conflict Mineral Issues

Tin, tantalum, tungsten, gold, and other mineral resources mined in the Republic of the Congo and neighboring countries are referred to as conflict minerals as they may be the source of funds for armed groups violating human rights through inhumane acts such as violence and plunder. The Yamaha Group works to stop the use of conflict minerals with the aim of procuring minerals that play no part in the violation of human rights or environmental destruction. We respond to customer requests to conduct investigations regarding conflict minerals, and we also ask suppliers to avoid the use of conflict minerals based on the Yamaha Supplier CSR Code of Conduct.

Communication with Business Partners

The Yamaha Group promotes communication with business partners and subcontractors. In Japan, we share information about management, production, and sales trends to suppliers that provide us with raw materials, parts, and equipment and to subcontractors that supply distribution, construction, and other services. We also work together with these partners to contribute to worker safety and environmental preservation while striving to foster an atmosphere in which it is easy to share thoughts through relationship building activities. In October 2019, we held a lecture on the United Nations Sustainable Development Goals (SDGs) at a gathering of suppliers in Japan, during which we provided an overview of SDGs and introduced Group initiatives related to human rights and other matters. Furthermore, we confirm the status of compliance and CSR measures at the waste treatment subcontractors used by domestic production sites through site visits and other measures. We have also joined the Shizuoka Industrial Waste Association of Shizuoka Prefecture, where we have production sites, as a waste producer. As a member of this organization, we engage in communication through exchanges of waste treatment information and support for facility tours and other events.

Activities in Fiscal 2020

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

Briefing session on trends in production and sales: Once a year (collaborative meeting with procurement divisions)

Safety and health inspection patrols: Site construction work at 2 factories

Confirmation of compliance status at waste treatment subcontractors: 35 companies (on-site confirmation at 25 companies)



SDGs-theme lecture at training sessions for domestic suppliers (81 participants)



On-site confirmation at waste treatment subcontractor

Respect for Property Rights (Protection of Intellectual Property)

Basic Policy

The Yamaha Group believes that proper protection and use of intellectual property rights are essential for accelerating innovation and inspiring creativity and make social development faster and healthier. The Yamaha Group, since its inception, has proceeded to protect its business through the proactive acquisition of intellectual property rights. Also, the Yamaha Group has proceeded to foster a culture of respecting others' intellectual property rights and an organization that is built on this respect.

Intellectual Property Protection Initiatives

The Yamaha Group is proactive in its efforts to acquire, protect, and utilize intellectual property rights created during the course of its business activities, such as those pertaining to new technological concepts, designs, products, or service names. At the same time, we view respect for the intellectual property rights of others as a basic principle, and the

Compliance Code of Conduct contains stipulations pertaining to the protection of such intellectual property rights, which are faithfully observed. When conducting preliminary surveys in conjunction with the announcement of new product development projects or the acquisition of intellectual property rights, the Yamaha Group strives to avoid infringing on existing rights by improving the precision of its surveys through the implementation of tools that utilize artificial intelligence technologies.

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

» 6-3 Respect for Intellectual Property Rights

► Patents

We have formulated a patent strategy to match the characteristics of our business and are working to build a strong patent portfolio. With regard to specific businesses, we are engaged in patent activities with the main aims of differentiation from other companies as well as the maintenance of a competitive edge, and we are moving forward with licensing to third parties as appropriate.

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

The total number of patents and utility models for practical use held by the Yamaha Group in Japan as of March 31, 2020, was approximately 2,500. The total number held overseas, principally in the United States, Europe, and China, was 3,500 on March 31, 2020, making a global total of approximately 6,000.

► Designs

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

As of March 31, 2020, we held approximately 1,280 design rights, with 440 in Japan and 840 overseas.

► Copyrights

In addition to patents, designs, and trademarks, the Yamaha Group has produced a large number of copyright works in the sound, music, and other fields. Music-related copyrights are a particularly important form of intellectual property, and the Group manages and utilizes these rights, taking legal action when necessary. Education and training on the proper use of copyright works are also provided to employees. In addition to holding annual in-house copyright seminars performed by intellectual property representatives, we regularly conduct study sessions that are specially tailored for specific divisions and Group companies.

In addition, the Company has been revising the Copyright Guide, an in-house training tool related to copyrights, as needed to respond to new laws, regulations, and social trends. In Japan, the Company began distributing a revised guide in April 2019 based on the amendments to the Copyright Act implemented at the end of 2018 and beginning of 2019.



Internal copyright seminar



In-house copyright-related training tool

► Brands

Our brands have been an important asset, and a symbol of our responsibility toward customers and society, since the establishment of the Company. The Yamaha Group has implemented rules governing brand display methods and is working to improve brand value through appropriate use based on management standards related to Yamaha brands and under the guidance of the Brand Strategy Committee, a Companywide brand management organization. Furthermore, Yamaha has trademarked its brand in almost every part of the world and conducts preliminary surveys and acquires rights via the appropriate methods for the sub-brands of its products, services, and technologies.

► Counterfeit Product Countermeasures

Through ongoing countermeasures for combatting unauthorized usage of Group intellectual properties and counterfeit products, issues that are on the rise across the globe, the Yamaha Group continues to take action against these problems in order to eliminate the economic disadvantage for consumers while ensuring safety and maintaining trust in the Yamaha brand. In China, we are stepping up measures, including filing lawsuits and requesting administrative disciplinary action, to combat the recent trend toward the sale of counterfeit products over the Internet and social media. We are also networking with local authorities in Africa and other regions and ramping up other counterfeit product countermeasures.

Yamaha Group Tax Compliance

The Corporate Philosophy of the Yamaha Group is, “With our unique expertise and sensibilities, gained from our devotion to sound and music, we are committed to creating excitement and cultural inspiration together with people around the world.” We are working to secure a high level of profitability based on global competitiveness and increased management efficiency, and we are also striving to fulfill our social responsibilities. With these efforts, we are working to realize sustainable growth and to improve corporate value over the medium to long term.

Basic policy

The Yamaha Group strives to improve not only the company’s values but also boost economic and social development all over the world. To achieve our goals, we observe OECD guidelines on transfer pricing or BEPS (Base Erosion and Profit Shifting) initiatives. We also pay appropriate taxes in accordance with the tax-related laws and regulations stipulated in each state and region where we operate.

Tax governance

The Yamaha Group endeavors to establish, maintain and strengthen our tax governance. Due to an understanding of the risks arising from international taxations, we have positioned the tax strategy as an essential business initiative. The Risk Management Committee as advisory panel for the top management discusses how to carry out continuous risk management and regularly supervises the control activities from the corporate stand point. Under the monitor of the Risk Management Committee, the Corporate Finance Division is engaged in tax governance and control.

Structure of tax management

Under the direction from the Executive Officer in charge of group taxation, the Corporate Finance Division of Yamaha Corporation has established Group Tax Policies & Rules in order to make the basic policies and tax related rules fully understood by all group members. The division keeps each employee of the Yamaha Group companies informed about all procedures and their implementation.

The managements of the Yamaha Group companies endeavor to establish and maintain internal control regarding tax in accordance with the Yamaha Group Tax Policies & Rules.

Monitoring to reduce risks related to tax

Under the organization described above, the Corporate Finance Division of Yamaha Corporation monitors group companies’ tax treatments, rectifies when required and supports their operations. The division is also engaged in reducing tax related risks by receiving advice from outside professionals or confirming information with tax authorities beforehand.

Tax planning

The Yamaha Group uses tax incentives in various countries where they are available for use in normal business activities, follows social ethics and strives to take on proper tax burdens. In addition, the Yamaha Group does not engage in intentional tax planning that is against the legislative spirit of domestic and international laws such as the utilization of Tax Havens.

Transfer pricing

The Yamaha Group strives to realize fair income allocation in accordance with the functions and risks of each Group company and to prevent the improper transfer of income.

The Yamaha Group maintains arm's length price through regular monitoring of the profits and losses of Group companies. In addition, the Yamaha Group strives for the implementation of Advanced Pricing Agreement (APA) with tax authorities to avoid the risk of retroactive transfer pricing taxation.

Relationships with tax authorities

The Yamaha Group works to minimize tax risks by maintaining faithful relationships with the tax authorities of the regions where it conducts business. We also confirm essential matters with them in advance to mitigate any predicted risks.

Securement of transparency

The Yamaha Group discloses information on its tax in accordance with the related laws and regulations, disclosure standards and accounting standards of each country. In addition, the Yamaha Group will make every effort to give understandable explanations to the tax authorities of the areas where it conducts business and will ensure transparency.

Consumer Issues

At the Yamaha Group, our primary mission is to continue to provide products and services that satisfy our customers.

In addition to managing the quality and safety of products and services, we strive to disclose appropriate information related to our products and services. In order to respond to the diverse demands of our customers, we are proactively promoting contributions to sustainability through the introduction of universal design and proposals for products and services which aim to solve societal issues.

Product/Service Information Disclosure

Basic Policy

The Yamaha Group conducts advertising and promotions that accurately convey the details of products and services to customers. At the same time, we strive to provide accurate information related to our products and services in accordance with laws and regulations. We have stated these principles in the Compliance Code of Conduct.

Furthermore, the Group provides and discloses safety information in a timely and appropriate manner to ensure that the products, services, and facilities it offers do not have an adverse impact on the lives, health, or assets of people.

» [1-3 Proper Advertisement and Publicity and Accurate Presentation of Information](#)

Appropriate Product/Service Information Disclosure

To ensure appropriate disclosure of information on its products and services, labeling confirmation processes have been incorporated into quality management systems.

Instruction manuals, catalogues, websites, and other accessible mediums provide basic information on products and services, such as specifications, as well as information on the safe use of these offerings in order to educate customers on safe usage methods and prevent accidents. In addition, we provide safety awareness information about musical instruments in catalogs for school instruments and equipment.

» [Precautions Pertaining to Safe and Proper Product Usage](#)

Should a product defect or product- or service-related accident occur, the Company will notify the relevant authorities as legally required and promptly provide recall and other information necessary for ensuring customer safety in the appropriate manner. When such issues are deemed particularly serious or urgent, the Company will take the necessary steps to inform customers via the channels viewed as appropriated based on sales and usage trends. Such channels may include announcements via websites, press conferences, newspapers, specialized magazines, or social media or direct mailing or telephone calls.

In March 2020, the Company received reports regarding wireless guitar products of Line 6, Inc., launched in 2016 stating that, on rare occasions, irregular levels of heat would be generated when charging transmitters. To prevent the occurrence of this heat generation, a firmware update and information on a product recall were uploaded to this company's website, and the appropriate measures were taken.

» [Important Notice regarding Relay G10 Series Products](#)

Legal Violation regarding Labeling and Advertising

In fiscal 2020, seven incidents of legal violations regarding product labeling were detected (cases of insufficient/inaccurate labeling despite meeting regulation/certification standards). All of the incidents were handled appropriately. No penalties were imposed regarding these legal violations.

Product and service safety information regarding product defects can be found here.

» [Product/Service Safety](#)

Product/Service Safety

Basic Policy

The Yamaha Group believes that the safety of its products, services, and facilities falls under the concept of fundamental quality that must be provided. Accordingly, we take steps to prevent adverse impacts on the lives, health, and assets of

customers and other individuals involved in the life cycles of our products and services. The Group defines provisions for ensuring the safety of products and services in its Compliance Code of Conduct. To put these provisions into practice, we establish the necessary systems and enhance design processes to create designs that are fundamentally safe.

» [1-2 Ensuring Safety of Products and Services](#)

Structures and Response Measures for Ensuring Safety

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

► Safety-Conscious Product Design

The Yamaha Group practices safety-conscious product design, and its efforts include incorporating a risk assessment process into design reviews at the development phase. Through the risk assessment process, we identify and project potential risks related to products and their use. We are thereby able to examine methods for the minimization or removal of these risks during the product design process. To facilitate these efforts, we are entrenching the R-Map risk assessment method* as we move ahead with activities to further enhance the effectiveness of our risk assessments.

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

► Safety Reviews of Major Products

The Yamaha Corporation Quality Assurance Division conducts labeling confirmation and safety inspections of major Yamaha Group products on the market (approximately 40 products per year) and provides feedback on the results to the relevant department in order to improve safety.

► Response to Product Regulations and Standards of Different Countries

The Yamaha Group monitors information regarding regulations, decides internal policies, and implements systems to guarantee full compliance with the regulations and standards of relevant countries pertaining to product quality and safety as well as environmental protection.

In response to the recent international tightening of regulations applying to electromagnetic waves, Yamaha Corporation has installed electromagnetic wave measurement equipment and various other kinds of measurement, analysis, and evaluation equipment at its facilities. This equipment is used to evaluate product and component prototypes for compliance with the regulations of relevant countries. Regulations for chemical substances have also become more stringent around the world, and in response to this trend, the Company has implemented a management system for chemical substances contained in products and established its own Standards for Chemical Content in Products. These standards have been used to manage chemical substances during the product design and development phases and have helped facilitate legal compliance while reducing environmental impacts. The standards undergo revisions when necessary in response to legislative expansion and change, the accession of voluntary standards, and other factors. The Group also aspires to furnish swift and accurate responses to changes in regulations in relevant countries. To this end, we will work closely with overseas subsidiaries to share information in order to enhance legal information management systems.



Anechoic chamber used for electromagnetic wave measurement

► Immediate Action in the Event of Product Safety Issues

The Yamaha Group has put in place a system to ensure that it places top priority on the safety of customers. In the event of a safety issue involving a commercially sold product, the employee who learned of the incident shall immediately report it to the responsible department and to the Quality Assurance Department. The department that receives the report immediately notifies senior management of the issue. At the same time, the head of the Quality Assurance Department shall assemble representatives from the relevant departments from across the Company, moving to respond to the affected customers, notify the appropriate government authorities, and initiate measures aimed at preventing recurrence.

» [Appropriate Product/Service Information Disclosure](#)

Product Safety Training

The Yamaha Group includes product safety training courses in its human resource training programs. These courses cover a variety of safety-related topics, ranging from examinations of safety issue case studies and risk management practices for all areas of operations spanning from the product development stage to post-development. When including the product safety courses implemented until fiscal 2019, an aggregate total of 285 employees, primarily from the engineering and development divisions, completed these courses over the 10-year period from fiscal 2011 to fiscal 2020, making for a total of 1,576 hours of training.

Legal Violations and Defects Involving the Safety of Products and Services

In fiscal 2020, there were three market response incidents involving product safety defects. These three incidents did not result in personal injury and were not legal violations resulting in punishment.

Quality Assurance

Quality Management System

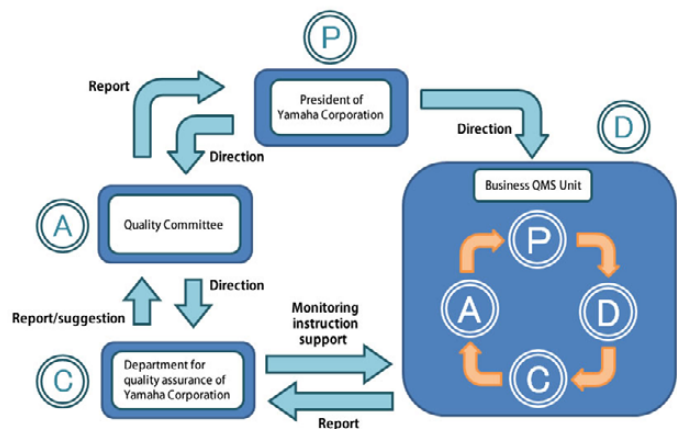
The Yamaha Group pursues quality improvement through the implementation of a quality management system to ensure the production of high-quality products and the provision of high-quality services.

Groupwide quality policies and objectives as well as important quality-related measures are deliberated on by the Quality Committee, which is chaired by a managing executive officer. Based on these deliberations, the president will issue instructions that will be relayed to business divisions and Group companies via the head of Yamaha Corporation's Quality Assurance Division. Business divisions and Group companies set their own targets based on Groupwide quality policies and objectives. The Quality Assurance Division of Yamaha Corporation conducts monitoring to confirm the degree to which these targets are met and to perform quality audits (refer to the next section), and reports on these matters are issued to the Quality Committee.

In addition, the Group Quality Management Policies & Rules state that quality-related reports, including those pertaining to quality issues, from throughout the Group are to be managed in a concentrated manner by the head of the Quality Assurance Division of the Yamaha Corporation in order to strengthen Groupwide quality assurance governance.

► ISO 9001- and IATF 16949-certified sites (As of March 31, 2020)

ISO 9001: Acquired in six business domains
IATF 16949: Acquired in one business domain



Quality Audit

Auditors of the Yamaha Corporation Quality Assurance Division conduct quality audits to check whether or not the business division quality management systems and product and service quality match the target level set by the Yamaha Group. Based on the results of these audits, improvement requests are issued and improvements are implemented to Companywide quality management systems. At the same time, business divisions issue instructions to and perform audits of the factories they oversee, both inside and outside of Japan, in pursuit of higher product quality.

In order to further improve the effectiveness of quality audits, the Yamaha Group is implementing improvement activities targeting both quality audit results and processes.

Quality Training

The Yamaha Group's human resource training programs include specialized quality technique training as well as rank-based training with the goal of improving quality awareness and quality management skills. In fiscal 2020, the Yamaha Group held quality engineering courses, product safety risk assessment courses (R-Map), and other courses. Furthermore, in order to eliminate risks connected with misconduct regarding quality, all domestic Yamaha Group members took part in danger prevention training sessions that focused on eliminating risks associated with quality-related misconduct. Going forward, the Yamaha Group will restructure its quality assurance training programs to facilitate the acquisition of quality-related skills by mid-level employees in the engineering field while revising quality management training to raise quality awareness among management.

Sustainable Consumption

Basic Policy

Both companies and consumers are pressed with the urgent task of moving toward more sustainable production and consumption to escape from the cycle of massive production and waste that is destroying our environment and depleting our resources. The Yamaha Group is considerate of the environment and society, with regard to such matters as resource recycling and decarbonization, in its procurement of materials and its provision of products and services while promoting the shift toward more sustainable consumption patterns by encouraging others to practice such consideration.

» [Sustainable Resource Use](#)

Provision of Information Related to Environmental Considerations in Products

In order to spread use of products and services that are in consideration of the environment and society and respond to the rising concern regarding environmental preservation among customers, the Yamaha Group discloses examples of its initiatives to make products more considerate of the environment on its website. In 2015, the Group launched the Yamaha Eco-Products Program to promote product development that is considerate of environmental issues. By attaching the Yamaha Eco-Label to products certified as Yamaha Eco-Products through this program, we aim to provide customers with easy-to-understand environment-related information to aid them in their choices of products.

» [Yamaha Eco-Products Program](#)

» [Eco-Friendly Products and Services](#)

Initiatives to Extend Product Lifespans

It is possible to use high-quality instruments for many years with proper maintenance and repairs and replacements of parts. Yamaha strives to extend the lifespans of its products by developing instrument maintenance and repair technique and service systems, operating a piano renewal business, and upgrading Electone products through parts exchanges so that they can be used for many years.

► Instrument Maintenance and Repair Technique and Service Systems

We are developing maintenance and repair services systems for acoustic instruments such as pianos and wind instruments.

Technician Training

The Piano Technical Academy for training piano tuners and the Wind Instrument Technical Academy for fostering technicians specializing in wind instruments have been set up at factories producing the respective instruments. At these facilities, Yamaha instructors with exceptional insight pertaining to instruments support those aspiring to become specialist technicians with finely tuned curricula grounded in their expertise.

» [Piano Technical Academy \(Japanese Only\)](#)

» [Wind Instrument Technical Academy \(Japanese Only\)](#)

Maintenance Support for Musical Instrument Users

We are providing knowledge and skills regarding musical instruments by offering maintenance guidebooks and holding maintenance workshops to ensure that musical instruments are consistently maintained in the best condition.

▶ **Piano Renewal Business**

After collecting Yamaha pianos that are no longer used at customer homes or other locations, Yamaha Piano Service Co., Ltd., repairs, repaints, tunes, and adds additional muffling materials before returning the instrument to market as a refurbished piano. These refurbished pianos perform the same as new pianos. This process saves precious resources by allowing the product to be used again.

» [Yamaha Renewal Piano \(Japanese Only\)](#)

▶ **Electone Vitalize/Grade Up Unit**

Based on the desire for our customers to be able to continue using their beloved Electone unit for a long time, we offer a service to upgrade products to a higher grade or newer model through unit exchanges.

» [Vitalize/Grade Up Unit \(Japanese Only\)](#)

▶ **Piano Add-on Units**

Yamaha is selling add-on units so that customers can enjoy their pianos for a longer time in a range of situations. Such units include the Piano Silent Unit, which adds a silent function, and the Disklavier Control Unit, which adds a wealth of content and colorful functions to pianos incorporating an automatic performance function.

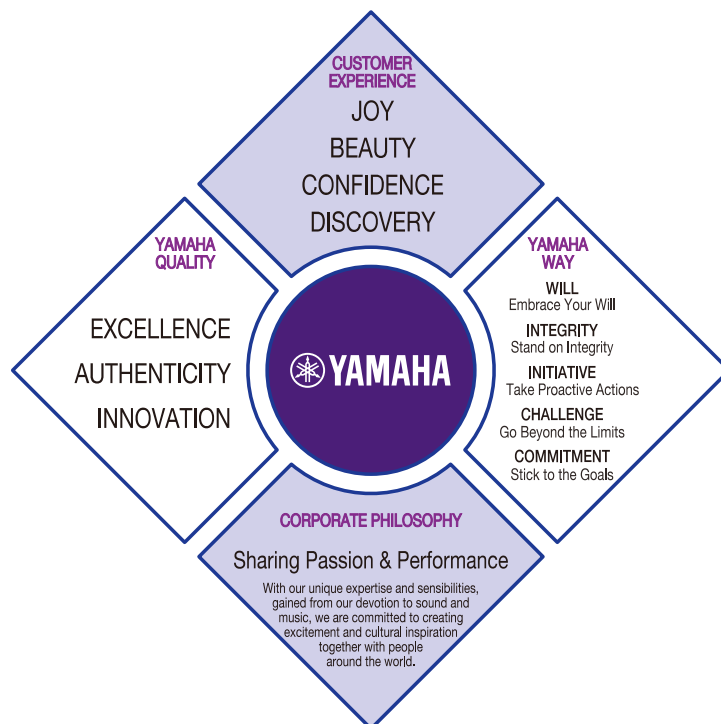
» [Piano Add-on Units \(Japanese Only\)](#)

Improvement of Customer Satisfaction

Basic Policy

The Yamaha Group has put forth its corporate philosophy structure, the Yamaha Philosophy, to try to think from the customer’s viewpoint, and consistently provide high-quality products and services that exceed the expectations of its customers, and to create excitement and cultural inspiration together with people around the world. Our commitment to customers is defined in the element of “Customer Experience.”

In their business activities, all Yamaha employees remain constantly aware of the fact that their daily work is connected to the principles expressed in “Customer Experience.”



The diagram of the Yamaha Philosophy

» [1-1 Realization of Customer Satisfaction](#)

► Operations Firmly Founded on the Customer's Perspective

Focusing mainly on our musical instruments and audio products divisions, customer comments are distributed and shared globally through the Company intranet, Company magazines, and posters. Furthermore, we are implementing regular training sessions to make action based on the customer's perspective habitual. These training sessions are primarily conducted in musical instruments and audio products development and quality assurance divisions.

Through these efforts, our aim is to foster a corporate culture that utilizes a customer-oriented approach and that is committed to earnest engagement with every customer.

Samples of customer comments

(intranet, domestic factory posters, overseas factory company newsletters)



Initiative Example

Customer Perspective Training

Customer Perspective Training is a system of training unique to Yamaha wherein employees learn about decision-making standards and values outside of their own perspective in order to develop the habit of considering the perspective of customers in their actions. This training program takes many forms, such as employees listening to product purchasing stories solicited through customer interviews and examining the products chosen and the reason for these choices. Another example of these training sessions is employees listening to customer input and considering customer expectations, points of improvement for Yamaha, and actions that should be taken. This training program is consistently implemented at many divisions, such as those related to musical instruments and audio products development, quality assurance, the golf business, and staff divisions.



Customer Perspective Training session

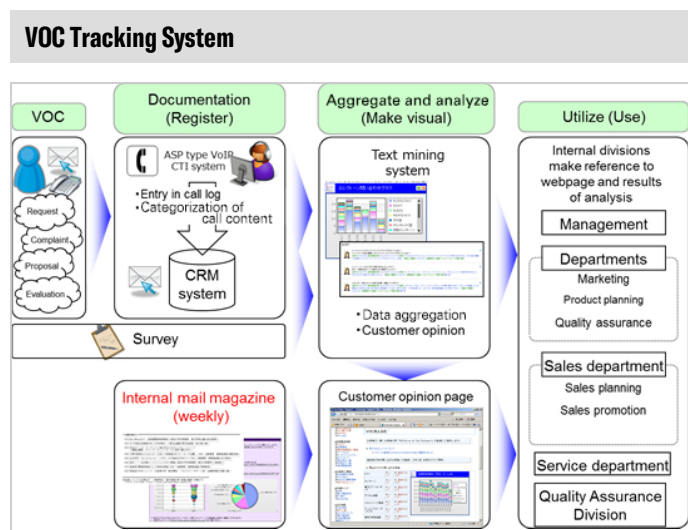
Customer Satisfaction Improvement Frameworks

To maintain a comprehensive understanding of customers' evaluations and requests, Yamaha Group business divisions conduct customer satisfaction surveys using various formats.

In particular, our musical instruments and audio products divisions have been globally collecting and utilizing customer input gathered through customer support services as well as through various acts of daily communication. In order to further connect with customers in the principal markets of Japan, the United States, Europe, and China, we have switched to a new online member system, and we are revising product registration questionnaires so that we can better reflect the customer's perspective in the planning and development of our products.

Initiative Example Voice of the Customer Tracking (Japan)

In Japan, we compile a database of the opinions and requests of customers received through helpdesks, which are collated and analyzed by customer service divisions. The results are discussed at monthly meetings of the product development and quality assurance representatives of each business division. Also, we established a voice of the customer (VOC) tracking system to share information on customer opinions and requests internally in real time. This system allows us to rapidly reflect customer input in our sales activities and product development.



External Recognition

► First Place in the Educational Service Industry in Japanese Customer Satisfaction Index for the Fourth Consecutive Year

In fiscal 2020, Yamaha (Yamaha Music School, etc.) won first place in the educational service industry for the fourth consecutive year in the Japanese Customer Satisfaction Index (JCSI) survey. The JCSI survey is one of Japan's largest customer satisfaction surveys. In the fourth iteration of this survey, Yamaha received an exceptionally high evaluation, ranking No. 1 in anticipation felt by consumers toward corporate rank and overall evaluation of quality, both factors that can influence satisfaction, and in recommendations via word-of-mouth, which is the result of satisfaction levels.

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

Yamaha Corporation won first place in the network device category of the Nikkei Computer Customer Satisfaction Survey 2019-2020 of Nikkei Business Publications, Inc. This was the Company's fourth consecutive year of receiving this rank. Our receipt of this honor was a result of the high evaluation of factors such as the ease of use of our products and our support services and cost benefits. In addition, Yamaha Corporation received first place in the network device category of Nikkei Business Publications' Partner Satisfaction Survey 2020, marking our second consecutive year of receiving this honor.

» [Relevant Pages \(Japanese only\)](#)

Customer Response and Support Improvement

Customer Response and Support Structure

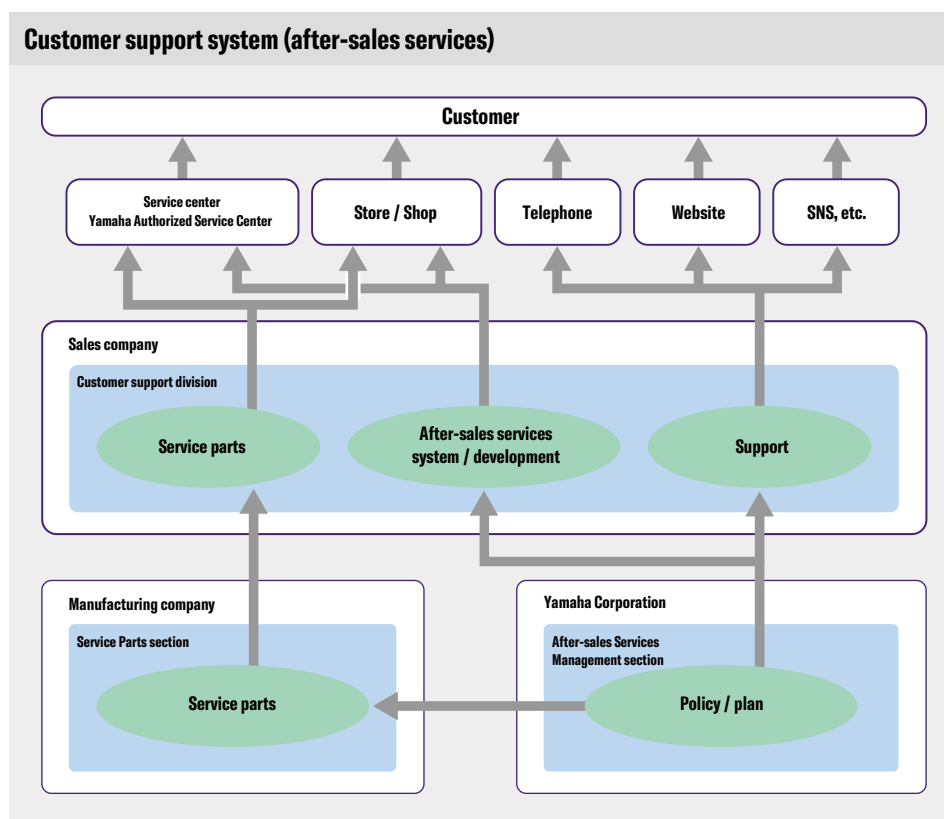
The Yamaha Group has established an after-sales service structure for customers through which it is working to respond to customer inquiries and requests with integrity.

Yamaha Corporation has established the After-Sales Service Management Section, which has formulated after-sales service policies regarding the Yamaha Group and that facilitates the monitoring of quality in customer responses and support.

Manufacturing companies have established sections to provide service parts and are storing and supplying these service parts. Sales companies have developed systems, including customer support divisions, through which they offer after-sales services.

In domestic musical instruments and audio products divisions, sales company Yamaha Music Japan Co., Ltd., has established the Customer Support Division and organizes customer service by product. Overseas, we created a region-specific after-sales service network. This network serves as a point of contact for customers and includes Yamaha Group service centers, Yamaha-authorized service centers, distributors, and contracted engineers. These customer support sections develop customer support systems that make use of telephones, websites, and social media in order to facilitate smooth responses to inquiries. Some of these departments have introduced customer management systems using cloud computing.

» 1-6 Offer of After-Sales Services and Response to Customer Inquiries



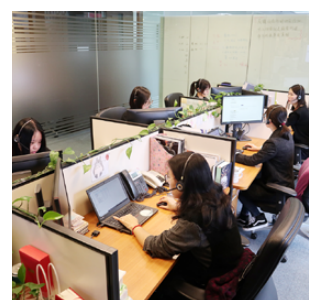
Yamaha Music Japan Co., Ltd.



Yamaha Corporation of America



Yamaha Music Europe GmbH



Yamaha Music & Electronics China

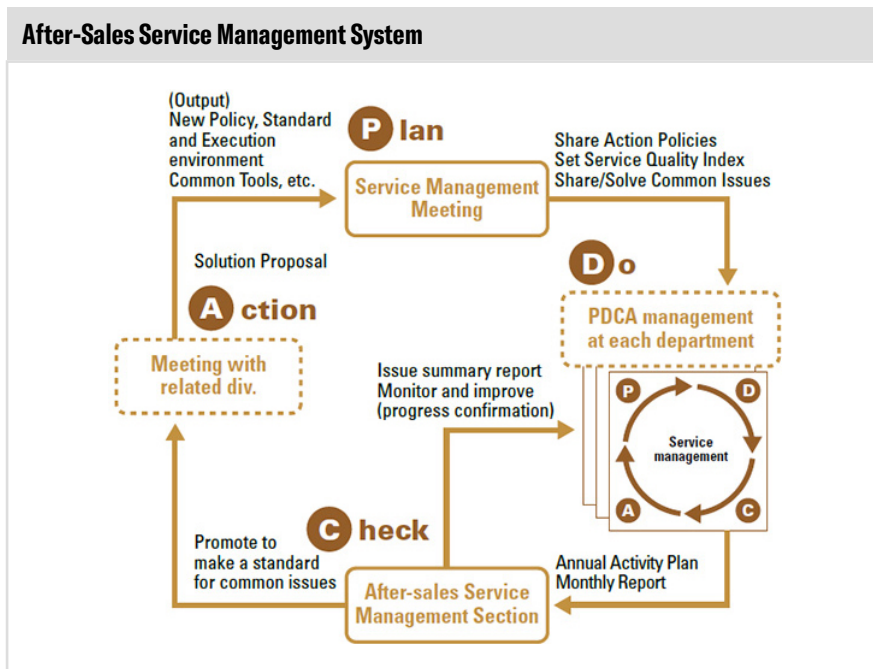
After-Sales Service Management System

The Yamaha Group has created an After-Sales Service Management System and is working to continually improve the quality of its customer response and support based on the slogan “ONE YAMAHA.”

The Yamaha Group policy is shared at the annual Service Management Meeting, and domestic and overseas sales companies and manufacturing companies with service parts formulate targets and plans related to after-sales services. Group companies conduct activities according to their plans, and Yamaha Corporation’s Quality Assurance Division monitors their progress. In this way, the entire Yamaha Group works to make improvements to continuously enhance responses to customers and customer support.

Customer service representatives from 23 Japanese and overseas companies participated in the fiscal 2020 Service Management Meeting, at which they reviewed customer service and support initiatives and key performance indicators (KPIs) and discussed new strategic directions for Groupwide customer service divisions.

Furthermore, in order to provide standardized high-quality after-sales support services to the customers all over the world, the Yamaha Group established the After-Sales Service Management Standards, which outline the basic policies to be shared throughout the Group. The Group is also monitoring the implementation status of these policies via check sheets.



Service Management Meeting participants



Service Management Meeting discussions

After-Sales Service Education and Training

The Yamaha Group is developing and enhancing its after-sales service network to ensure that customers can continue to use its products with peace of mind. We periodically hold after-sales service skills training for employees of Group sales companies in Japan and overseas, and the participants then transmit the skills learned in these training sessions to the repair technicians they oversee. We also visit overseas sales distributors in areas where there are no Group companies and hold technical training on after-sales service skills.



After-sales service skills training



Training performed during visit to sales distributor



After-sales service skills training participants

Personal Information Protection

Personal Information Protection Policies and System

The protection of personal information is an important social responsibility. The Yamaha Group complies with laws and regulations regarding personal information protection and has developed its Privacy Policy and internal regulations regarding personal information protection in order to ensure that we appropriately handle the important information we have in our custody, such as the personal information of customers using its products and services. In addition, the Group Personal Information Protection Standards, which apply to all domestic and overseas Group companies, were in effect from April 2019. These regulations are revised as needed based on changes in laws and social trends. Based on these regulations, we have developed manuals that explain key considerations when handling personal information, which are put into practice.

Furthermore, the Company has established an information security working group under the Risk Management Committee, which is chaired by the president. This working group monitors the status of compliance with personal information protection regulations, compiles reports on incidents, and examines potential work improvement measures. In addition, the Yamaha Group appoints individuals responsible for supervising the handling of personal information on a Groupwide basis, and individuals responsible for managing are named on a by-division basis. The Group has also established a system to respond quickly during incidents such as information leaks.

[» Privacy Policy](#)

► Personal Information Protection Training and Education

We are strengthening efforts to enhance and round out awareness of employees by conducting personal information protection training and education and audits for divisions handling personal information.

► Personal Information Customer Service Organization and Responses

Based on the relevant laws and regulations, the Yamaha Group has set up a service organization regarding the personal information collected from its customers. The Group will respond to requests from customers or their proxies to disclose, change, delete, or stop usage of customer personal data held by the Group.

[» Procedures for Responding to Requests to Disclose or Correct Personal Information \(Japanese Only\)](#)

► Customer Information Management Initiatives

The Yamaha Group manages personal information on a practical level out of consideration of information security based on the Group IT Management Standards, which detail policies regarding IT management of personal information. Personal information is stored in a system with an auto-encryption feature. In the unlikely case of an information leak, the system is structured so that only authorized personnel can view or use the personal information for an added degree of security.

There were no major incidents concerning the management of personal information in fiscal 2020.

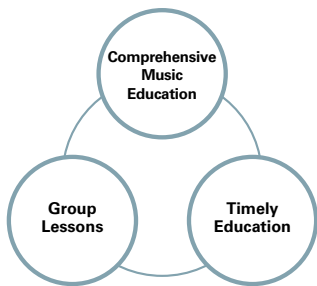
Products and Services Enhancement

Music Education Business

The Yamaha Group desires to contribute to the realization of an enriched society in which people around the world are able to enjoy and share in the joy of music. This desire inspires us to develop a music education business both in and outside Japan. The predecessor to this business was a music class that started in the Ginza area of Tokyo in 1954. Since then, the Yamaha Group has continued providing music education to help enrich the growth of children while establishing and developing the Yamaha Music Education System, a unique education method. Based on its philosophy of “To foster the musical sensitivity that everyone is born with, to develop the ability to enjoy creating and playing the music of their own and ultimately share the joy of music with anyone,” Yamaha provides courses that meet the needs of all generations. These include Yamaha Music Schools for children between age 1 and junior high school and high school age, and Yamaha Music Lessons for Adults for both music enthusiasts and individuals interested in learning to play a musical instrument as a hobby.

► Yamaha Music School Available in More than 40 Countries and Regions Worldwide

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



“Yamaha Music School” logo



Yamaha Music School

Yamaha Music School enrollment in Japan

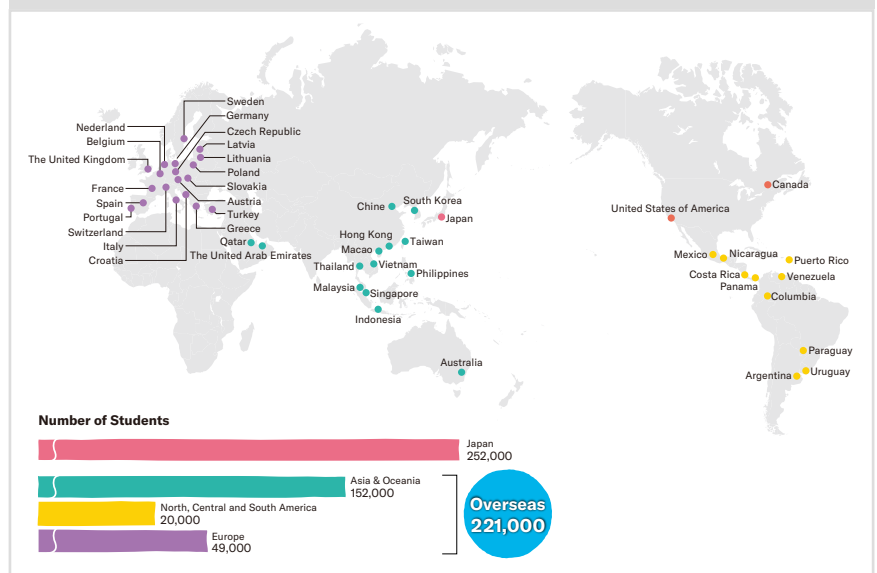
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Japan	300,000	280,000	271,000	262,000	252,000

* As of June, in each fiscal year

Overseas, currently around 221,000 students have the opportunity to learn the joy of music through Yamaha Music Schools in over 40 countries and regions, including Asia, Europe, North America, and Central and South America. Each course is developed with consideration given to the culture and character of each region while being based on a philosophy and curriculum for music education developed in Japan.

Countries with Yamaha Music Schools

(As of March 2020)



Music School enrollment overseas

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Asia, Oceania (including China)	155,000	153,000	155,000	156,000	152,000
Europe	53,000	54,000	50,000	52,000	49,000
North, South America	24,000	24,000	23,000	21,000	20,000
Total	232,000	231,000	228,000	229,000	221,000

* As of March 31 of each fiscal year

► Global Spread of Yamaha's Music Education Philosophy

Yamaha holds Yamaha Junior Original Concert events at which calls for children under 15 years of age studying at Yamaha Music Schools to turn their feelings into music and perform their own compositions. Activities pertaining to Yamaha Junior Original Concert events are carried out in Japan and around the world. Through the common language of music, Yamaha's philosophy of music education is spreading across the globe.

► Yamaha Music Lessons for Adults Catering to Diverse Needs

Yamaha Music Lessons for Adults are provided for a wide range of age-groups in locations across Japan. With lessons for everyone from beginners looking to have fun while learning how to play an instrument to intermediate and advanced students dedicated to improving their skills, these lessons allow anyone to enjoy the process of learning and refining music techniques without undue stress. These lessons are provided for learners of all ages at roughly 1,200 site locations across Japan. We offer a variety of courses to match various customer needs, ranging from band courses, vocal and choir courses, wind and string instruments for those planning to play in groups, and keyboard courses for those looking to play alone. Currently, we have a total of 39 courses with 105,000 students. Solo lessons are available as well as small group lessons that allow students to improve their skills with an instrument while enjoying music with their friends through a curriculum that helps overcome any discrepancies in musical experience and original educational materials. Furthermore, classroom- and course-specific recitals and Yamaha-sponsored events are held to give students a chance to show off what they have learned and to spread the joy of music. In addition, we offer "Music and Health" and "Sing for Health" wellness programs that capitalize on the health benefits of music.



Yamaha Music Lesson for Adults



"Music and Health" program

Yamaha Music Lessons for Adults enrollment

FY 1987(started)	FY 1991	FY 1996	FY 2001	FY 2006	FY 2011	FY 2016	FY 2020
6,000	40,000	50,000	92,000	105,000	110,000	110,000	105,000

*As of June of each fiscal year

► Casual "Seishun Pops" Course for Singing Fun

The "Seishun Pops" course is designed to allow even people with no musical background have fun singing. This course mainly focuses on the popular Japanese pop music or folk songs from the 1960s to 1980s that senior citizens enjoyed in their youth. Without using a score, participants can enjoy songs by singing in harmony or step to the music along with their peers while watching originally made videos. Launched nationwide in 2017, this course is currently utilized by approximately 12,000 students at 600 locations (June 2019).



"Seishun Pops" course

Universal Design Initiatives

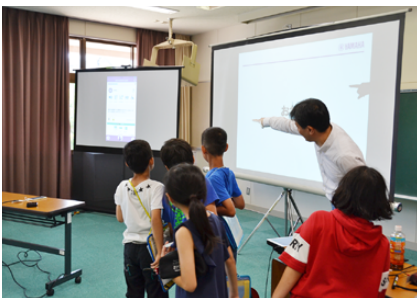
The Yamaha Group aims to create an environment in which all people can enjoy the pleasures of music, and we promote universal design to realize a society that is both rich in communication and that allows people of diverse backgrounds to live comfortably and harmoniously.

The Yamaha Group implements initiatives that give product developers and designers a better understanding and greater awareness of universal design while also working to enhance employee understanding and awareness.

In fiscal 2017, we began participating in the “Company UD Visiting Lectures” universal design program that is part of the efforts of Hamamatsu City, Shizuoka Prefecture, to promote local development through universal design. Through this program, we are holding universal visiting classes for local elementary students in Hamamatsu City.

These classes explore how consideration for various people is reflected in products and services along with companies’ policies regarding universal design and aim to encourage children to look at society and envision their future occupation. In fiscal 2020, at two elementary schools in Hamamatsu City, we held a class on the subject of universal design in sound in which we explained the importance of universal design in city development, using our SoundUD next-generation sound transmission system as an example.

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



“Company UD Visiting Lectures” at elementary school in Hamamatsu City, Shizuoka Prefecture

▶ SoundUD Sound Universal Design Support System

Since 2015, Yamaha Corporation has developed and is advocating SoundUD—a technology supporting the creation of an extremely convenient multi-language voice and character guide for use at businesses, public facilities, and tourist facilities that are considering measures for addressing inbound tourism and making their facilities barrier-free.

In looking at how to effectively transmit Japanese announcements in multiple languages, it is important to consider the convenience of inbound tourists to Japan. It is also important to convey verbal information in an easy-to-understand format that enables the realization of a society in which senior citizens’ and other individuals’ impaired hearing can live comfortably. Utilizing SoundUD makes it possible to users to view translations of Japanese announcements in their native language in real time on their smartphone or tablet just by installing a dedicated application. This system enables easy and appropriate communication of the information in Japanese announcements to people who do not understand Japanese, senior citizens, and individuals with impaired hearing. In addition, this technology has been adopted as a simultaneous interpretation application for use in international conferences, such as the 7th International Conference for Universal Design in Bangkok 2019 and the 25th International Council of Museums General Conference in Kyoto.

In 2017, the Group established the SoundUD Consortium, an organization in which Yamaha is acting as the secretariat, with the objective of helping create a society in which there are no concerns about language or hearing ability. This organization is comprised of numerous Japanese companies and organizations that are promoting the universal design of sound with the goal of having such universal design employed at major facilities in Japan by 2020. By releasing a portion of the technology of SoundUD to the consortium members to create a new open standard, Yamaha is promoting the creation of innovation and new business models originating from Japan while helping facilitate the popularization of such innovation and business models together with the approximately 300 (as of March 31, 2020) member companies and organizations.



SoundUD promotional image



Concept diagram for universal design of sound societal structure

Furthermore, the Yamaha Group also works with 16 broadcast stations across Japan to develop a subtitle support business utilizing SoundUD. The goal of this endeavor is to ensure that everyone, including senior citizens and people with visual or hearing impairments, have the opportunities for equal access to information by helping them understand the content of television and radio broadcasts.

[» SoundUD Consortium \(Japanese Only\)](#)

Since fiscal 2020, the SoundUD Consortium has received the following awards in recognition of its concept and the results of its activities.

- Semi Grand Prix in Total Solutions category of CEATEC AWARD 2019
- Grand Award of IAUD International Design Awards 2019 (in the category of Communication Design, held by International Association of Universal Design)
- 2019 Good Design Award (held by Japan Institute of Design Promotion)
- Digital Utilization Special Award in 5th Japan Tourism Award (held by Japan Travel and Tourism Association, Japan Association of Travel Agents, and Japan National Tourism Organization (JNTO))

▶ **Music Education Solution Utilizing ICT – Smart Education System Remote Classes Using Online Meeting System**

[» Education Solutions Utilizing ICT](#)

▶ **Creation of New Workplaces**

There is currently a social push for workstyle reforms, stimulating a rise in efforts to reduce workhours, achieve appropriate work-life balances, and accommodate diverse workstyles. Against this backdrop, mobile working and teleworking are garnering attention as they allow for easy communication with people in different locations while reducing unnecessary business trip expenses and transportation times. This trend is driving an increase in use of open spaces for office purposes. However, there is no eliminating the loud noises and concern for eavesdropping that are inseparable from open spaces, making it difficult to have conversations and take part in remote meetings without stress.

Turning its attention toward such office sound environment issues, the Yamaha Group has succeeded in realizing office sound environments that allow for conversations and remote meetings to be carried without fear of being overheard or concern for noise from the surrounding area. These environments are achieved by combining Avitecs™ soundproof rooms, which have previously been used primarily for musical instrument practice, the Speech Privacy System™ that prevents private conversations from being overheard, unified communications speakerphones, and acoustic conditioning panels that alter reverberations in rooms.


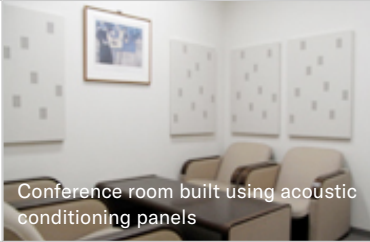


[» Unique Sound Environment Products Creating New Workplaces](#)

Solutions Utilizing Sound and New Technologies



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

Example Products



Products for Creating Better Sound Environments

Products	Feature of sustainability	Related pictures
Speech Privacy System™ >> “VSP-1,” >> “VSP-2” (Japanese Only)	Camouflages conversation with an “information masking sound” synthesized from human speech	
>> Acoustic Conditioning Panel (Japanese Only)	Alters reverberations in the room and provides a clear and comfortable acoustic environment	 <p>Conference room built using acoustic conditioning panels</p>
>> Avitecs™ Soundproof Room (Japanese Only)	Easily realizes a reverberant and soundproof space	
>> “YVC-200” Unified Communications Speakerphone (Japanese Only)	Allows for hassle-free remote communication regardless of time or place	

Sensor Technology Application Proposals

Products	Feature of sustainability	Related pictures
Thin-film Strain Sensor	Monitors human motion in real time by mounting sensors on body supports or training wear	 <p>example use</p>
>> Hydrogen Leak Detector	Features high-speed response and high sensitivity over a wide, dynamic range and supports various forms and leakage volume	

Sound Technology Application Proposals

Products	Feature of sustainability	Related pictures
<p>» SilentBrass™ (Japanese Only)</p>	<p>Makes practicing and performing possible anywhere at any time</p>	
<p>» TransAcoustic™ Piano (Japanese Only)</p>	<p>Enables volume adjustments to be made just like an electric piano</p>	
<p>In-vehicle communication module for automotive emergency</p>	<p>Enables automatic notification during emergencies and hands-free calling</p>	<p>-</p>

Community Involvement and Development

As the Yamaha Group continues various activities aimed at spreading and promoting music culture in places across the world, we are also taking efforts to contribute to society as a corporate citizen.

Starting with our local contribution activities at various locations that are home to our work sites both in Japan and overseas, we are continuously engaged in donation and social welfare activities to support the nurturing of future generations. In addition, the Yamaha Group is promoting the creation of towns that utilize the power of music.

Connections with Local Communities

Responsibility to Local Communities

The Yamaha Group acknowledges that a corporation is a member of society, and we endeavor to be a good corporate citizen while promoting socially acceptable values and conduct. Always considerate of our impact on local communities, we engage in dialogue with community members and pursue low-environmental-impact business activities.

At offices and factories, we regularly hold information exchange sessions with surrounding municipalities and solicit opinions at neighborhood council meetings. When we build or retire a Yamaha office, we do so after reporting and explaining the matter to the head of the local government in the area while also using our exchange sessions with surrounding municipalities to make reports, as appropriate, and ask for their opinions and requests. Furthermore, when we retire a Yamaha factory, we carry out soil and groundwater surveys to assess environmental impacts on the area. In the event that an impact, such as contamination, is discovered, we take prompt and appropriate measures for decontamination or removal.

» 4-3 Harmonization with Society

Examples of Communication with Local Communities

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

Exchange Sessions with Neighborhood Councils

(Yamaha Corporation)

Office	Frequency	Participants	Details
Headquarters	Once annually	8 local neighborhood councils	Business status updates, solicitation of requests/concerns, exchange of opinions
Kakegawa Factory	Once annually	7 local neighborhood councils	Business status updates, solicitation of requests/concerns, exchange of opinions
Toyooka Factory	Once annually	3 local neighborhood councils	Business status updates, solicitation of requests/concerns, exchange of opinions
Tenryu Factory	Once annually	12 local neighborhood councils	Business status updates, solicitation of requests/concerns, exchange of opinions

► Communication Activities Conducted at Business Sites and Factories (Fiscal 2020)

- Regular information exchange sessions with neighborhood councils
- Factory tours
- Accommodation of community study trips for local elementary school students and hands-on workplace experience programs and tours for local junior high and high school students
- Summer festivals for strengthening relationships with communities
- Signing of memorandums to open up facilities to the public during disasters
- Participation in local events and celebrations
- Lending of facilities, parking lots, etc.



Information exchange session at local neighborhood council meetings (headquarters)

- Cooperation with regional safety patrol activities
- Cooperation with regional environment activities, including participation in regional cleanup efforts by employees
- Participation in joint disaster drills led by municipalities
- Donation of books, household goods, sweets, etc. gathered through charity bazaars and donation campaigns for local elementary schools and groups
- [Donation of food stockpiled for emergencies to food bank Fujinokuni](#)
- Lending of instruments and holding of concerts



Corporate museum tour (headquarters)



Summer festival (Tenryu Factory)



Donation of monitors and Blu-ray Disc players to local elementary school (Toyooka Factory)



Regional cleanup effort (Kakegawa Factory)



Concert at meeting for seniors (Kakegawa Factory)

▶ Piano Factory Tour

At the Kakegawa Factory, a domestic piano manufacturing site, we open our doors to public visitors so that they can observe the process of making grand pianos and thereby experience the appeal of instruments and music. In factory tours, visitors see how we use modern techniques and some traditional, more than 100-year-old manufacturing processes. Visitors also pass through the showroom, where we display an early model grand piano that has been recognized as part of Japan's Heritage of Industrial Modernization while also witnessing the environmental preservation initiatives woven into our product creation activities. We accommodate a plethora of visitors, including professional and amateur musicians and local elementary school students on field trips, while also opening our doors to general customers and organizations as part of our efforts to foster understanding with regard to product creation at Yamaha. A total of 10,739 people participated in such tours in fiscal 2020.

» [Piano Factory Tour \(Japanese only\)](#)



Visitors observing the grand piano manufacturing process



Exhibition at the showroom

▶ Public Opening of Corporate Museum

Innovation Road is a hands-on corporate museum displaying exhibitions on the history of the products and services of the Yamaha Group opened in 2018. This museum allows general visitors to learn about products and services from the Company's founding until today, their development process, and the Company's vision for the future via audio and visual exhibits. Since its opening, many people have visited Innovation Road, including organizations, business partners, and community members. As of March 31, 2020, approximately 25,000 people had visited the museum.

» [Information on Innovation Road Corporate Museum](#)



Entrance of Innovation Road

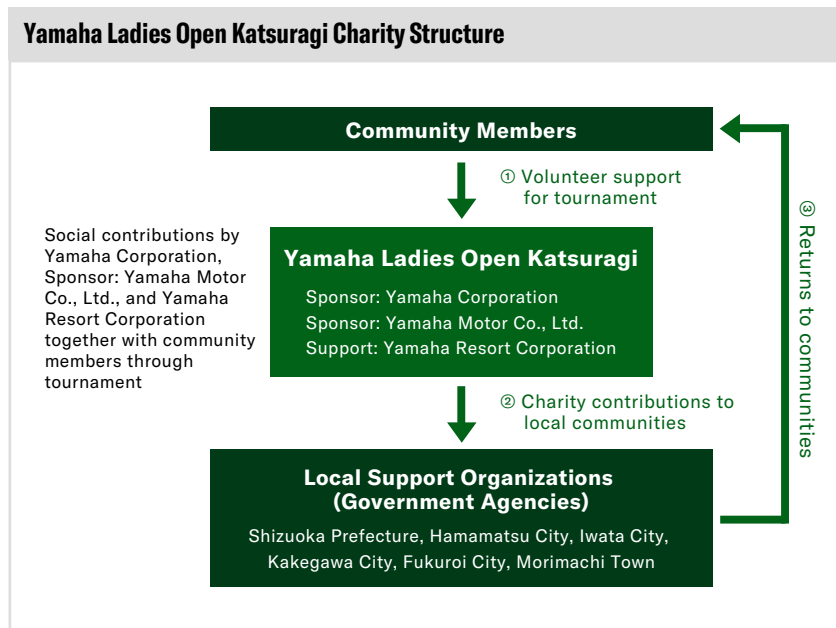


Exhibition area (History Walk)

▶ Contributions to Communities through Yamaha Ladies Open Katsuragi

Every year, Yamaha Corporation and Yamaha Motor Co., Ltd., jointly host the Yamaha Ladies Open Katsuragi women's golf tournament at the Katsuragi Golf Club located in Fukuroi City, Shizuoka Prefecture. At each year's tournament, efforts are made to address global warming by asking visitors to use public transportation or carpool while a myriad of environmentally conscious efforts are undertaken in order to help reduce waste and efficiently use resources. These efforts include sorting and separating garbage, recycling plastic bottles, and using disposable chopsticks made with timber from thinned forests.

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



Eco-station for separating garbage



Volunteer staff

Promotion of Music Culture

Support for Aspiring Musicians

The Yamaha Group contributes to the spread and development of music culture at various music contests and workshops both in Japan and overseas, including piano contests held across the world. The Group not only provides musical instruments to those pursuing a high artistic standard, but also assists with the running of the events.

Additionally, the Yamaha Group has set up scholarship systems in different regions of the world to support aspiring musicians and those at the beginning of their careers. Yamaha also teams up with music education institutions to offer ongoing support through the provision of curriculum and seminars for instructors.

For example, the Hamamatsu International Wind Instrument Academy and Festival was launched in 1995 as part of our efforts to help make Hamamatsu City into a city of music. Held together with Hamamatsu City and other co-organizers, this world-leading music festival is centered on wind instruments. In this event, we arrange an academy in which we welcome wind instrument players from around the world to help cultivate aspiring musicians looking to become professional performers. Another part of this event is the festival, a concert for enjoying wind instrument performances open to local community members. A major goal of this event is to promote music culture exchanges and cultivate globally active performers in Hamamatsu City.



Hamamatsu International Wind Instrument Academy and Festival



Yamaha Wind Instruments Debut Concert



Hebei Normal University scholarship presentation ceremony (China)



School Music Education Support

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

► Yamaha School Projects Providing Opportunities to Play Instruments

In order to enable more children to experience the joy of playing a musical instrument, since 2015 Yamaha has been carrying out School Projects to support musical instrument performance experiences in various areas of society, primarily in emerging countries.

The benefits of instrumental music education are so well documented that such instruction is standard in schools around the world. In some countries, however, schools are often unable to provide musical education at a satisfactory level or even at all due to a lack of equipment or trained teachers or inadequate curriculum. Yamaha hopes to help provide these children with opportunities for high-quality musical instrument performance experiences.

As of March 31, 2020, we had provided opportunities for musical instrument performance experiences to an aggregate total of roughly 390,000 children at approximately 1,500 schools in five countries (Malaysia, Indonesia, Russia, Vietnam, and India).



Music class in Indonesia



Recorder lessons in India

» Music Time Program in Public Elementary Schools around the World

» Enriching Education in Vietnamese Schools through the Introduction of Instrumental Music Education

» Spreading the Fun of Playing Musical Instruments to Children Across the Globe

► Music Education Programs in the Middle East and Africa

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

Countries incorporating music classes into school curricula are incredibly rare in the Middle East and Africa due to cultural differences and a lack of instructors. In 2012, YMGF started a school music education promotion project in order to help foster aesthetic sensibilities and support the growth of children through musical instrument education. YMGF

carries out this project in collaboration with local sales agents as it seeks to demonstrate the importance of music education by inviting local education officials to observe classes in Japanese elementary schools.

Since starting the project with one school in South Africa in 2016, YMGF has continued to expand the scope of its activities. As of March 31, 2020, YMGF had conducted recorder lessons for an aggregate total of roughly 7,500 students in 77 schools in seven countries: South Africa, Nigeria, Kuwait, the United Arab Emirates, Kenya, Morocco, and Uganda.



Recorder lesson in South Africa



Recorder lesson in Nigeria

► School Wind Band Workshops

Since 2010, Yamaha Music & Electronics (China) Co., Ltd. (YMEC), has been dispatching local and foreign instructors to hold workshops for school wind bands in major and other cities. In fiscal 2020, these workshops were held at six locations to provide instruction to approximately 700 students. YMEC also holds wind band director workshops to improve the wind instrument instruction capabilities of general music teachers. In fiscal 2020, this company offered instruction to teachers through workshops at seven locations that were attended by around 1,500 individuals.



Band workshop



Wind band director workshop

► Student Band Maintenance Seminar

In South Korea, band (wind instruments), orchestra, and other music activities are popular among extracurricular activities in schools. However, students often do not have much opportunity to learn about musical instrument maintenance at local schools, and there arise situations in which the students are unable to properly produce notes despite owning high-quality instruments as these instruments become damaged.

To help schools become an environment more conducive to music performances, Yamaha Music Korea Ltd. (YMK) has been visiting schools with orchestras since 2013 to hold seminars on musical instrument maintenance and offer to repair instruments free of charge. To date, YMK has visited over 300 schools to teach students how important it is to maintain their instruments in good condition, thereby supporting music activities in these schools and contributing to the development of music culture in South Korea.



Maintenance seminar



Musical instrument maintenance

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

YMEC, together with four manufacturing subsidiaries and major sales agents in China, has been donating instruments to schools for the children of migrant farmers across China since fiscal 2013. These donations are a show of YMEC's gratitude for local communities and for the growth of its business in China.

YMEC continues to make such donations with the goal of giving children the opportunity to experience music and learn the wonders of instruments and thereby helping them to develop artistic sensitivity. To date, 60 schools have received donations, and the aggregate amount of donations has reached approximately 5.2 million yuan.

Major Instrument Donations

Date	Number of schools	Donated articles
Fiscal 2013	2	Pianos, portable keyboards, and AV equipment
Fiscal 2014	27	Pianos, digital pianos, portable keyboards, and AV equipment
Fiscal 2015	7	Pianos, portable keyboards, and AV equipment
Fiscal 2016	7	Pianos, portable keyboards, AV equipment, and PA systems
Fiscal 2017	5	Digital keyboards
Fiscal 2018	2	Digital keyboards
Fiscal 2019	5	Digital keyboards
Fiscal 2020	5	Digital keyboards



Ceremony commemorating donations



Donated portable keyboards

► School Music Education Support Websites

Yamaha Corporation is developing tools for supporting school music teachers as well as piano, Electone, and other music instructors. For example, we have Music pal, a school music education website that contains a wealth of information that is useful for music coursework and covers the history of music, musical composition, and a variety of different instruments. In addition, the Musical Instrument Guide Plus website provides content useful for music coursework and investigative learning, including the origin and makeup of instruments, information on how they are played, and trivia designed to help users develop a deeper understanding of the instruments that interest them.

» [Support for Music Instructors \(Japanese only\)](#)

» [Music pal school music education website \(Japanese only\)](#)

» [Musical Instrument Guide Plus](#)

► Japan Band Clinic

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



Concert at 50th Japan Band Clinic

Efforts to Spread Music through Events and Contests

The Yamaha Group is working to help spread music in the different regions of the world through events and contests. These efforts include proposing new ways to enjoy musical instruments and music for all ages as well as planning and providing spaces for performances by amateur musicians looking to take their passion to the next level.

► Hamamatsu Jazz Week

Each year, Yamaha Corporation holds Hamamatsu Jazz Week in cooperation with Hamamatsu City and other co-organizers. The event, which was first held in 1992, is part of the Hamamatsu City government's efforts to create a city with music at its core. Hosted through a joint effort by the government and the community based on the theme of jazz, which can be enjoyed by people of all ages, this unique event has become an entrenched part of the local culture that is beloved by fans of jazz and even people who are not. The 28th Hamamatsu Jazz Week, held in 2019, featured hall concerts by top-notch domestic and international artists as well as school students from outstanding big bands throughout Japan, live performances that allowed guests to casually enjoy jazz on street corners, and events held in collaboration with local jazz clubs.

In recent years, we have been holding workshops for big bands from elementary, junior high, and high schools and universities as well as in-school jazz concerts in which professional musicians are sent to perform at elementary and junior high schools in Hamamatsu City. These events are part of plans for cultivating future musicians by fostering artistic sensitivity and expressiveness in children while engaging with municipalities and cultural organizations and communicating the appeal of jazz throughout Japan via coordination with tourist organizations. The Yamaha Group is also promoting new initiatives for helping cultivate new music fans and promoting the spread of music culture.



Yamaha Jazz Festival



Street Jazz Festival bringing excitement to the city streets

► Wind Instrument Performance Contest

Yamaha Music & Electronics (China) Co., Ltd. holds a wind instrument performance competition every year in locations across China to provide opportunities for wind instrument performances. In fiscal 2020, clarinet contests were held, and approximately 480 people participated in cities throughout China.



Regional contest



Participants in final competition

Provision of Opportunities and Places to Engage with Instruments

► LovePiano Street Piano Events — Making People More Familiar with Pianos

Since 2017, Yamaha Music Japan has been conducting LovePiano activities that involve providing casual performance spaces based on the concept of feeling more familiar with pianos and enjoying them more. Centered on the theme of LovePiano, these activities include placing colorfully painted pianos in open spaces, where they can be played by anyone; transmitting various information pertaining to pianos via the Internet; and otherwise working to communicate the appeal of pianos. So far, these pianos have been set up and enjoyed by numerous people in a total of 40 public spaces across Japan, including JR Shinjuku Station and Shinagawa Station, the Umihotaru Parking Area on the Tokyo Bay Aqua-Line, and

Osaka International Airport (Itami Airport).

Over the period from February 28 to March 10, 2020, pianos were set up at four stations on the Izu Kyuko Line as part of our LovePiano activities through collaboration with Tokyu Corporation and Izukyū Corporation. These pianos contributed to regional economic development while encouraging expeditions around Izu through music.

Yamaha intends to continue these LovePiano activities with the hopes of encouraging people to start playing piano while also spurring former pianists to pick up the instrument again.

» LovePiano (Japanese only)



Piano at Madame Tussauds Tokyo (Piano No. 1)



Piano at Izu-Kogen Station (Piano No. 4)

Contribution to Regional Community Development

Regional Contribution Activities through Music

The Yamaha Group aims to make contributions to communities and their invigoration by planning and holding music events in various regions.

► Community Development through Music

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

The Yamaha Group has been engaged in a facilitator development program through group drumming together with a Kashiwa City social welfare association with the aim of fostering community leaders since fiscal 2017. These activities have entered into their fourth year, giving rise to Drum Circle Beat of Kashiwa (DCBK), a group comprised of individuals who have completed the facilitator development program. DCBK is an activity in an increasingly wide range of locations throughout the community. Meanwhile, Shibuya Zunchaka!, a community-participation-based program launched in 2013 that receives planning support from the Oto-Machi Project, is scheduled to be held for the seventh time in 2020. This event is facilitating deeper coordination between community volunteers, local businesses and residents, and Shibuya Ward while pursuing more sustainable event operation.

» Community Development through Music (Japanese only)



Kashiwa facilitator development program



Shibuya Zunchaka!

▶ Regional Contribution Activities by the Yamaha Symphonic Band

The Yamaha Symphonic Band, which was established in 1961, is an amateur band comprised of Yamaha Group employees. The band's activities include holding regular musical performances and pop concerts, supporting the Yamaha Baseball Club, and performing regularly and appearing in contests in Japan and overseas. The band also actively participates in events rooted in local communities while helping Hamamatsu City realize its vision for becoming a "city of music." The Promenade Concert held in front of JR Hamamatsu Station is one example of these events.

» [The Yamaha Symphonic Band](#)



Promenade Concert

Support for Youth Development through Music Popularization

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

▶ Support Activities through AMIGO Project

In many countries in Central and South America, crime and poverty as well as social inequality are serious social problems. In order to enable the children in such environments to grow up in a healthy manner, rather than leaning toward crime, delinquency, or violence, music education activities are provided free of charge as a country policy. These activities have led to the formation of regional youth orchestras and band groups. Endorsing such activities, Yamaha has long offered support for activities that draw participation by large numbers of children.

The AMIGO Project was launched in 2014 to further build upon such support activities. This project entails holding maintenance workshops to spread knowledge regarding instrument maintenance and to help children learn how to maintain instruments on their own. In addition, we hold technician seminars to foster technicians that can repair instruments and offer other forms of support to aid in the development of an environment in which children can more easily continue to play music. This project is currently active on a full-fledged scale in Mexico, Costa Rica, Panama, Colombia, and Brazil and on a trial basis in Guatemala and the Dominican Republic.

» [Support for Youth Development through the Power of Music](#)



Youth Development Orchestra Band Organization (Mexico)



Maintenance workshop

▶ Recorder Music Popularization Seminar by Sopro Novo

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

These seminars entail music instruction lessons that comprehensively provide instruments, textbooks, and teaching methods. Starting with how to read music and ending, ultimately, with ensemble performances, seminar members learn music performance techniques so that they can begin giving music instruction to beginners after completing the lessons. In Brazilian schools, there is no regular music education in the compulsory curriculum. For this reason, the cultivation of music instructors plays an important role in granting children their first opportunity to learn music. Over the past 13 years, Sopro Novo seminars have been held over 1,600 times in 189 cities and have trained approximately 4,700 instructors. The number of children taught by those instructors has reached more than 550,000.

In 2017, we established the non-profit organization Fundação Sopro Novo Yamaha. At this time, we began to lobby the government to adopt direct music education and embarked on activities to provide music teacher training and music

education instruction in public schools. Furthermore, the state of Sao Paulo provided support for costs of the activities in the form of tax exemptions in 2018, acknowledging the contributions from Sopro Novo past activities. In 2019, recorder seminars were held, drawing 103 participants from 10 groups, and recorder classes based on the Sopro Novo method were conducted in 54 public schools.



Recorder seminar for public school students



Recorder class at public school

Support for Fostering Future Generations

Cooperation with On-Site Tours and Hands-on Learning

As part of our local contribution activities, the Yamaha Group accepts requests from local educational facilities in parts of the world where it has business sites and opens its workplaces for visitors to experience hands-on learning. We also offer internships and tours of our workplaces and factories.

► Hands-on Workplace Learning Programs

By accepting junior high school students for workplace hands-on learning and high school students for internships, the Yamaha Group provides opportunities for the young people who will shape the future to experience work in a hands-on manner and thereby helps young people formulate goals and work ambitiously for the future.



High school students participating in an internship at factory



Junior high school students getting hands-on work experience at a sales location



Work training for new high school graduates

Contributions to Exhibits at Learning Facilities

Yamaha has been contributing to exhibits at the Hamamatsu Science Museum (Hamamatsu City, Shizuoka Prefecture) since it opened to help develop science-oriented minds. With the cooperation of companies that represent local communities in developing permanent exhibits, the Hamamatsu Science Museum was reopened in July 2019 as an experience-focused museum centered upon active learning. The newly reborn museum provides children and adults alike with the opportunity to have fun while learning about science in the areas of sound, light, force, and space. Yamaha has made the following contributions to the museum.

Yamaha Contributions to Sound Zone

Section	Details
Variable acoustic room	Presented exhibit using electro-audio signal processing technology that enables visitors to experience sound echoes and changes in the way things sound by clapping, speaking, and playing instruments inside a booth installed with a sound setting support system (Active Field Control), which can control echoes inside the room and how the space unfolds, in which visitors can select such simulated settings as an echo room, cave, and church based on which an image fitting the scene will be displayed via the front projector

Education Support for Children

The Yamaha Group provides a variety of programs to help support child development. Every year, we respond to requests from local governments and educational institutions when offering on-site lessons outside the Company and providing child programs focused on the theme of manufacturing. The Yamaha Baseball Club also participates by offering youth baseball clinics and other activities.

► Manufacturing Classes and On-Site Lessons

Throughout each year, Yamaha Corporation works with local educational institutions to offer classes teaching children about manufacturing. For example, we hold handmade guitar classes in which children create their own handmade one-string guitars using everyday items such as cardboard boxes and toothpicks. Other classes teach children how to make a folk instrument from Africa called a mbira using offcuts from piano manufacturing. Furthermore, we offer classes in which children make mini clappers the size of a keychain so that they can carry them around and form an attachment with the instrument. These classes use musical instruments to offer children a way to experience the process of manufacturing. In December 2019, the Hamamatsu store of Yamaha Music Retailing Co., Ltd., hosted a mini clapper class that also offered the opportunity for hands-on experience of wind, string, and percussion instruments. By setting up booths in which participants could freely take these instruments in hand, children were given the opportunity to make mini clappers and to freely play, to their heart's content, instruments that they would not normally have the chance to interact with. This event thus helped communicate the joy of instruments and music to children.

Upon request from local government agencies and educational institutions, we are also offering on-site lessons based on the theme of universal design.



Handmade guitar class



Handmade mbira class



Mini clapper class



Manufacturing class jointly held with Yamaha Motor Co., Ltd.



On-site universal design lesson based on the theme of universal design in sound

▶ **Wooden Blocks for Children Made from Piano Offcuts**

Yamaha Music Manufacturing Co., Ltd., provides wooden blocks made from offcuts produced during the piano manufacturing process to local kindergartens, preschools, elementary schools, and public facilities. Continuing since 1998, this program is a chance to contribute to the community while simultaneously finding a useful purpose for waste material.

Other uses for the offcuts include selling them to local companies that make woodcraft products and making them into items such as wooden mouse pads, shoe horns, and folding chairs to be provided to community members at summer festivals. In addition, the offcuts are also turned into woodcraft kits that Yamaha Corporation uses in its manufacturing classes for children.



Craft making using offcuts



Children playing with wooden blocks made from offcuts

▶ **Baseball Clinics for Youth Teams Provided by the Yamaha Baseball Club**

The Yamaha Baseball Club holds baseball clinics for local youth baseball teams in western and central Shizuoka Prefecture as part of its efforts to contribute to the community and the development of young people in the area through sports. At these clinics, members of the Yamaha Baseball Club provide instructions and examples to teach young ball players techniques such as how to shift their weight when pitching, where to step, basic posture when fielding infield and outfield, play combinations, and how to follow the ball when batting. The clinics help foster healthy young baseball players while nurturing the dreams and supporting the development of young people. Since fiscal 2017, the Company has participated in Hamamatsu City's Top Athlete Partnership Business* and provided instruction, including lessons for improving pitching and catching techniques to junior high school students. In addition to these clinics, other steps to promote and further the development of baseball were taken in fiscal 2020 including tee ball clinics for kindergarten and preschool students designed to provide a wider range of children with opportunities to enjoy playing with balls and bats. Such clinics took place at eight locations in three different cities in Shizuoka Prefecture and saw participation by 1,192 elementary and junior high school students from 83 teams.

Furthermore, the Junior Baseball Instructing Club, primarily made up of former members of the Yamaha Baseball Club, hold baseball health examinations for children during the clinics. As part of the exams, sports medicine doctors help children with baseball injuries and give them advice to help prevent injuries and accidents.

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



Baseball clinics



Baseball health examination

Education Solutions Utilizing ICT

Information and communication technologies (ICT) are being increasingly used in school education. In light of this trend, Yamaha is proposing new means of learning in the classroom.

▶ Smart Education System Music Education Solution Utilizing ICT

Since 2014, Yamaha Corporation has been developing the Smart Education System (SES), a music education solution that utilizes ICT, in the educational setting of schools. Utilizing the skills related to music it has developed over the course of many years, as well as its knowledge about music education, Yamaha has repeatedly conducted trial classes with the help of elementary and junior high schools across the country through which it has developed digital classroom teaching materials. In February 2017, the Company released the VOCALOID for Education, Guitar Class, and Koto (a traditional Japanese musical instrument) Class. Following this, the Company launched the Alto Recorder Class, Chorus Practice, and Soprano Recorder Class. All of these offerings have been positively received.

Primarily aimed at elementary and junior high school students, these materials are not simply teaching materials, but content packages covering how to lead classes following course curriculum guidelines, cautionary tips to keep in mind when teaching, and videos on foundational knowledge needed for performance. These packages have been designed for ease of use by teachers in schools. Teaching classes while following this system help foster students' imaginative and theoretical skills while simultaneously allowing teachers to teach easily and effectively.

Through SES, Yamaha plans to not only provide these digital music classroom materials, but also to support the new era of music education by supplying comprehensive solutions, including instruments, network equipment, cloud services, and human support.



Teaching materials screen for Soprano Recorder Class



Supplementary teaching materials (physical publication)

▶ Distance Learning Using Web Conference Microphone Speakers

As the utilization of ICT becomes more common in classrooms, ICT-powered distance learning is being proposed more frequently thanks to its ability to bring classes of different schools in the same city together, support exchange classes between sister schools, and provide collaborative classes in remote islands and other underpopulated areas with a shortage of specialized teachers. As Japan's Ministry of Education, Culture, Sports, Science and Technology recognizes distance learning programs and grants accreditation in high schools, more forms of distance learning programs are expected to be offered in the future. The voice quality of classes and lectures is imperative to distance learning as interference or interruptions can impede a student's ability to understand classes. For this reason, the ability to deliver a clear, uninterrupted voice is absolutely essential.

In cooperation with prefectural education boards, educational institutions, and other companies, Yamaha Corporation promotes the use of voice communication devices, such as web conference microphone speakers, for distance learning programs. Yamaha's high-quality web conference microphone speakers feature easy installation and configuration and allow for distance learning classes, ranging from small classes with one or two students to larger classes in the area of 40 students, to be held in a hassle-free manner with optimal voice quality not hampered by reverberations or interference.



English conversation class using a tablet and remote teaching system (Koga Daiichi Municipal Junior High School, Koga City, Ibaraki Prefecture)



Presentation utilizing ICT (Komagamine Municipal Elementary School, Shinchi Town, Fukushima Prefecture)

Donations and Social Welfare Activities

Promotion of Employee Volunteer Activities

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

► Voluntary Philanthropic Activities by Employees

Yamaha Corporation of America launched the Yamaha Cares employee voluntary philanthropic activity program in 2003. Yamaha Cares is aimed at contributing to the regions in which employees live and work through donations, collecting contributions, providing Yamaha products, and other initiatives. One such activity is a donation drive benefitting a children's hospital researching the treatment of Type 1 juvenile diabetes. Every year, employees participate in the Southern California Half Marathon and solicit contributions, which have exceeded \$110,000 in total. Yamaha Cares continues to support the hospital, which is one of the few institutions researching the treatment of juvenile diabetes.

Major Yamaha Cares Activities

- Fundraising efforts for a pediatric hospital
- Donations, including donations of Yamaha products, to after-school programs (run by United Sound, Inc.) providing musical performance experiences to children with development disorders
- Participation in Making Strides Walk, an activity supported by the American Cancer Society

» [United Sound website](#)

» [American Cancer Society website](#)

» [Making Strides Walk website](#)



Employees raising funds through half marathon to be donated to Children's Hospital of Orange County



Fundraising activities and Company product donations to various organizations



Regional Welfare and Disaster Relief Activities

► Donations of Food for Disaster Stockpiling to Food Bank FUJINOKUNI

A charitable organization, food bank FUJINOKUNI seeks to help build a mutually supportive society. This organization has developed and runs a system for accepting donations of food that is safe to eat but would otherwise be discarded from companies, organizations, and individuals and equitably distributes this food to people who need it. The Yamaha Group fully supports the organization. At offices in Shizuoka Prefecture, Yamaha stockpiles food to be distributed in the event of a disaster. Before the food is due to be replaced, Yamaha donates it to the food bank.

► Initiatives to Support Areas Impacted by Natural Disasters

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

For the purpose of supporting the areas and people impacted by the Great East Japan Earthquake, the Yamaha Group has provided school musical instruments and other products through its sales agents, held a variety of charity concerts, and supported the activities of the School Music Revival. In addition, we have been holding charity concerts by the Yamaha Symphonic Band to promote recovery in the Tohoku region. Even now, a portion of the sales of CDs by this band is donated to the impacted areas through the Japanese Red Cross Society, and we continue to engage in other such

activities to support the recovery effort.

Furthermore, we offer support for the recovery of areas impacted by disasters through special repair and other services for Yamaha products damaged by disasters available to customers impacted by disasters in regions applicable under the Disaster Relief Act.

Support Provided in Fiscal 2020

- Typhoon Hagibis: 5.0 million yen in donations, special repair and other services for Yamaha products damaged by disasters
- COVID-19 pandemic in China: 1.5 million yuan in donations (approx. 23.0 million yen)*

* Donations provided by six Chinese subsidiaries (Yamaha Music & Electronics (China) Co., Ltd.; Hangzhou Yamaha Musical Instruments Co., Ltd.; Yamaha Electronics (Suzhou) Co., Ltd.; Xiaoshan Yamaha Musical Instruments Co., Ltd.; Tianjin Yamaha Electronic Musical Instruments, Inc.; Shenzhen Yamaha Music & Electronics Trading Co., Ltd.)

» [Application for Special Repair and Other Services for Yamaha Products Damaged by Disasters \(Japanese only\)](#)

Editorial Policy

The Yamaha Group is working to contribute to the realization of a sustainable society as part of the exercise of its corporate social responsibility.

The Yamaha Group publishes sustainability reports via its website to communicate this vision of promoting sustainability and its related initiatives to the Group's broad stakeholder base.

In compiling these reports, we prioritize the disclosure of themes of interest and important issues pertaining to the Group based on the insight gained through communication with stakeholders. In addition, we have been disclosing a wealth of information in an easy-to-read format that reflects the core subjects of ISO 26000, a guidance on social responsibility.

Furthermore, this sustainability report (website) has been prepared in accordance with the Core option of the GRI Standards. Furthermore, we referenced the Environmental Reporting Guidelines (2018 Version) of the Ministry of the Environment, Japan.



Organizations Included in the Scope of Reporting

In principle, sustainability reports cover Yamaha Group companies (Yamaha Corporation and its 57 consolidated subsidiaries in Japan and overseas). References to “Yamaha” in this report indicate the Yamaha Group. Certain sections of reports, however, require a more granular scope and thus have specific targets.

Reporting Period

April 1, 2019 to March 31, 2020

* The above period is referred to as fiscal 2020 in this report.

* Certain initiatives under way prior to March 2019 and information from April 2020 onward are also included in this report.

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