

## Corporate Social Responsibility (CSR) / Environmental & Social Activities

The Yamaha Group aims to boost corporate value by implementing our corporate philosophy and pursuing corporate management that emphasizes corporate social responsibility (CSR) in order to meet the expectations of stakeholders.

### **Yamaha's CSR**

Corporate Social  
Responsibility(CSR) in the  
Yamaha Group

- ▶ Management Emphasis on  
CSR
- ▶ With Our Customers
- ▶ With Our Shareholders
- ▶ With the People We Work with
- ▶ With Society
- ▶ Environmental Initiatives

## Yamaha's Corporate Social Responsibility(CSR) on Management

The Yamaha Group aims to boost corporate value through implementing our corporate philosophy and pursuing corporate management that emphasizes corporate social responsibility (CSR) in order to meet the expectations of stakeholders.

### Management Emphasis on CSR

Through business activities founded on sound and music, the Yamaha Group strives to achieve its corporate objective of "Creating 'Kando'\* Together." And Yamaha's basic management policy places a strong emphasis on Corporate Social Responsibility (CSR) activities, expressing this commitment through a variety of activities and themes including product quality, customer satisfaction, procurement, environmental protection and public relations activities.

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

### With Our Customers

We at the Yamaha Group are committed to ensuring product safety and producing quality enhancement, endeavoring to deliver useful and easy-to-use products that provide satisfaction and fulfill the needs and expectations of our customers. We provide information and services, and strive to offer superior after-sales support both in Japan and overseas in order to ensure that our customers can enjoy our products to the fullest.

### With Our Shareholders

The Yamaha Group utilizes transparent and effective management practices to

### With the People We Work with

Yamaha Group businesses are successful thanks to the efforts of our full-time employees and the contributions of temporary staff, affiliated factories, retailers, and many others. Yamaha pursues a variety of initiatives to make the most of their skills, helping us all to grow and prosper.

### With Society

Yamaha offers 'kando' to people around the world through its policy of contributing to cultural enrichment. As a good corporate citizen, we make a variety of social contributions in order to share 'kando' and enrichment with a diverse range of stakeholders.

### Environmental Initiatives

The Yamaha Group has set specific goals designed to put its Policy on the Environment into practice. The Group complements these efforts with well-planned and ongoing environmental conservation activities aimed at contributing to the creation of a sustainable society.

achieve sound results and provide an appropriate return to its shareholders. The Group also distributes a wide variety of management information and engages in proactive, ongoing communication to foster shareholder understanding and satisfaction with regard to its activities.

## Message from the President

### Yamaha Group CSR



**Mitsuru Umemura**

President and Representative Director,  
Yamaha Corporation

Through business activities founded on sound and music, the Yamaha Group strives to achieve its corporate objective of "Creating 'Kando'\* Together." As a basic management policy, Yamaha places a strong emphasis on Corporate Social Responsibility (CSR) activities, expressing this commitment through a variety of activities and themes including product quality, customer satisfaction, procurement, environmental protection and public relations activities. In this way, we have continued to fulfill our role as a good corporate citizen. Going forward, guided by the Yamaha Group's philosophy of management that is customer-oriented and quality-conscious, transparent and sound, and that values people and is in harmony with society, we remain dedicated to meeting our responsibilities and contributing as a corporation by working as a Group to raise CSR consciousness and tackle a range of social concerns.

The Yamaha Group's CSR activities are distinguished by their emphasis on using core business activities to contribute to the development of musical culture around the world. By making the most of Yamaha's strengths to provide products and services that satisfy all customers who love music, we can contribute to the development of musical cultures and enrich lives worldwide.

In tandem, as the Yamaha Group develops operations on a global scale, we believe it is vital to view this as a springboard for doing our part to address the issues faced by local communities, as well as worldwide concerns such as global warming and biodiversity. The Yamaha Group will continue promoting efforts to address social problems in a variety of ways, focusing on those activities best suited to the particular nature of our businesses. To this end, we will make efforts to support cultural expression and educational development in each region, will pursue more efficient use of raw materials, and will reduce the environmental impact of our development and production activities. Among other measures, we will also support forest revitalization as a company that utilizes wood materials to manufacture its products.

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

## **Working with Stakeholders**

The Yamaha Group is currently in the final year of its "YGP2010" medium-term management plan. The sluggish global economic conditions that we now confront have made achieving the numerical targets of the plan difficult. Nevertheless, we made progress in implementing measures outlined in "YGP2010." In addition to the restructuring of our musical instrument manufacturing bases carried out to date, particularly our piano factories, we also enacted various initiatives in our music software business. Moreover, we have achieved growth in key emerging markets, most notably in China, where the figures are in the double digits. Even in an adverse operating environment, the Yamaha Group will continue to create 'kando' that exceeds our stakeholders' expectations. The key to realizing this aim will be our unequivocal commitment to customer-orientation, with concepts, research, debates and decisions always made with the customer's perspective in mind; and quality-consciousness, in which high quality is never compromised in any product price range.

## **2009 CSR Report**

For this year's report, we have highlighted Group social contribution activities in the areas of "Sound and Music," "Local Communities," and "Social Welfare" as feature sections of the report, compiling examples of specific activities. The policies and systems underlying these activities, as well as environmental data and other basic information, can be found in the digital version of the report available on Yamaha's corporate website.

We hope that you will take the time to read this report and provide your unreserved opinions and feedback, to help guide us in our future CSR activities.

October 2009



**Mitsuru Umemura**

President and Representative Director, Yamaha Corporation

## Management Emphasis on CSR

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

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



Yamaha seeks not only to pursue efficient management and to ensure global competitiveness and a high level of profitability, but also to fulfill its social responsibility through fair and sustainable management.

In keeping with its corporate philosophy, Yamaha is working to develop an organizational structure and mechanisms for management that will form the basis for transparent and high quality corporate governance.

### **Creating a Management Structure Through the Board of Directors and Executive Officers**

As of June 25, 2009, Yamaha's Board of Directors comprises nine directors, including one outside director. The Board convenes once monthly in principle, and is responsible for the Group's management functions, including proposing Group strategy and the monitoring and directing of business execution carried out by divisions. Directors are appointed for a term of one year.

Yamaha also employs an executive officer system, with the purpose of strengthening consolidated Group management and business execution functions by divisions. As of June 25, 2009, the executive officer system comprises 17 executive officers, including two managing executive officers, who support the President, the chief officer in charge of business execution. Recognizing the importance of accountability, executive officers, who double as Company directors, are principally responsible for overseeing groups of business and administrative divisions. As group managers, they are responsible for the performance of groups within the Company, and manage and direct in a manner appropriate for bringing the functions of each group to the fore.

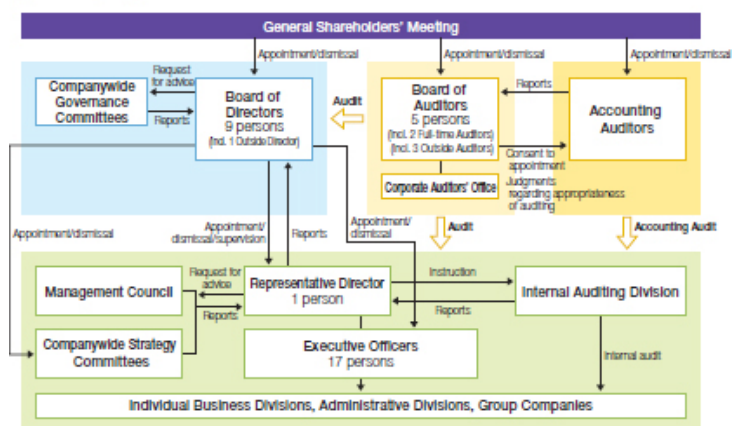
### **An Audit System to Ensure Fair and Transparent Business Practices**

Yamaha is a company with a board of auditors as defined under Japanese law, and has worked to enhance governance functions by introducing an executive officer system and also by setting up Companywide Governance Committees and an internal control system. These actions, in conjunction with consistent audits conducted by the Company's system of full-time auditors, combine to raise the effectiveness of governance. As of June 25, 2009, Yamaha has five auditors, including three outside auditors. In principle, the Board of Auditors convenes once monthly. Based on audit plans, auditors periodically perform comprehensive audits of all divisions and Group companies, and participate in Board of Directors' meetings and other important meetings such as management councils. With respect to accounting audits, the suitability of such audits is determined based on periodic progress reports from the accounting auditors of their audits of the Company's financial statements. Yamaha has also established a Corporate Auditors' Office (with one staff member as of June 25, 2009) as a dedicated staff for the auditors, to ensure an environment conducive for performing effective audits.

The role of the Internal Auditing Division (11 staff members as of June 25, 2009) is to closely examine and evaluate systems pertaining to management and operations, as well as operational

execution, for all management activities undertaken by the Company from the perspective of legal compliance and rationality. The evaluation results are then used to provide information for the formulation of suggestions and proposals for rationalization and improvement. In parallel, Yamaha strives to boost audit efficiency by encouraging close contact and coordination among the corporate auditors and the accounting auditors.

**Corporate Governance Structure**  
(As of June 26, 2009)



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### **Fiscal 2009 Activities by Outside Directors and Outside Corporate Auditors**

After his appointment, outside director Takashi Kajikawa attended 8 of the 11 meetings of the Board of Directors held in fiscal 2009. Utilizing his ample experience and considerable insight as a representative director of a publicly owned company, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside corporate auditor Kunio Miura attended 13 of the 14 meetings of the Board of Directors held in fiscal 2009. He also attended all 14 Board of Auditors' meetings, and made statements mainly from his specialist standpoint as an attorney.

Outside corporate auditor Yasuharu Terai attended all 14 of the meetings of the Board of Directors held in fiscal 2009. He also attended all 14 Board of Auditors' meetings, making statements based primarily on his experience and insight as a management executive.

### **Support System for Outside Director and Outside Corporate Auditors**

For agenda items at meetings of the Board of Directors and the Board of Auditors to be attended by outside corporate auditors, a full-time staff member working for the corporate auditors sends documents and other materials to the outside corporate auditors prior to the meeting and provides explanations as necessary to enable them to perform a complete preliminary study. With regard to other material matters, the Company strives at all times to maintain an effective auditing environment, including by providing information, supplying materials, listening to opinions, and supporting research and data collection.

When necessary, the outside director is also individually provided explanations regarding proposals and reports to be submitted to the Board of Directors.



### **Fundamental Concept of the Internal Control System**

Yamaha has established an internal control system pursuant to Japan's Company Law and the Enforcement Regulations of the Company Law. Along with pursuit of the optimal corporate governance for enhancing both corporate value and the Yamaha brand, the Company endeavors to qualitatively enhance the internal control system, in recognition that doing so will improve the efficiency of business activities, increase the trustworthiness of Yamaha's accounting and financial data, and lead to stronger compliance, asset soundness, and risk management capabilities.

The Yamaha Group has defined an internal control system policy as a specific measure pertaining to the Groupwide internal control system. In line with this policy, the Company is standardizing the rules in place at its subsidiaries, and implementing Companywide monitoring liaison committees in connection with the internal control system operated by corporate staff divisions, with the goal of making monitoring activities more comprehensive.

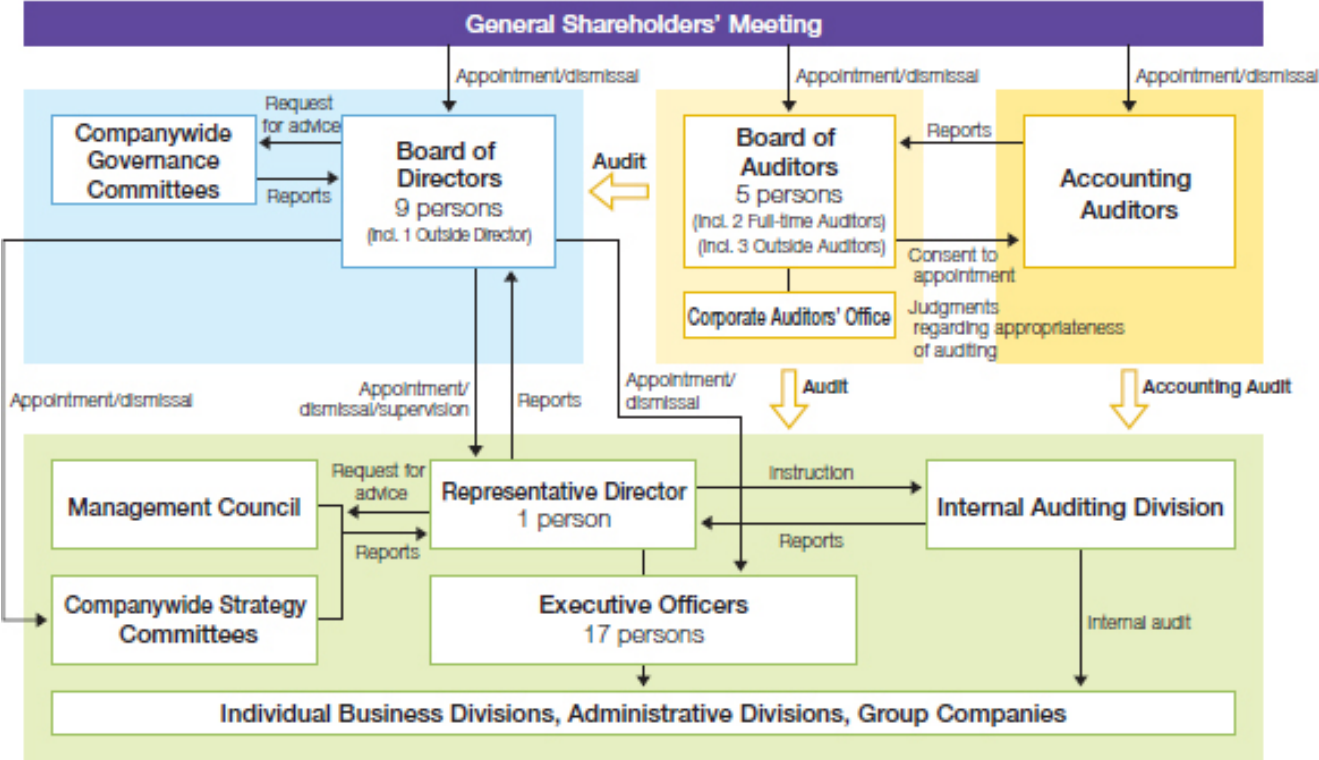
### **Business Continuity Plan (BCP)**

From fiscal 2008, Yamaha has embarked on the development of a Business Continuity Plan (BCP), designed to enable it to quickly resume operations in the event of an earthquake in Japan's Tokai region or other major natural disasters that could cause damage to its structures or facilities. Yamaha has formulated its "BCP Guidelines" as a fundamental Company-wide policy in this regard.

In April 2009, Yamaha established the BCP Strategy Committee, chaired by the President and Representative Director. With this step, the Company has begun developing its BCP policy among all operational sites and at Group companies, all while putting the necessary systems and countermeasures in place to respond to new flu strains and various other risks.

# Corporate Governance Structure

(As of June 25, 2009)



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

## Promoting compliance in management

Yamaha began conducting compliance activities in Japan in 2003 with the establishment of a Compliance Committee and the formulation of the Compliance Code of Conduct.\* Revisions were made to the Compliance Code of Conduct in fiscal 2006, including additions regarding the prohibition of forced and child labor, and other information essential for Group Companies with overseas business interests in order to contribute to the establishment of a structure suitable for global business development.

In April 2008 we enhanced this structure to incorporate unified principles and guidelines for the entire Yamaha Group, including completion of codes of conduct that reflect the various local laws and regulations governing overseas Group companies.

\* For details on the Compliance Code of Conduct please see:

<http://www.yamaha.co.jp/about/corporate/compliance/index.html>

(Japanese only)

## Fiscal 2008 Compliance Measures: Fourth compliance survey conducted

As an initiative during "Compliance Promotion Month" in October 2008, Yamaha conducted for the first time in two years a compliance survey targeting all 13,291 Group employees (including temporary and other employee classifications).

This time around, we substantially increased the number of questions designed to evaluate our organizational culture. We took this approach with an eye to verifying knowledge of internal control systems and confirming whether our organizational culture is one that could trigger compliance violations. The response rate improved from that of the previous survey (conducted in 2006) to 94.2%, with results showing that both Yamaha's employees and its organizational structure take compliance very seriously. However, the survey also revealed the presence of several problems.

Among these issues, the percentage of employees carrying pocket versions of the Compliance Code of Conduct was down slightly from the previous survey, as was awareness of the Compliance Help Line; and it is clear that some new hires had received inadequate explanation regarding compliance. Currently, we are exploring ways to incorporate improvements in these areas into measures for fiscal 2009.

Furthermore, we are providing individual feedback to each worksite regarding problems that emerged from the survey, and undertook improvement initiatives at the beginning of fiscal 2009.

### Response Rate to the Fourth Compliance Survey

	Target Audience	Total Respondents	Response Rate
Fourth Survey Oct. 2008	13,291	12,522	94.2%*1
Third Survey Oct. 2006	14,131	13,118	92.8%

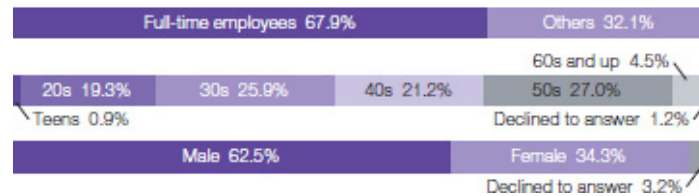
\*1 Record-high response rate

## Help Line Awareness

	Yes	No (Previous)
Do you carry a copy of the Compliance Code of Conduct?	84.50%	15.0%* <sup>2</sup> (8.9%)
Are you aware of the Compliance Help Line?	66.50%	27.2% (23.9%)

\*2 "No" responses include "I never received a pocket version" and "Don't know because I just joined the Company."

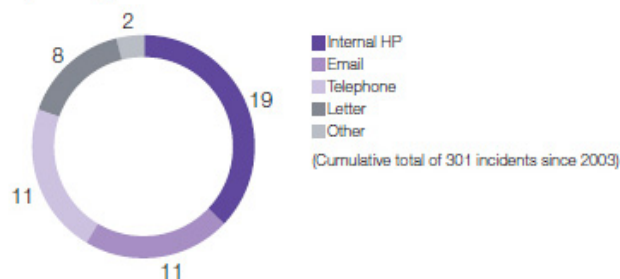
## Breakdown of Respondents



## Compliance Help Line (April 2008 to March 2009)

We received a total of 51 inquiries over the course of the year, including 7 inquiries and reports from overseas subsidiaries (Indonesia, Brazil, UAE, and Mexico). Internal help line systems have been installed in conjunction with the formulation and dissemination of Compliance Codes of Conduct at all Group companies overseas. Accordingly, we received direct inquiries and reports made to Yamaha's headquarters in Japan, as well as emails addressed to overseas help line desks. Labor-related concerns comprised the bulk of these inquiries and reports, with Yamaha taking appropriate action after conferring with managers in charge and staff on the ground to confirm facts.

### <Compliance Help Line Inquiries and Reports by Contact Method>



## Other Major Compliance Measures

- Formulation of Compliance Help Line operating regulations
- Compliance Promotion Month (October)
  - (1) Displays of compliance awareness posters
  - (2) Compliance seminar (Theme: Yamaha through the eyes of legal counsel and issues in researching examples surrounding customers" —Taking legal systems to protect consumers and changes in consumer consciousness into account)
- Corporate officer training
 

Instructor: Tadashi Kunihiro (Attorney, T. Kunihiro & Co., Attorneys-at-Law)

Theme: "Compliance for Improved Risk Management and Corporate Value" — Taking the First Step to "Invigorating" Compliance

# Group-wide Quality Management System

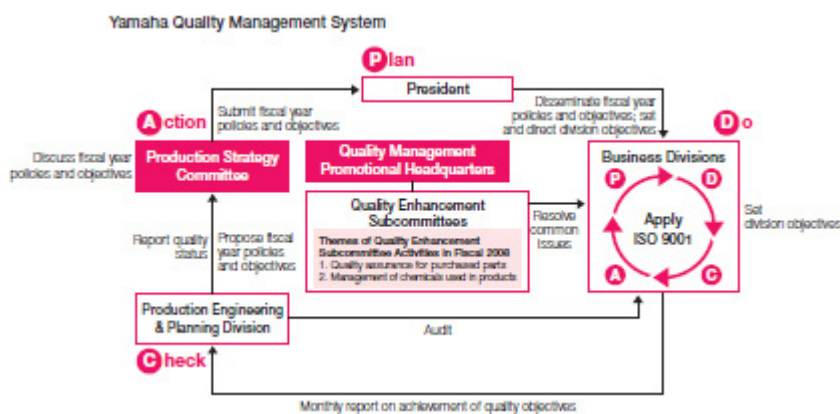
The Yamaha Group considers customer satisfaction to be its top priority, and has put in place a Company-wide quality management system to ensure the production of high quality products that meet the high expectations of our customers.

In fiscal 2008, Yamaha issued its "Group Quality Management Policy," which will guide the development of a quality management system encompassing the entire Yamaha Group. Based on this policy, we revised our quality assurance code, stipulating quality management for sales divisions as well as manufacturing divisions as we strengthened our Company-wide quality assurance system.

In previous years, fiscal-year policies, objectives and important measures pertaining to quality were discussed by the Quality Management Promotion Committee, a body chaired by the director in charge of quality at Yamaha. In order to strengthen this function, however, from fiscal 2009, quality matters will be deliberated by the Production Strategy Committee, which is chaired by the President of Yamaha.

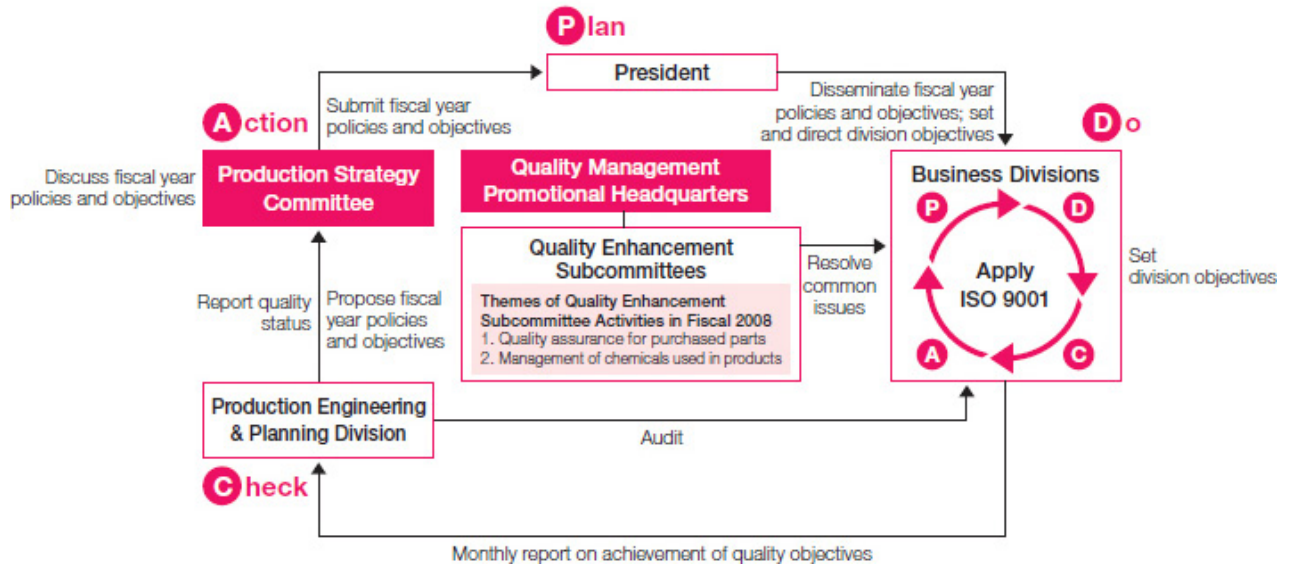
In further changes, the Quality Committee, made up of quality assurance managers from Yamaha business divisions, has been incorporated into the Quality Management Promotional Headquarters, which also includes sales divisions. With this change, our goal is to enhance quality management promotion by identifying quality issues Company-wide and sharing examples of successful improvements made.

Each business division is responsible for the quality of its own products and follows ISO 9001 international standards for quality management systems to meet the quality objectives set by top management. The Production Engineering & Planning Division audits the quality management systems and product quality of each division to ensure consistency with the quality level demanded of the Yamaha Group, making improvements as necessary.



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# Yamaha Quality Management System



# Product Risk Management

The Yamaha Group takes precautions during the development, design, and production stages to prevent any product safety issues. Development and design divisions have also tightened their design reviews while production divisions have introduced measures to strengthen FMEA (Failure Mode and Effects Analysis) during production processes. If a safety problem emerges in a product already on the market, the employee receiving information on the problem reports it immediately to the head of the Production Engineering & Planning Division, who convenes an Emergency Action Committee Meeting\*. The committee then advances instructions on necessary inspections and corrective measures, decides a proper response with respect to customers, and notifies top management of the situation.

In fiscal 2008, we decided to directly notify customers and repair free of charge possible defects in two products that could have potentially resulted in injury to customers, filing a recall report with Japan's Ministry of Economy, Trade and Industry.

\* Emergency Action Committee Meeting: A meeting attended by representatives from relevant production and sales divisions, the Service, Legal, and Public Relations Divisions, as well as from any other division named by the head of the Production Engineering & Planning Division.

## **[Conformance With Product Regulations and Standards Worldwide]**

Along with the development of a structure for full compliance with regulations and standards worldwide pertaining to product quality and safety, and environmental protection, a quality evaluation facility equipped with an array of measuring, analytical, and evaluation devices, including state-of-the-art electromagnetic wave-measuring facilities, is being established at Yamaha Corporation's headquarters.



Radio wave darkroom used for electromagnetic wave measurement

## **[Acquiring ISO 9001 Certification]**

As of the end of fiscal 2008, the Yamaha Group had acquired ISO9001 certification for 26 business divisions, covering approximately 69% of the workforce on a consolidated basis.

## **[Quality Management Training]**

To develop quality human resources, Yamaha's personnel training system contains specialized training related to "quality technology," as well as training tailored to individual job position. The goal of this system is to raise awareness and enhance skills with respect to quality management.

In fiscal 2008, approximately 200 people took courses offered in various areas, including quality engineering and FMEA/FTA.

## Quality Improvement Measures

The Yamaha Group strives to ensure product safety and improve quality, incorporating requests and suggestions from customers in the pursuit of both ease of use and a level of convenience that will truly satisfy customers. Furthermore, in addition to a full range of after-sales support activities, the Group provides information, services and opportunities that enable customers to enjoy using their products.

### Measures to Improve Usability

#### AV Products Division, Yamaha Corporation

Many products are becoming more sophisticated and multifunctional each year. While this trend may enhance convenience, the operation of these products is also becoming more complex. For this reason, creating easy-to-use products has emerged as an important theme in product development.

To provide products that are intuitive and easy for customers to use, the AV Products Division performs regular usability tests\* across all product categories. All sections involved with a target product, including design and development sections, take part in these tests, where they observe test subjects as they attempt to operate the product in a test booth. In particular, required hand movements and other details are video recorded for careful examination of any operational issues. The results of this analysis allow the division to confirm the success of improvements to earlier products, while incorporating in the planning and development of later models improvements gained from resolving identified issues. By repeatedly enacting initiatives of this kind, Yamaha is looking to further improve usability.

At the same time, Yamaha is using information analyzed and extracted from user questionnaires and inquiries received from customers, as well as efforts to verify levels of customer satisfaction, to sort out issues pertaining to product intuitiveness and ease of use from a variety of angles, and as feedback in the development of new products.

Going forward, the Yamaha Group will continue to take steps to improve product usability, while utilizing feedback from customers in product development with the goal of creating satisfying products.

\* Usability tests: Tests to confirm product usability by recruiting expected users to actually operate the product on a trial basis.

#### Sample Products Developed With Usability in Mind



Micro-component system



Desktop audio system

#### Scene from an actual usability test





## **YPAS Activities: All for the Sake of Customers**

### **Golf HS Division, Yamaha Corporation**

Since April 2006, the Golf HS Division has conducted "YPAS" activities as a service to provide customers with truly satisfying products. Short for "Yamaha Pro Analyzing System," YPAS specifically refers to a system that measures customers' golf swing and quickly provides them with custom-created clubs optimal for their playing style and needs. All of the equipment required for measurement and production, including measuring devices, test clubs and machine tools, are loaded on a tour bus that visits a new golf retailer across Japan every week.

YPAS measuring equipment offers more accurate head trajectory and point of impact measurements than conventional equipment for measuring golf swings found at most golf retailers. These advantages have earned plaudits for YPAS from customers and golf retailers alike for making it easier to provide customers with the proper club, and for making it possible for them to return home with an adjusted club the very same day.



YPAS measuring machine



YPAS fitting service

## **Approval Under AEO System as Importer/Exporter With Outstanding Compliance Record**

### **Logistics System Division, Yamaha Corporation**

In September 2008, Yamaha Corporation was approved by Nagoya Customs as an "authorized exporter" and "authorized importer" under the Japanese version of the Authorized Economic Operators (AEO) system.

Under this system, companies involved in export and import operations with certified excellence in compliance are designated as authorized economic operators (AEO). Such companies can take advantage of preferential procedures, including simplified customs and tax declarations, with the intent of realizing both smoother imports and exports and enhanced security.

In the wake of the September 11 terrorist attacks in 2001, the World Customs Organization (WCO) drafted guidelines to serve as a framework for ensuring the safety of international trade, with countries worldwide undertaking related measures ever since. The introduction of the AEO system has also continued to gain ground

in Japan following revisions to the country's Customs Law in 2007. Yamaha Corporation's AEO approval is the culmination of companywide projects and preparations spearheaded by the Logistics System Division to ensure compliance with legal revisions. In Japan, 145 companies have been designated as authorized exporters, and 64 as authorized importers. Going forward, through collaboration between relevant divisions Yamaha will strive for unquestionable self-management and legal compliance in importing and exporting as it conducts operations in an appropriate and efficient manner.

## **Tianjin Yamaha Employee Awarded National Grand Skill Award**

### **Tianjin Yamaha**

Chen Shi Yun, an employee of Yamaha digital musical instrument manufacturer Tianjin Yamaha Electronic Musical Instruments, Inc., was awarded the China Skill Prize by the Chinese government in recognition of his contributions to the corporate sector and the nation as an advanced engineer. This award, established by the Chinese government to promote the development of advanced engineers in China is presented once every two years to just 20 people nationwide possessing advanced engineering skills. Award recipients are selected following a comprehensive evaluation of candidates chosen from every part of China, who must pass a test, take part in a technology contest, and pass a document screening.

Since joining Tianjin Yamaha in July 1994, Chen has supported portable keyboard production sites as a specialist in electrical-related technology. As supervisor for the Production Division's Production Promotion Department, Mr.Chen currently directs a team responsible for everything from the design of keyboard inspection devices to adoption for production. Mr.Chen's recent receipt of the award was in recognition of his contribution to this work, as well as his high degree of knowledge and engineering skill in the field.



Mr.Chen adjusting machinery at a production site



(left) Trophy and medal  
(right) Mr.Chen at the ceremony

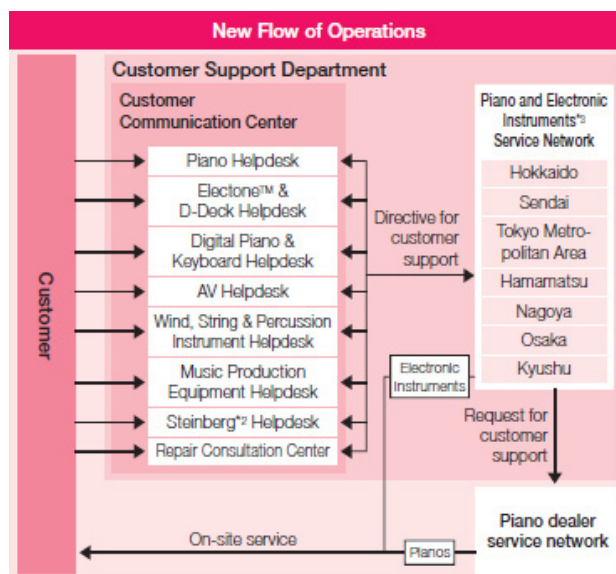
# Improving Convenience by Standardizing Customer Helpdesks

## Customer Support Department, Domestic Sales & Marketing Division, Yamaha Corporation

The Yamaha Group has numerous business divisions, and has taken steps to put a robust support structure in place. Among other actions, in April 2008, the Group reorganized the Customer Support Department within the Domestic Sales & Marketing Division, coupled with the opening of a Customer Communication Center, as a means of integrating product-specific helpdesks in an effort to improve customer convenience.

Moreover, in fiscal 2008, we took steps to improve our support structure, building a unified nationwide support system by clarifying helpdesk names and installing a standardized phone system <sup>\*1</sup> using navi-dial, among other means. For customers, these changes have resulted in more intuitive helpdesks for each product, and enabled a smoother customer service response. Similarly, helpdesk info is now featured more prominently on product catalogs, owner's manuals and warranty certificates, which has led to improved customer support.

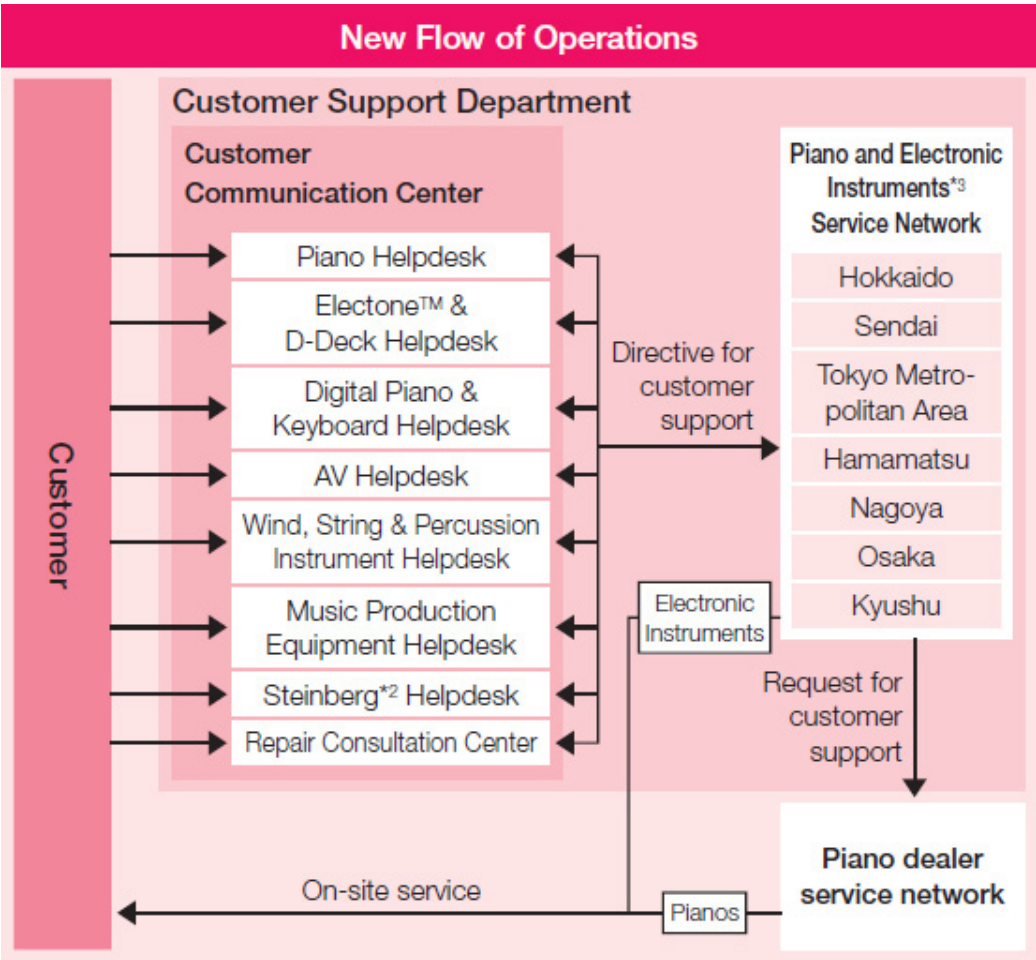
\*1 "Phone system using navi-dial": A phone system that utilizes a "navi-dial" number, which automatically connects callers to helpdesks at local dialing rates wherever they call from in Japan, resulting in more efficient delivery of guides and services to customers.



\*2 **Steinberg**: Music production software

\*3 Electronic instruments includes electronic and electric acoustic instruments

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\*2 **Steinberg:** Music production software

\*3 Electronic instruments includes electronic and electric acoustic instruments

## Service Network Development

### **Customer Support Department, Domestic Sales & Marketing Division, Yamaha Corporation**

The Customer Support Department under Yamaha Corporation's Domestic Sales & Marketing Division has developed a "Wind Instrument Service Network" to assist customers who have experienced trouble in receiving the necessary support due to sales channel diversification in recent years.

In order to offer hassle-free service to customers in need of wind instrument repairs, this network features a telephone-based manufacturer repair helpdesk, as well as a nationwide network of walk-in repair service sites enabled through the introduction of a cooperative support system. A total of 12 of these repair service sites (as of March 31, 2009) are in place across Japan, with plans to further expand this network going forward.

## Policies for Retained Earnings and Returns to Shareholders

Yamaha Corporation has adopted a basic profit allocation policy linked to the level of consolidated net income in the medium term that provides for increasing the ratio of consolidated net income to shareholders' equity by making additions to retained earnings that are appropriate for strengthening Yamaha's management position through investments in R&D, sales capabilities, capital equipment and facilities, and other areas, while also placing emphasis on providing higher returns to shareholders that reflects consolidated performance. Specifically, Yamaha endeavors to provide stable dividends and sets a goal of 40% on a consolidated basis for its dividend payout ratio. We also apply information gained from shareholders and investors to the management of our businesses, with the aim of improving corporate and shareholder value always in our mind. Personnel responsible for investor relations support top management by supplying them with opinions and suggestions gathered through communication with market participants, institutional investors and shareholders.

## Proactive IR\* Efforts to Promote Understanding of the Company

Yamaha Corporation adheres to a disclosure policy that ensures a level playing field with regard to the timely disclosure of information to institutional and individual investors around the world. In addition to holding quarterly results conferences for institutional investors in Japan, Yamaha conducts factory tours and strategy conferences for individual business segments on occasion. For institutional investors in other countries, along with making English translations available of all information provided to institutional investors in Japan, we visit with investors overseas several times a year to encourage mutual understanding through direct communication.

For individual shareholders Yamaha is implementing a special benefit plan designed to encourage more people to become loyal fans and shareholders of Yamaha. Additionally, we utilize our website to provide corporate information in an easy-to-understand format, and are stepping up other activities, including Yamaha's active participation in fairs and other events for individual shareholders.

Through these initiatives, we work to enhance communication with investors, and use the results of feedback and other information gained to improve investor relations activities and management performance.

\* Investor Relations

### Major IR Activities in Fiscal 2008

#### Regular Events

Quarterly results conferences	Each quarter (4 annually)
One-on-one meetings	220 times
Visits to overseas investors	3 times annually (U.S., U.K., Asia)

#### Impromptu Events

Strategy conference for Musical Instruments Business	July
Tour of facilities	November

## Addressing Socially Responsible Investment (SRI) Funds

Yamaha Corporation continues to be listed in some of the world's most prominent SRI indexes, including the FTSE4Good Global Index (managed by Britain's FTSE), and the Morningstar Social Responsibility Index (MS-SRI). In fiscal 2008, Yamaha was newly listed in Universe, an index managed by ASN Bank, the largest Dutch bank specializing in SRI.



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

### Credit Ratings (As of March 31, 2009)

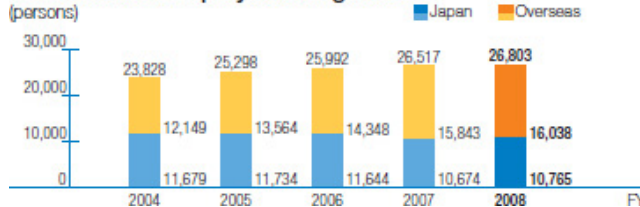
Rating and Investment Information, Inc. (R&I)	A
Japan Credit Rating Agency, Ltd. (JCR)	AA-



## Basic Employment Policies

The Yamaha Group complies with the employment laws of each country in which our businesses operate, employing appropriate labor management measures in our labor relations and practices. We uphold respect for human rights in our hiring and employment, working to ensure a fair selection process and to provide employment opportunities to a wide range of people.

### Consolidated Employment Figures



### Senior Partner System

In April of 2004, Yamaha Corporation introduced a Senior Partner System for employees who wish to continue working after the mandatory retirement age of 60. As of June 2009 there were 193 employees working under this system. While utilizing the wealth of operational knowledge, skills and experience of older workers, this system also provides newer employees with experienced direction and education, as well as additional support for people past retirement age. We have revised the application process and benefits structure to enable us to more fully utilize the system from fiscal 2008 and onwards. Group companies have also established similar systems, and are working to expand employment of workers who have reached the mandatory retirement age.

### Employment of Persons with Disabilities

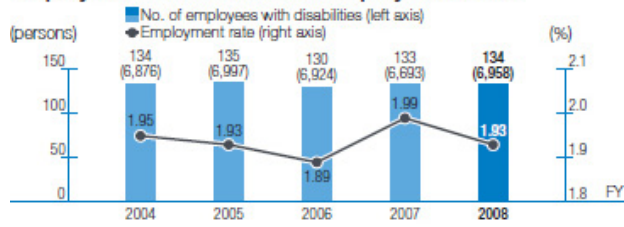
In 1989, Yamaha Corporation established the Special Subsidiary\*<sup>1</sup> Yamaha Ai Works Co., Ltd. to support the employment of persons with disabilities and the development of a more accessible work environment.

In fiscal 2008, application was made for Yamaha Business Support Corporation to apply to Group Application system\*<sup>2</sup> and the scope was expanded accordingly.

\*1 Special Subsidiary: A subsidiary as described in the Law for the Promotion of Employment for People with Disabilities. Such subsidiaries must meet certain criteria, such as the number disabled persons employed and their ratio to overall workforce. People with disabilities employed by such subsidiaries are included in the ratio of disabled persons at the parent company.

\*2 Group Application: A system under which a company with a special subsidiary may, with the approval of the director of the public employment security office, consider other related subsidiaries as a single unit with the parent company in the calculation of the employment rate.

### Employees with Disabilities / Employment Rate



Note: The employee count in parentheses represents the number of people in regular employment at Yamaha Corporation. Figures for fiscal 2005 and 2006 include employees of Yamaha Metanix Corporation.

## Job-Tailored Training and Education

Yamaha believes that creating a mutually beneficial relationship between the employee and the Company inspires motivation, and therefore focuses its efforts on cultivating human resources.

Each training program is tailored to a specific objective in one of the following categories: Strategic Personnel Development, Function-Specific Training, Stratified Training, and Self-Development Education.

The Strategic Personnel Development program includes the flagship Yamaha Management School, which aims to mold the personnel who will be the backbone of the Company in the future, as well as the Yamaha Advanced Skill School at production facilities in Japan. The Function-Specific Training program is based on the twin foundations of *Monozukuri* Education Seminars and international awareness, as well as career development. The Stratified Training program, meanwhile, provides training at career turning points, such as when an employee has been promoted or made a manager. Finally, in the Self-Development Education program, Yamaha provides support for employees' voluntary studies, such as the Yamaha Business School (distance learning-based) and other programs.

Yamaha also provides employees approaching the age of 50 opportunities and information to aid in considering their individual life paths, and in fiscal 2007 inaugurated "Life Design" seminars to support their future careers in addition to Stratified Training.

## Initiatives for a Better Work-Life Balance

The Yamaha Group considers cooperation between labor and management to achieve a better work-life balance to be fundamental to realizing corporate growth and a fuller life for all employees. Based on this philosophy, Yamaha Corporation has for many years worked on a range of initiatives to shorten total work hours and provide support for both work and family. In order to help employees combine work with caring for a family, Yamaha has made proactive efforts, including the introduction of child care and nursing care leave ahead of statutory requirements.

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

### **Basic Policy on Work-Life Balance**

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

People can use the extra time created by increases in the quality and productivity of work in many different ways, and doing so leads to enhancement of overall quality of life and energize body and mind. This energy can provide the power for new value creation, and serves as a source for a continued good work, enhancement of corporate value, and the realization of a fulfilling life. We will work toward the creation of this type of virtuous cycle at Yamaha.

### **Self-directed and highly productive work styles (Reduced working hours)**

In an effort to prevent overwork, management and labor have jointly established and implemented guidelines for overtime and encouraged employees to utilize paid holidays, take special leave, and revise their work styles. We have established structures and conduct ongoing operational checks aimed at reducing the work hours of each employee, and allowing for a self-directed, highly productive work style.

In fiscal 2007 we re-introduced a system allowing employees to take holidays at the same time, which increased the average number of holidays taken by all employees during the year by two days. In fiscal 2008, we added an initiative that mandates at least one day per week of "No Overtime Days" throughout the entire Company in an effort to further reduce the number of hours worked. As a result, the total number of hours worked per employee in fiscal 2008 declined by 34.9 hours year on year.

### **A dynamic organization with flexible working conditions**

In response to the enactment in 2003 of the Act for Measures to Support the Development of the Next Generation, Yamaha created a three-year action plan starting in fiscal 2005 and submitted it to the Ministry of Health, Labour and Welfare. Through consultations

with labor, the Company established concrete goals for the three-year period, and began working to achieve its objectives, receiving Ministry recognition of its efforts in 2008.

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

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



Ministry of Health, Labor and Welfare mark recognizing Yamaha's support for the development of the next generation

## Principal Measures for Better Work-Life Balance (from fiscal 2005)

### Fiscal 2005

#### Revision of programs for childcare leave and shortened work hours for childcare

Flexible work hours introduced for employees raising small children.

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

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

### Fiscal 2006

#### Extensive revision to employee benefit programs

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

### Fiscal 2007

#### Introduction of Company-wide vacation

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

### Fiscal 2008

#### Ministry of Health, Labor and Welfare Recognition for Yamaha's support for the development of the next generation

- Extension of period of eligibility for shortened work hours for employees with small children
- Introduction of system for shorter work hours for parents to participate in school events
- Introduction of an Employee Assistance Program (EAP)
- Introduction of a system for reemployment of spouses of employees on overseas assignment

## EMPLOYEE REPORT - A Father's Work-Life Balance

### Hitoshi Kido

Planning Group

Planning Management Department

Pro Audio & Digital Musical Instruments Division

Yamaha Corporation



Last year, I took childcare leave when my third child was born. When I decided to take leave I didn't think too deeply about it at the time, I simply thought, "Let me try to take a little more active role in childrearing this time around." But actually becoming more involved, I learned firsthand that taking care of a child every day is a lot more demanding than I ever imagined. For the first time, I understood in a visceral way why there is such a strong push in Japan to make leave for childrearing available to men as well.

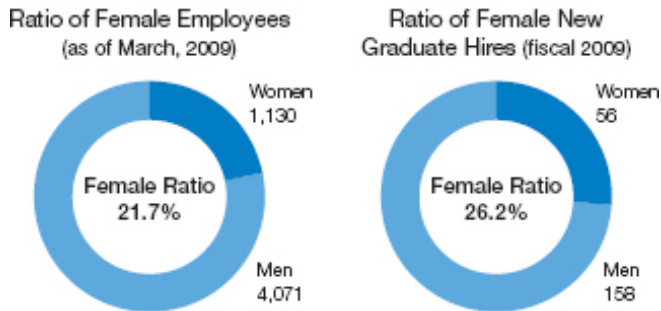
My sense now is that when a person has to bear the brunt of nursing or childcare alone, the presence of someone who understands how tough their situation is and can support them is important. In Japan, many men typically work at a company for about 40 years, which overlaps with the same period of time that we create our families. Over that span, there are times when lending your strength as a father at home trumps doing so as an employee at work. As times arise when families need to pool their strength, I feel that companies too, as much as possible, need to have the mindset, systems and management that will allow a father to give his all at home.

I'm grateful that, thanks to vision and efforts of a lot of people, we have a system at Yamaha that enabled me to take time off to care for my new baby. What I was able to experience because of it is something that I will treasure for the rest of my life.

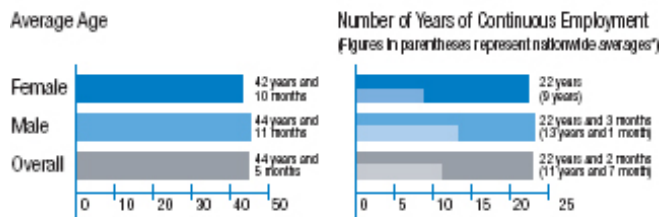
# Assisting Women's Careers

The Yamaha Group holds the diversity of its employees in high regard, and aims to be a place where all employees can make the most of their abilities, regardless of their gender, nationality or other factors. Measures implemented in the past have resulted in nearly equal average number of years of continuous employment for male and female employees at Yamaha Corporation, and the proportion of women returning to work after childcare leave is nearly 100%.

## ■ Principal Indicators Related to Female Employees at Yamaha Corporation



## Average Age and Number of Years of Continuous Employment (as of March 2009)



\* Source: Ministry of Health, Labour and Welfare

## Female Manager Ratio (as of March 2009):

2.9%

## Number of Employees Receiving Childcare Leave (FY2006-FY2008)

Women: 78 Men: 9

### Positive Action Projects - Establishment of the Diversity Planning Department

Yamaha Corporation inaugurated the Positive Action Project in May 2004 by seeking applications for a position on the project from within the Company. Over the course of a year, the project group examined the situation of women at Yamaha and other companies, held lectures and created an internal website in an effort to create a comfortable working environment for women. The results of these activities were compiled into a recommended action plan.

In order to further accelerate support for women's careers, based on this action plan, in March 2006 Yamaha established the Diversity Planning Department as a dedicated organization within the Human Resources Division. The department is carrying out a number of measures aimed at broadening opportunities for women to develop their abilities and creating a more comfortable working environment.

## **Principal Measures to Support Women's Careers**

### **Proactively recruit women**

- Increase proportion of women among new graduate hires:  
Current target 30%
- Secure high-caliber employees through recruiting activities that highlight the activities of women, and by creating a comfortable work environment

### **Proactively promote women, and expand opportunities for personal development**

- Expand promotion of female managers
- Plan and implement a variety of training programs

### **Create a comfortable work environment**

- Equalize employment opportunities for men and women, child rearing and caring for parents, and support the next generation
- Implement the Yamaha Corporation Action Plan
- Establish, revise and promote programs to support work and family

### **Changing Workplace Awareness and Cultivating a Corporate Atmosphere**

- Provide information through the internal website
- Raise awareness through seminars, training sessions and publications

### **Promotion in the Yamaha Group**

- Roll out the Corporate Action Plan for promoting the activities of women throughout the Yamaha Group

## **Receipt of Fiscal 2008 Ministry of Health, Labor and Welfare Award for Corporate Promotion of Equality and Work-Life Opportunity**

In October 2008, Yamaha Corporation received the Shizuoka Labor Bureau Chief's Excellence Award in the Corporate Promotion of Equality category at the Fiscal 2008 Corporate Promotion of Equality and Equal Opportunity Awards presented by Japan's Ministry of Health, Labor and Welfare.

The awards are reserved for those companies that the Ministry of Health, Labor and Welfare identifies as vigorously promoting positive action to encourage female laborers to achieve their potential, as well as measures that equally support both work and child and nursing care needs. The recent awards recognize localized efforts by Yamaha to expand its hiring, job categories, recruitment, and improve working conditions for female laborers, as a company dedicated to actively promoting steps that enable working women to bring their full talents to the fore.

Previously, Yamaha received the Fiscal 2005 Family Friendly Company Award from the Ministry of Health, Labor and Welfare. This most recent award underscores that Yamaha has made similar progress with respect to equality and its support for both the working and home lives of its employees.

Going forward, we intend to pursue initiatives that will promote more extensive efforts in these areas.





## Measures to Prevent Harassment

The Yamaha Group Compliance Code of Conduct prohibits any language, behavior, or unfair discrimination that could be construed as sexual harassment or other impropriety.

In an effort to prevent sexual harassment and other forms of harassment in the workplace, Yamaha has distributed the Code of Conduct to all employees, as well as clarifying and making all employees aware of the consequences for failure to comply with company rules and regulations. We also work to prevent harassment through workplace meetings and management trainings to better educate employees about the issues involved. We further established a consultation and telephone counseling service, taking steps to quickly respond to and resolve issues reported.

During 2008, we revised our company rules and regulations, altering them to more concisely and unequivocally prohibit sexual and other forms of harassment. These revisions provided an opportunity to embark again on awareness-raising campaigns to prevent sexual harassment in the workplace. Going forward, we remain committed to establishing a work environment that allows employees to fully utilize their skills, regardless of gender.

## Employee Health and Safety Policies and Administration

Health and safety are fundamental conditions for leading a happy and rewarding life. Based on this philosophy, the Yamaha Group has formed an Industrial Safety and Health Committee headed by the Director in Charge of Industrial Safety and Health, with membership comprising branch managers, area leaders, and the chairs of various subcommittees. This committee is charged with managing occupational health and safety, traffic safety, and activities to promote health. Each April, Yamaha holds a Group-wide health and safety fair to share basic policies and specific measures regarding health and safety.

### Striving for Accident-Free Workplaces

To ensure employee safety, the Yamaha Group not only has safety measures in place related to machinery and equipment, but also promotes programs to identify and remove potential causes of accidents and a range of other activities designed to heighten employees' perception of danger. Actions here include hazard prediction exercises and efforts to share knowledge of incidents that could have ended in disaster.

In fiscal 2008, we conducted training at each business site to stress the importance of occupational health and safety. Carried out at Yamaha Corporation's headquarters and factories from May to September, the program targeted new employees with few years on the job and those who had recently transferred to new positions, as well as the 488 temporary employees working at Yamaha Corporation at the time. Elsewhere, we joined worksite managers in inspecting the "Occupational Health and Safety Work Standards

Checklist\*<sup>1</sup>," a tool designed to enhance work safety, making improvements with reference to the actual work being conducted.

Yet despite these efforts, Yamaha Corporation headquarters and factories, sales offices and domestic Group companies were not successful in holding health and safety issues to below targeted levels.

In fiscal 2009, we will promote a wide array of occupational health and safety activities. Yamaha Corporation headquarters and factories will continue to pursue activities that prioritize safety (occupational health and safety education, safety patrols, etc.) and inspections based on the Occupational Health and Safety Work Standards Checklist. Sales offices, for their part, will enact measures targeting actions by sales staff while in the field, on business trips and when away from the office. Domestic Group companies, meanwhile, are positioning programs to reduce workplace-based risk via risk assessments and other activities as a priority theme for action.

\*1 Occupational Health and Safety Work Standards Checklist: A document listing critical points for performing each work procedure more safely as well as rationale for action. Particularly for production sites, this list is in place for every work procedure.

## Fiscal 2008 Work-Related Accidents

	Frequency* <sup>2</sup>		Severity* <sup>3</sup>
	Prevention Target	Result	Result
Headquarters / Headquarters Factory	0.3 or less	<b>0.97</b>	<b>0.009</b>
Yamaha Corporation Sales Offices	0.5 or less	<b>1.56</b>	<b>0.006</b>
Group Companies in Japan	1.0 or less	<b>1.96</b>	—

\*<sup>2</sup> Frequency = number of work related deaths/injuries ÷ total man hours x 1,000,000

\*<sup>3</sup> Severity = number of days lost ÷ total man hours x 1,000

## Ensuring Employee Health

Based on our resolution to introduce a policy that will ban smoking on all Yamaha Corporation property starting in April 2011, in fiscal 2008, we stepped up our promotion of anti-smoking measures. In addition to support for efforts to ban smoking, these efforts include establishing smoke-free days and sponsoring no-smoking events. As a result, the percentage of smokers has declined by roughly 3.1% compared to fiscal 2005, when Yamaha's anti-smoking activities first began. By continuing these awareness-raising activities in fiscal 2009, we intend to encourage these as priority programs designed to ensure the health of Yamaha employees.

Concerning mental health initiatives, we established a new consultation desk in fiscal 2008 through cooperation with an outside health institution, and held lectures to enhance understanding of mental health issues. Besides these actions, we continued to enact measures on both a Companywide and business site level to encourage a self-help approach to promoting good health, including Walk for Health, Indica Tournament, and other events.



A poster advertises a smoke-free day

## Fair Evaluation and Selection in Partner Relationships

The Yamaha Group considers suppliers and subcontractors to be partners in our effort to live up to our business philosophy. As such, we strive to ensure fair dealings based on mutual trust.

In our business dealings we adhere strictly to the law, and ensure impartial selection and proper evaluation in accordance with internal regulations and standards. Further, under the banner of "open procurement" we take care to ensure that business dealings are open, fair, and unbiased, and maintain a basic policy of conserving natural resources and protecting the environment.

In fiscal 2008, along with drafting a new procurement policy that incorporates the promotion of CSR-based procurement, we publicized the policy, called the Yamaha Material and Component Procurement Policy, on our website. Fiscal 2009 also saw the unveiling of our "Green Procurement Standards," a document comprising specific Group standards pertaining to our basic policy of conserving natural resources and protecting the environment. In this way, Yamaha is advancing initiatives designed to conserve resources and reduce environmental load with respect to procurement.

### **Yamaha Material and Component Procurement Policy**

Yamaha, in keeping with its management philosophies of Customer-Oriented and Quality-Conscious Management, Transparent and Sound Management, Management that Values People, and Management in Harmony with Society, and to realize its corporate objective of "Creating 'Kando' Together", conducts procurement in accordance with the following five basic principles.

#### **Basic Principles**

##### **Fair and Open Dealing**

We will seek the optimum materials and components globally in accordance with the principle of free competition.

##### **Establish Partnerships**

We value understanding and trust with our suppliers, and seek to establish mutually beneficial relationships.

##### **Legal Compliance and Consideration for the Environment**

We will comply with all laws of the countries and regions in which we do business, and pursue procurement that gives due consideration to environmental protection and conservation of nature.

##### **Proper Quality and Stable Procurement**

We will seek to achieve continued and stable procurement of the optimum materials and components backed by exceptional manufacturing technologies and production control capabilities.

##### **Promotion of CSR-Based Procurement**

We will actively promote CSR initiatives, and seek active CSR initiatives from our suppliers as well.

#### **Supplier Selection Standards**

Yamaha Corporation opens its doors to vendors from around the world, applying the following comprehensive standards in the selection and evaluation of the suppliers that are to be its business partners.

##### **Quality**

Suppliers must have excellent systems for quality assurance, able to maintain appropriate levels of quality and safety.

##### **Delivery**

Suppliers must be able to meet specified delivery dates, be flexible in responding to manufacturing changes, and be capable of reducing lead times.

**Price**

Suppliers must be able to offer competitive pricing on an ongoing basis.

**Communication**

Suppliers must be able to establish a relationship with Yamaha Corporation that facilitates prompt, accurate responses and provision of information between the two companies.

**Management**

Suppliers must employ sound management practices.

**Technology**

Suppliers must be able to utilize VA/VE practices in offering suggestions for improvement, including the development of new materials and technologies.

**Environment**

Suppliers must possess a well-defined policy and management system for environmental matters, which they apply in an appropriate and proactive manner.

**Legal Compliance**

Suppliers must comply with the relevant laws, regulations, and social norms of each country and region.

**CSR Initiatives**

Suppliers must work towards management that gives due consideration to labor and human rights, employee safety and health, the environment, fair trade and ethical business practices, quality and safety, information security, and contribution to society.

## Survey of CSR Measures of Business Partners

Yamaha has begun requesting improvement measures from suppliers (including, in the case of trading companies, the actual manufacturers in Japan and overseas) who scored low on the survey of CSR measures taken by business partners conducted by Yamaha's Procurement Division in fiscal 2008. A rating of CSR-related initiatives was also added to criteria for determining whether to initiate business transactions with new suppliers. When requesting improvement measures, we meet directly with suppliers to explain and gain their understanding of Yamaha's policies, and solicit their feedback on score results.

In fiscal 2008, we began surveying suppliers relevant to green procurement as part of efforts aimed at conserving resources and protecting the environment. In launching the survey, we held an explanatory meeting for suppliers attended by representatives from some 160 companies.



Meeting to explain Green Procurement Surveys to suppliers

## Contributing to Society Through Sound and Music

### Wow! Why? Yokochō Science Avenue: Conveying the Fun of Sound and Music to Children

#### Wind, String & Percussion Instruments Division, Yamaha Corporation

Yamaha Corporation sponsored a booth at the 13th Wow! Why? Yokochō Science Avenue held in December 2008 at the Hamamatsu Science Museum in the Company's home city of Hamamatsu. For this event, companies and groups in Shizuoka Prefecture sponsor experiment and industrial arts booths that take advantage of the unique features of their operations. The purpose of the event is to nurture scientific curiosity by stimulating interest in science and manufacturing among visitors.



#### ●Imaginative and inventive booth befitting of Yamaha

For Yamaha's fourth and latest entry in the event, the Company sponsored three booths centered on sound and music. At one booth, called "See and Touch Sound!," microphones were used to pick up voices and other sounds, which were then converted into visible electrical signals. This process enabled children to enjoy seeing the sounds that they make, as well as gain an understanding of the underlying scientific principle based on actual experience. At a second booth, called "Try Playing an Instrument!," visitors had the opportunity to try playing some of the less-common musical instruments. Aside from the joy of being able to produce sound and the fun of performing with musical instruments, the booth provided a chance for visitors to learn about how musical instruments really work.

For the third booth, called "Make Instruments! Make It With Instruments!," booth visitors crafted functional musical instruments out of commonly available materials, and used leftover materials from clarinet production (material: grenadilla wood) to craft accessories. In crafting musical instruments, visitors used small milk cartons to make whistles and other instruments. Many children squealed with delight to hear sound coming from their handmade instrument, handling with great care their one-and-only, completely unique instruments. In the accessory corner, in addition to the grenadilla wood used for instrument bodies, we introduced a variety of materials typically used to accent instruments and in the production process, including violin strings, to stimulate children's interest.





Making use of leftover wood

### ●Employees' Passion Resonates With Visitors

Behind the abundant creativity of the booths was the enthusiastic desire of Yamaha employees to develop enjoyable content for visitors that would top that of last year. The members involved, assembled independently from various departments across the divisions, leveraged their specialist knowledge and settled on booth content after brainstorming ideas and an exhaustive process of creating prototype exhibits. Their efforts resonated deeply with visitors, making Yamaha booths number one among visitors for the second straight year. The Company was also awarded a certificate of appreciation from the Hamamatsu Cultural Foundation.

Along with contributions to local communities through activities of this kind, Yamaha will strive going forward to realize its Corporate Objective—"Creating 'Kando' Together"—by creating moments that inspire people everywhere.



Yamaha employees inspire children's interest in music



Young program participants take a serious approach to their projects

### Japan Band Clinic —Assisting in the Development of Music Culture

**Wind, String & Percussion Instrument School Sales  
Department, Domestic Sales & Marketing Division, Yamaha  
Corporation**

Yamaha Corporation has contributed to the development of brass band in Japan through its joint sponsorship and operation of the Japan Band Clinic mainly for school band instructors.

A total of 1,090 people from Japan and abroad attended the clinic, which took place in May 2009 at Hamamatsu Act City in Japan's Shizuoka Prefecture—a record-breaking size as the clinic celebrated its 40th anniversary. Featuring a host of instructional sessions, including lectures on the art of conducting by leading Japanese conductors and composers, and sessions by "Yamaha Clinician Artists" from across the country, the event had participants eager to receive direct instruction from their top-flight teachers.

Some 950 musicians from 12 organizations, including leading Japanese bands, performed at the clinic concert. The audience was mesmerized by the diverse program that included a joint performance by the Yamaha Symphonic Band and Christopher Martin, trumpet chair for the Chicago Symphony Orchestra.

Yamaha Corporation plans to maintain its support for this activity going forward, with the hopes that the joy and inspiration of learning and performance made possible through the clinic will be shared among those responsible for supporting the musical activities of young people.



Passionate instruction from world-class instructors



The clinic concert featured diverse program content

## Providing Opportunities for Real Wind Instrument Lessons at Public Schools in Germany

### Yamaha Music Europe (YME)

Since 1994, YME has been conducting a program for teachers in German public schools called "Brass in Class," offering them training in how to use mainly brass instruments in the classroom. To date, "Brass in Class" has been instituted in some 1,500 classrooms, and more than 35,000 students have performed with Yamaha instruments through the program's classes.

Once a year, a "Brass in Class" Conference is held, composed of teachers enacting the program. In fiscal 2009, the conference was held outside of Frankfurt, with 250 educators in attendance. The rich content of the conference offered much to assist teachers in future class management. In addition to exchanging information at the conference, participants attended workshops by Toni Scholl, Jan de Haan and other famous conductors, as well as workshops by Yamaha specialists on the proper use and maintenance of brass instruments.



Students perform as part of the Brass in Class program

## Hamamatsu Jazz Week—A Public-Private Sponsored Community Cultural Event

### Yamaha Corporation

Since 1992, Yamaha Corporation has sponsored “Hamamatsu Jazz Week” in cooperation with the city of Hamamatsu, where the Company is headquartered.

Many jazz musicians were invited and a variety of events unfolded during the festivities in fiscal 2008. Along with concerts by professional musicians, the sponsors created a schedule that allowed visitors to enjoy jazz to their heart’s content, and included celebrations joined by talented student jazz bands from elementary, junior and senior high schools from across Japan, as well as lectures on jazz.

From the collection of activities and the cooperation of both music fans and musicians, this event is becoming recognized as one of Japan’s premier jazz music events. Yamaha Corporation, for its part, will continue to assist in the development of local culture through sound and music.



A concert given by professional musicians

## Contributing to Local Communities

### Accepting Students for On-the-Job Experience in Crafting Musical Instruments

#### Yamaha Music Craft Corporation

Yamaha Music Craft Corporation, a subsidiary involved in the production of high-quality, classical guitars, continues to accept junior high school students in the region as participants in its on-the-job work experience program. For Yamaha Music Craft, this program embodies its desire as a company engaged in manufacturing arts locally to offer a goal that promising youth in the region can aspire to attain.

Celebrating its sixth year in fiscal 2008, the program accepted 17 students from five area schools. Participating students concentrated on each individual production process, experiencing firsthand both the joys and challenges in crafting musical instruments. During an explanation of the company's environmental protection activities, students showed a keen interest in zero emissions, enthusiastically sharing their opinions and asking questions on the subject.



A student involved in the on-the-job experience

#### YMC Policies in Accepting On-the-Job Work Experience Participants

- (1) Provide opportunities for participants to learn the meaning and adversity associated with various job positions and work itself by observing working adults in a variety of locations (situations) and experiencing these firsthand.
- (2) Provide opportunities for participants to contemplate possible career paths, the kind of life they hope to lead, and future options for furthering their education through learning and onsite experience of qualifications and careers, and the meaning of having a career.
- (3) Provide opportunities for participants to experience for themselves the etiquette and manners required in working society, and to acquire sociability, civic-mindedness, independence and a sense of responsibility.
- (4) Through interactions with other people, provide opportunities for participants to recognize the purpose and of learning itself, and to contemplate the meaning of their lives.

### Helping Ensure the Safety of Local Residents Through "Blue Patrol Crime Prevention Activities"

## Factory at Yamaha Corporation Headquarters

The factory at Yamaha Corporation's headquarters conducts "Blue Patrol Crime Prevention Activities" to help ensure the safety of local residents. These activities involve twice-weekly patrols of parking lots near Yamaha's headquarters and factory, as well as common routes that students take to local elementary, junior high, and senior high schools. A company car with a revolving blue light attached to the roof and a designated sign on the door is used for patrols, while patrol staff wear official hats. First launched in January 2005, the General Administration Division continues to enact these activities today, and received a letter of appreciation from the local police department for its work in June 2008.

Going forward, the division will continue to focus on activities beyond headquarters and factory security to assist in keeping community residents safe.



Staff of the Headquarters  
Security Services Center

## Second Round of Tree-planting Activities as a "Shizuoka Forests of the Future Supporter"

### Yamaha Corporation

As part of its environmental protection activities, Yamaha Corporation in March 2007 was first to sign on to the "Shizuoka Forests of the Future Supporter" system of support activities to revitalize the Enshunada coastal forest. Under a partnership agreement with Japan's Shizuoka Prefecture and the city of Hamamatsu, Yamaha is pursuing initiatives under a five-year plan of support activities to revitalize the coastal forest, which has been hit hard by damage from pine-eating worms.

In October 2008, some 120 Yamaha Group employees and family members participated in the second round of tree-planting activities under the system, planting 180 trees consisting of wax myrtle, Ubame oak, and other indigenous tree species. Despite the fact that the saplings used were already a well-developed 1.5 meters in height, and the tree-planting required a large amount of soil transportation, digging, and other physical labor, the children that took part were determined to keep pace with the adult participants.

Once work was completed, participants checked the condition of saplings planted in fiscal 2007 during the system's inaugural year, listened to talks on the environment by speakers from the city of Hamamatsu and Shizuoka Prefecture, and learned about the recent die-off of pine trees and protected coastal forests. Going forward, Yamaha is committed to supporting the creation of coastal forests, which serve both a disaster prevention function, including as wind breaks and storm surge barriers, and as sites for rest and recuperation, through tree-planting, forest enhancement, and other activities in which employees can take part.



Tree-planting work



Group photo of participants

## Gift of PCs to Local Elementary Schools

### Yamaha Electronics Manufacturing (Malaysia) Sdn Bhd (YEM)

YEM, a manufacturer of AV products located in Ipoh, Malaysia, vigorously promotes measures to protect the environment, and sponsors activities such as "Family Day" that serve as opportunities to interact with employees and their families.

In November 2008 YEM, with effective resource utilization and social contribution in mind, donated 10 personal computers no longer in use to local elementary schools. In line with this gift, a computer skills course was added to the school's educational program. YEM's donation will give more students an opportunity to work on actual computers, acquiring skills that will be important in their future.

The presentation ceremony was attended by a number of people with ties to the schools, with representatives from YEM receiving a great Malaysian-style welcome. YEM, in the quest for better communication through sponsoring a variety of different events, is determined to make further contributions to the community going forward.



Students using donated PCs



Presentation of a PC to a school representative

## Supporting Sound Nurturing of Children Through Baseball

### Yamaha Baseball Club

In fiscal 2008, the Yamaha Baseball Club celebrated its 50 anniversary. The club has an illustrious history that includes three national titles won at Japan's Intercity Baseball Tournament. Meanwhile, members of the Yamaha Baseball Club are working to support the sound growth of local children through baseball.

In December 2008, the club helped sponsor the "Youth Baseball Class and Baseball Health Examination" in cooperation with the Kakegawa-City Amateur Sports Association, a local NPO. In addition to offering hands-on instruction on baseball techniques to the roughly 320 children taking part in the event, a baseball health and fitness exam was conducted to help prevent sports injuries during adolescence. The meticulous, hands-on instruction covered areas such as pitching form, catching stances, and batting, and

enabled children to experience the fun and challenges of baseball by concentrating on each of the actions necessary in the sport. Members continue to serve as instructors and umpires even after leaving the team to help contribute to the life of the community.



Youth Baseball Class and  
Baseball Health Examination

Courtesy of Chunichi Shimbun  
Tokai (Headquarters)

## Contributing to Social Welfare

### Using Proceeds From Musical Charities to Donate Musical Instruments to Schools for Disabled Children

#### Eastern Japan Keyboard Promotion Department, Domestic Sales & Marketing Division, Yamaha Corporation

Yamaha Corporation, using charity proceeds from the "Yamaha Gospel Night 2008" concert held at Pacifico Yokohama's National Convention Hall of Yokohama in September 2008, donated Clavinova® instruments to schools for disabled children in Japan. Proceeds came from the sale of commemorative stickers, T-shirts and other items at the concert hall as part of charity activities. The concert itself was performed by adult students taking gospel-singing courses offered in the Yamaha Music Lessons for Adults curriculum. Proceeds from the sales were paid for the instruments, which were donated to schools for disabled children across Japan through the Kids Earth Fund, an NPO.

Approximately 2,000 students took part in Yamaha Gospel Night 2008, the eighth concert of its kind held regularly each year. Divided into nine groups, the students performed before a sold-out audience, demonstrating to those present how their lessons have paid off. As a finale, the student members joined with the audience in singing a rousing chorus that brought down the house.



Teacher Yasumasa Awano and Kids Earth Fund representative Harumi Torii (right)



Students sing out at Yamaha Gospel Night 2008

### Sharing the Joy of Music With Ill Children

#### Yamaha Music UK Ltd. (YMUK)

In fiscal 2008, YMUK provided musical instruments for an event



sponsored by the Teenage Cancer Trust (TCT), a U.K.-based charity group that supports young people in their teens to early 20s who are battling cancer and cancer-related illnesses.

At workshops attended by YMUK employees Felicity Gregory and Joseph Emsden, currently hospitalized and recently discharged patients took on the challenge of playing instruments they had never seen before, such as Yamaha's PACIFICA model guitar and DTXPLORER digital drum, and performed with the instruments in front of friends and family.



Young people enjoy playing Yamaha instruments

## Participation in Charity Marathon for Children's Hospital of Orange County

### Yamaha Corporation of America (YCA)

Yamaha Cares, is an employee-based initiative dedicated to charitable works to promote education, arts, health and human services, and community development in the areas where YCA employees love and work, as well as to spread the gift of music throughout the US.

In fiscal 2008, Yamaha Cares donated funds to the Trial Net Program, a part of research into juvenile diabetes conducted by the Children's Hospital of Orange County (CHOC). Approximately 20 YCA employees and friends took part in the Southern California Half Marathon to raise funds for this worthy cause. In addition to the marathon fund drive, YCA also made a donation to CHOC for the Trial Net Program in the form of cash and products.

The CHOC Diabetes Center is the first juvenile diabetes program in Southern California, and offers therapy in line with standard treatment guidelines recommended by the American Diabetes Association. The center is also one of the large-scale screening facilities in the U.S. sponsored by the National Institutes of Health for the prevention of type-1 diabetes.

Yamaha Cares is actively involved in fundraising efforts for many other programs in Southern California, among them the Special Olympics, college music scholarships, The Boys and Girls Club, The Susan G. Komen Foundation (a champion in the fight against breast cancer), American Cancer Society, March of Dimes (a non-profit organization dedicated to improving the health of children born with birth defects), Make a Wish Foundation (a volunteer organization that helps children with incurable diseases), Orange County Food Bank (a support organization for homeless and physically disabled people), and Toys For Tots (a non-profit organization dedicated to supporting underprivileged children).



At a Trial Net donation event

# Environmental Management Promotion Structure

In 1994 the Yamaha Group established the Yamaha Policy on the Environment, which sets forth the Group's basic stance on the environment, and established a group-wide, cross-sectional environmental management organization, in accordance with the Environmental Management Regulations. The Environmental Management Committee, chaired by the Director in Charge of Environmental Matters, meets periodically to discuss and decide important matters such as the Group-wide environmental strategy. The Committee also collaborates with involved organizations at each business site, establishes working groups as needed, and identifies issues and devises environmental policies and measures concerning specific environmental topics.

To ensure the effective functioning of the Yamaha Group's environmental management systems, the executive management at each business site establish and promulgate site-specific environmental policies based on the ISO 14001 environmental management system, decide environmental goals and targets in light of business conditions, and engage in environmental protection activities. Yamaha periodically checks and follows up on those activities and results through the Environmental Management Committee and internal audits, working continuously to improve the system.

## Yamaha's Policy on the Environment

### [Premise]

Earth exists not only for those of us who currently live on it, but also for our descendants. We must live in a way that will ensure a future for our children and grandchildren. It is, therefore, our duty to protect our valuable environment so that all living creatures can continue to live on this planet forever.

### [Policy]

Yamaha's corporate objective is to continue to create 'Kando' and enrich culture with technology and passion born of sound and music, together with people all over the world. We have to be aware that corporate activities are deeply related to the environment, and we at Yamaha acknowledge our responsibility to nature. We are dedicated to enriching people's lives and helping to preserve the environment as we live together harmoniously in society.

### [The Six Principles of Yamaha's Corporate Environmental Activity]

1. Make efforts to develop technology and provide products that will be as sensitive as possible to the earth's animals, plants, and the environment.
2. Promote energy-saving activities and make effective use of resources in the areas of research and development, production, distribution, sales and service.
3. Minimize and recycle waste products, and simplify waste disposal procedures at each stage of production and distribution, as well as during and after use.
4. Strictly follow environmental rules and regulations, encourage environmental protection activities, and ensure the well-being of employees and citizens by practicing sound environmental management.
5. In developing operations overseas, make environmental protection a priority through investigation and understanding of the environmental standards of the host country.
6. Actively distribute information, contribute to the community,

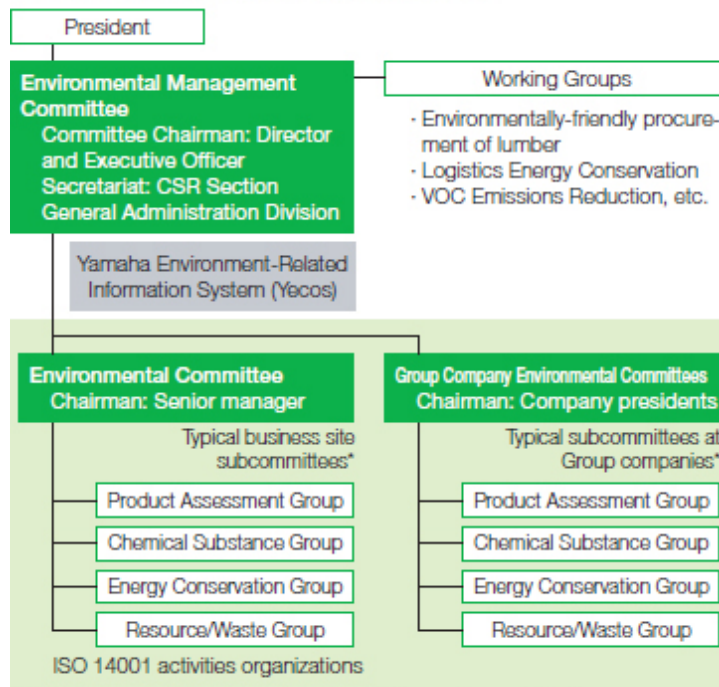
and carry out educational activities concerning environmental preservation.  
(Established in 1994)

### Implementing Environmental Management Systems

In fiscal 1997, with a view to strengthening its environmental management, the Yamaha Group introduced the ISO 14001 environment management system as a tool for environmental protection activities. By fiscal 2006, Yamaha Corporation and Group manufacturing companies both in Japan and overseas, as well as resort facilities and 27 major sales offices, had completed certification. By building this management system, the Group has achieved clear improvements in management levels in the areas of environmental performance, legal compliance, and environmental risk response, while at the same time steadily reducing environmental impact and dramatically decreasing the incidence of irregularities.

In order to reach even higher levels of management and realize efficient environmental protection activities for the consolidated Group, Yamaha is also planning to integrate its environmental management systems across the Group.

### Environmental Management Structure

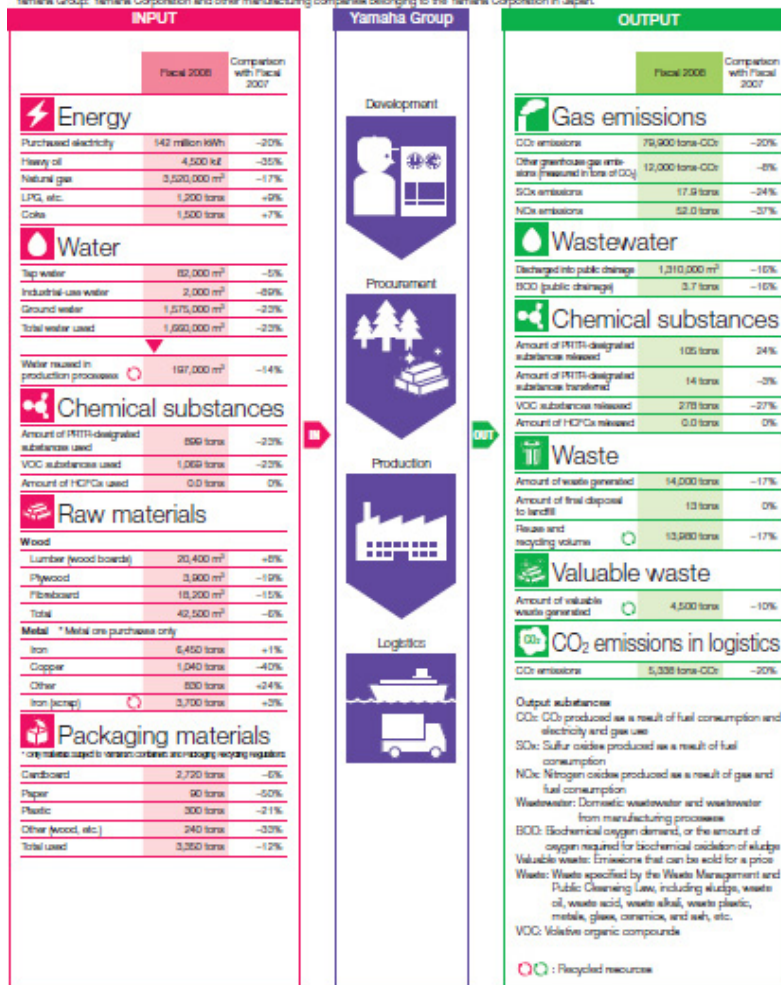


\* Actual subcommittees may vary depending on place of business.

# Material Balance

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

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



>>Zoom

## INPUT

Fiscal 2008

Comparison  
with Fiscal  
2007

### Energy

	Fiscal 2008	Comparison with Fiscal 2007
Purchased electricity	142 million kWh	-20%
Heavy oil	4,500 kℓ	-35%
Natural gas	3,520,000 m <sup>3</sup>	-17%
LPG, etc.	1,200 tons	+9%
Coke	1,500 tons	+7%

### Water

	Fiscal 2008	Comparison with Fiscal 2007
Tap water	82,000 m <sup>3</sup>	-5%
Industrial-use water	2,000 m <sup>3</sup>	-89%
Ground water	1,575,000 m <sup>3</sup>	-23%
Total water used	1,660,000 m <sup>3</sup>	-23%

	Fiscal 2008	Comparison with Fiscal 2007
Water reused in production processes	197,000 m <sup>3</sup>	-14%

### Chemical substances

	Fiscal 2008	Comparison with Fiscal 2007
Amount of PRTR-designated substances used	899 tons	-23%
VOC substances used	1,069 tons	-23%
Amount of HCFCs used	0.0 tons	0%

### Raw materials

Wood	Fiscal 2008	Comparison with Fiscal 2007
Lumber (wood boards)	20,400 m <sup>3</sup>	+8%
Plywood	3,900 m <sup>3</sup>	-19%
Fibreboard	18,200 m <sup>3</sup>	-15%
Total	42,500 m <sup>3</sup>	-6%

Metal * Metal ore purchases only	Fiscal 2008	Comparison with Fiscal 2007
Iron	6,450 tons	+1%
Copper	1,040 tons	-40%
Other	830 tons	+24%
Iron (scrap)	3,700 tons	+3%

### Packaging materials

\* Only materials subject to Yamaha's Containers and Packaging Recycling Regulations

	Fiscal 2008	Comparison with Fiscal 2007
Cardboard	2,720 tons	-6%
Paper	90 tons	-50%
Plastic	300 tons	-21%
Other (wood, etc.)	240 tons	-33%
Total used	3,350 tons	-12%

## Yamaha Group

### Development



### Procurement



### Production



### Logistics



## OUTPUT

Fiscal 2008

Comparison  
with Fiscal  
2007

### Gas emissions

	Fiscal 2008	Comparison with Fiscal 2007
CO <sub>2</sub> emissions	79,900 tons-CO <sub>2</sub>	-20%
Other greenhouse gas emissions (measured in tons of CO <sub>2</sub> )	12,000 tons-CO <sub>2</sub>	-8%
SOx emissions	17.9 tons	-24%
NOx emissions	52.0 tons	-37%

### Wastewater

	Fiscal 2008	Comparison with Fiscal 2007
Discharged into public drainage	1,310,000 m <sup>3</sup>	-16%
BOD (public drainage)	3.7 tons	-16%

### Chemical substances

	Fiscal 2008	Comparison with Fiscal 2007
Amount of PRTR-designated substances released	105 tons	24%
Amount of PRTR-designated substances transferred	14 tons	-3%
VOC substances released	278 tons	-27%
Amount of HCFCs released	0.0 tons	0%

### Waste

	Fiscal 2008	Comparison with Fiscal 2007
Amount of waste generated	14,000 tons	-17%
Amount of final disposal to landfill	13 tons	0%
Reuse and recycling volume	13,980 tons	-17%

### Valuable waste

	Fiscal 2008	Comparison with Fiscal 2007
Amount of valuable waste generated	4,500 tons	-10%

### CO<sub>2</sub> emissions in logistics

	Fiscal 2008	Comparison with Fiscal 2007
CO <sub>2</sub> emissions	5,338 tons-CO <sub>2</sub>	-20%

#### Output substances

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

SOx: Sulfur oxides produced as a result of fuel consumption

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

Wastewater: Domestic wastewater and wastewater from manufacturing processes

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

Valuable waste: Emissions that can be sold for a price  
Waste: Waste specified by the Waste Management and Public Cleansing Law, including sludge, waste oil, waste acid, waste alkali, waste plastic, metals, glass, ceramics, and ash, etc.

VOC: Volative organic compounds

: Recycled resources

## Goals and Achievements

	Goal	Achievements in FY2008	Status	Future Initiatives
Environmental Management System	Extend ISO 14001 certification across the Yamaha Group	Preparation and planning related to ISO 14001 integration	Completed	Complete ISO 14001 integration throughout the Yamaha Group in Japan by fiscal 2011
	Expand the Yamaha Environment-Related Information System (Yecos) within the Yamaha Group	After considering compatibility with new operating systems, and decided to maintain Yecos	Completed	Examine compatibility with new OS
	Promote environmental training and education activities	Provided internal environmental auditor training: 112 employees qualified giving a current total of 947 qualified auditors	Completed	Continue with internal environmental auditor training seminars
		Held brush-up seminars for internal environmental auditors	Completed	Hold brush-up seminars for internal environmental auditors in response to ISO 14001 integration
		Conducted environmental seminars (370 participants) Theme: "Global Warming: Thinking about the Future in terms of Environmental Archaeology"	Completed	Continue to conduct environmental seminars
Product development	Promote environmentally friendly product development	<ul style="list-style-type: none"> <li>•Educated employees about hazardous materials in products</li> <li>•Investigated LCA methodologies for effectively measuring the environmental impact of diverse Yamaha products</li> </ul>	Completed	Make environmentally friendly design a regular part of employee education
		Implemented recycling of used electronic musical	Completed	Implement recycling of packaging materials for

		instruments		large electronic musical instruments
	Comply with RoHS Directive and similar standards	Complied with Chinese, South Korean and U.S. standards similar to the RoHS Directive	Completed	Continue to manage compliance with RoHS Directive and similar standards
		Voluntarily expanded application of RoHS Directive standards to non-specified products and exports to regions outside the EU	Completed	
Green procurement	Promote green procurement	Implement management of hazardous chemical materials in products that could be subject to stricter international regulation (survey of parts and components in Japan)	Completed	Continue to implement management of hazardous chemical materials in products that could be subject to stricter international regulation (survey of parts and components outside of Japan)
Prevention of global warming	6% reduction* in CO <sub>2</sub> emissions on FY1990 levels by FY2010	CO <sub>2</sub> emissions volume down 26% compared to FY1990 (79.9 thousand tons of CO <sub>2</sub> per year; 20% reduction year on year)	Completed	•6% reduction* in CO <sub>2</sub> emissions on FY1990 levels by FY2010 •Consider targets for CO <sub>2</sub> emissions reduction for FY2010 and beyond
	1% reduction in CO <sub>2</sub> emissions per unit of sales on FY2007	Reduced CO <sub>2</sub> emissions per unit of sales by 3.6% on FY2007 (22.5 tons CO <sub>2</sub> per year per ¥100 million)	Completed	1% reduction in CO <sub>2</sub> emissions per unit of sales on FY2008
Waste reduction	Maintain Zero Emissions and improve recycling quality	•Achieved 0.07% landfill disposal, compared to Zero Emissions target of under 1% •Conversion of wood waste into mulch, etc.	Completed	Maintain Zero Emissions and improve recycling quality
Protection of the ozone layer	Maintain elimination of CFCs and HCFCs from manufacturing processes*	Completely eliminated in April 2005, not used since then	Completed	Maintain complete elimination

Management of chemical substances	Reduce VOC emissions by 30% on FY2000 levels by FY2010*	VOC emissions volume reduced by 44% compared to FY2000 (278 tons per year, 27% reduction year on year)	Completed	Reduce VOC emissions by 30% on FY2000 levels by FY2010
Groundwater purification	Continue ongoing purification of groundwater (2 sites)	Reported completion of purification at one site to government authorities	Completed	Continue using pumped water aeration and activated carbon absorption methods for groundwater purification
Biodiversity	Consider relationship between business activities and biodiversity	<ul style="list-style-type: none"> <li>•Promoted procurement based on Yamaha Timber Procurement and Usage Guidelines</li> <li>•Continued participation in Musicwood Campaign</li> </ul>	Completed	<ul style="list-style-type: none"> <li>•Continue to promote procurement based on Timber Procurement and Usage Guidelines</li> <li>•Continue participation in Musicwood Campaign</li> <li>•Promote internal education about biodiversity</li> </ul>
Social contribution	Conservation of forests outside of Japan: Plant 150,000 to 200,000 trees on 120 hectares in "Yamaha Forest," Indonesia between FY2005 and FY2009	Planted 30,000 trees in "Yamaha Forest," Indonesia	Completed	Plant 150,000 to 200,000 trees on 120 hectares in "Yamaha Forest," Indonesia by FY2009
	Conservation of forests in Japan: Provide support for regeneration of the Enshunada coastal forest between FY2007 and FY2011	Yamaha employees and their families planted 180 trees as part of the "Shizuoka Forests of the Future Supporter System" to support the regeneration of the Enshunada coastal forest	Completed	Volunteer planting of trees by Yamaha employees (support for the regeneration of the Enshunada coastal forest)
	Conduct and participate in local cleanup campaigns	Approximately 820 people participated in local cleanup campaigns	Completed	Continue participation in local clean-up campaigns
Environmental communication	Disclose information through CSR report and website	Disclosed environmental information by publishing a CSR report	Completed	Publish CSR report in printed form (introduction to activities) and on the Web (all information)



Disclose information through participation in environmental events

- Exhibited at EcoProducts 2008
- Exhibited at "Shizuoka Environment and Forests Fair"
- Participated in "Shizuoka STOP Global Warming Action Campaign"
- Concluded Kakegawa STOP Global Warming Partnership Agreement (Kakegawa Factory)

Completed

Disclose information through participation in various events

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\* Yamaha Corporation Headquarte

# Environmental Accounting

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

## Yamaha Group (Yamaha Corporation and Group production companies in Japan)

### Environmental Expenses

The Yamaha Group's environmental equipment investment in fiscal 2008 decreased by ¥28 million overall to ¥412 million.

Principal investments were for utility refinement due to factory integration, auxiliary equipment accompanying the introduction of cogeneration systems (Kakegawa Factory), and air conditioning system upgrades.

Environmental Expenses		Details	Investment <sup>1)</sup>	Expenses <sup>2)</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	91.1	579.7
	Global Environment Conservation	Prevention of global warming, protection of the ozone layer, etc.	234.6	129.6
	Resource recycling costs	Waste recycling, resource saving, conservation of water, etc.	36.6	632.9
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	129.4
Management costs		Environmental education, ISO14001, granting of permits, etc.	50.1	600.6
Research and development costs		Development of environmentally friendly products, models, etc.	—	388.6
Social activity costs		Social contributions, etc.	0.0	41.4
Environmental damage costs		Groundwater purification, etc.	0.0	31.0
Total			412.3	2,527.1
			(-27.6)	(-38.8)

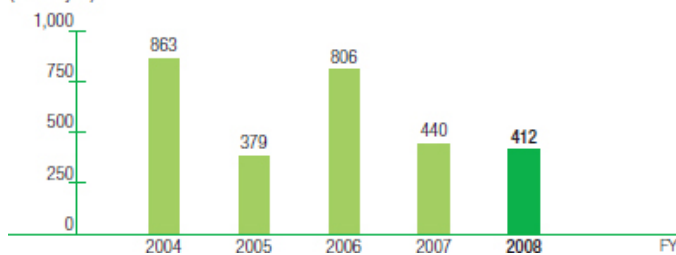
( ) indicates comparison with the previous year.

<sup>1)</sup> Equipment investment refers to investment in factories and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose to the whole purpose of the purchase of such equipment (e.g., 0.1, 0.5, 1.0).  
<sup>2)</sup> Expenses refer to personnel and other costs expended for environmental conservation activities. Personnel expenses are calculated by multiplying the time spent on environmental conservation activities determined by the manager of each department by a common unit cost of personnel expenses set in each company. Costs are determined by multiplying the amounts paid externally by a certain figure calculated using a proportional distribution method as in the case of investment amounts (e.g., 0.1, 0.5, 1.0). Depreciation costs are not included.

>>Zoom

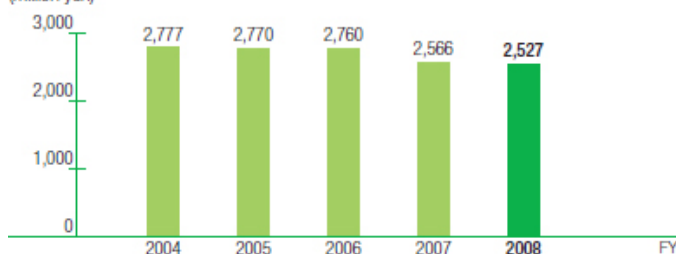
### Environmental Investment

(million yen)



### Environmental Expenses

(million yen)



## Economic Effects

### 1. Environmental Conservation Effects

The Yamaha Group's CO<sub>2</sub> emissions fell by 19,900 tons from fiscal 2007 to 79,900 tons thanks to the conversion of certain facilities to liquid natural gas

(LNG) fuel.

Water consumption declined by 49,000 m<sup>3</sup> year on year to 1,660,000 m<sup>3</sup>.

As a result of the Yamaha Group's efforts to achieve the target of Zero Emissions, final disposal at landfills was approximately 13 tons, the same level as the previous fiscal year. Emissions of chemical substances decreased by 46 tons.

#### Environmental Conservation Effects

Details	Unit	FY2007	FY2008	Change
CO <sub>2</sub> emissions	10,000 tons-CO <sub>2</sub>	9.98	7.99	1.99
Greenhouse gas emissions	10,000 tons-CO <sub>2</sub>	1.3	1.2	0.1
Water consumption	10,000 m <sup>3</sup>	215	166	49
Waste treated or disposed of	tons	13	13	-1
Chemical substances released*3	tons	139	93	46
CFC substitutes emissions	tons	0.0	0.0	0.0

Minus (-) indicates an increase.

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

#### 2. Economic Effects

Heating and lighting costs fell by roughly ¥240 million to ¥3,070 million compared to the previous fiscal year. Water costs fell by about ¥7 million to ¥20 million, and sewerage costs fell by roughly ¥5 million to ¥34 million. Waste disposal costs came to ¥371 million, representing a savings of around ¥69 million. This reduction was attributable in part to the sale of certain businesses and production decreases due to poor economic conditions.

As a result of the conversion of waste to valuable materials, the Company maintained income from the sale of valuable materials comparable to that of the previous fiscal year, resulting in a total economic effect of ¥575 million.

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

#### Economic Effects

(million yen)

Details	FY2007	FY2008	Savings
Total savings			319
Electricity and heating costs	3,307	3,070	237
Water costs	27	20	7
Sewerage costs	39	34	5
Waste disposal costs	440	371	69
<b>Income from sale of valuable wastes</b>	<b>256</b>	<b>256</b>	<b>256</b>
Economic effect			575

Minus (-) indicates an increase.

Environmental Performance Data, Environmental Accounting (2): Resort Facilities

[http://www.global.yamaha.com/about/csr/group/2009/data/account\\_resort.html](http://www.global.yamaha.com/about/csr/group/2009/data/account_resort.html)

Environmental Performance Data, Environmental Accounting (3): Group

Manufacturing Companies Located Overseas

[http://www.global.yamaha.com/about/csr/group/2009/data/account\\_group2.html](http://www.global.yamaha.com/about/csr/group/2009/data/account_group2.html)

## Environmental Expenses

(million yen)

		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	91.1	579.7
	Global Environment Conservation	Prevention of global warming, protection of the ozone layer, etc.	234.5	129.6
	Resource recycling costs	Waste recycling, resource saving, conservation of water, etc.	36.6	632.9
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	123.4
Management costs		Environmental education, ISO14001, greening of premises, etc.	50.1	600.5
Research and development costs		Development of environmentally friendly products, models, etc.	–	388.6
Social activity costs		Social contributions, etc.	0.0	41.4
Environmental damage costs		Groundwater purification, etc.	0.0	31.0
Total			412.3 (–27.6)	2,527.1 (–38.8)

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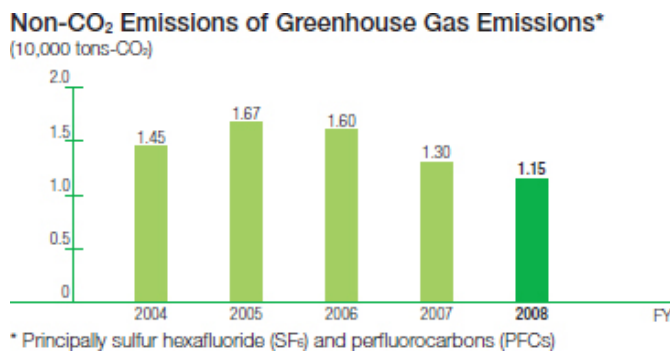
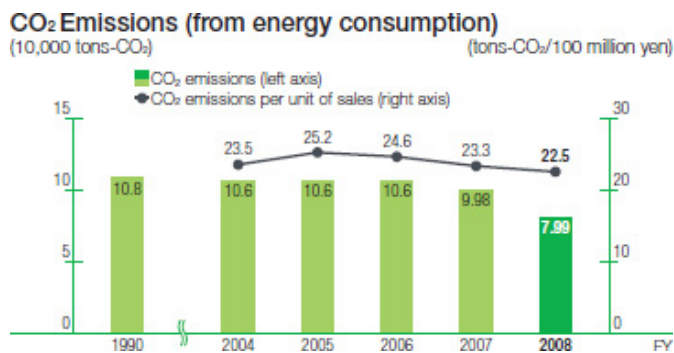
\*1 Equipment investment refers to investment in factories and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose to the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

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## Global Warming Countermeasures

The Yamaha Group recognized early on that global warming is a particular problem, and has worked to reduce its greenhouse gas emissions through improvements to production and air conditioning equipment and extensive energy management, including through the adoption of highly energy efficient equipment. To this end, the Group has also introduced cogeneration systems and converted to more environmentally friendly fuel sources.

In fiscal 2008, Yamaha Group CO<sub>2</sub> emissions in Japan amounted to 79,900 tons, a reduction of 19.9% year on year. This achievement represents an improvement of 22.5% in CO<sub>2</sub> emissions per unit of sales year on year. Compared to fiscal 1990 levels, this reduction amounts to 26%, well above the target of 6% reduction compared to fiscal 1990 levels. In addition to the measures described above, this achievement is attributable to the sale of certain businesses and a decrease in production due to deterioration of the economic situation. CO<sub>2</sub> equivalent emissions of greenhouse gases other than CO<sub>2</sub> came to 11,500 tons, a reduction of 1,500 tons compared to the previous year.



### Enacting Measures to Reduce CO<sub>2</sub> Emissions at the Kakegawa Factory—Introduction of a cogeneration system

#### Kakegawa Factory, Yamaha Corporation

In conjunction with the consolidation of grand piano production at the Kakegawa Factory, Yamaha Corporation has introduced a cogeneration system. In conjunction, the heavy-oil-fired boiler formerly used as the heat supply system was replaced by a natural-gas-fired boiler that uses LNG as fuel. The new system came onstream in February 2008. Compared to the previous fiscal year, this system will enable the factory to reduce primary energy

consumption by roughly 420 kiloliters in crude oil equivalent per year, cutting annual CO<sub>2</sub> emissions by approximately 2,900 tons. This improvement will go far in helping the Group reach its CO<sub>2</sub> reduction target.

The system adopted at the factory uses natural gas to power two 1,260 kW generators. The waste heat produced is then used to create steam and hot water, which are utilized in the factory's air conditioning system and in piano production processes.

Furthermore, the nine heavy-oil-fired boilers (three of which were transferred for reuse from the headquarters factory) previously used as heat supply systems for air conditioning and piano production processes at the factory, have been replaced by natural gas-fired boiler equipment fueled by LNG in line with adoption of the new cogeneration system.

LNG has substantially more generated energy per unit weight than heavy oil and emits less carbon dioxide, enabling the system to supply the same energy as before with lower CO<sub>2</sub> emissions. LNG also contains no sulfur, making it possible to reduce sulfur oxide (SO<sub>x</sub>) emissions at the factory.

The reduction in CO<sub>2</sub> emissions from this latest initiative is equivalent to 2.9% of total production-related emissions for the Yamaha Group in fiscal 2007.



Cogeneration system facility



LNG satellite facility

## **Reducing CO<sub>2</sub> Emissions and Environmental Risk by Converting Fuels**

### **Yamaha Music Products Indonesia (YMPI)**

YMPI manufactures woodwind instruments. In October 2008, we began converting the boiler used to heat the inside of the factory to run on natural gas instead of heavy oil.

Because natural gas both emits less CO<sub>2</sub> than heavy oil and provides greater energy, when the conversion is complete the boiler will be able to produce the same level of energy as before with only around 25% of CO<sub>2</sub> emissions. Moreover, by stopping use of heavy oil, we will no longer need tank trucks to supply fuel and heavy oil tanks, further reducing environmental risk.

Indonesia is a natural gas-producing nation, and in recent years pipelines and other domestic infrastructure have been built up, making possible a stable supply of fuel to companies. This has also contributed to stable operations, reduced CO<sub>2</sub> emissions and lowered costs for converting fuel to natural gas.



The natural gas-powered boiler at YMPI

### **An Environmentally Friendly Golf Tournament**

In April 2008, Yamaha Corporation and Yamaha Motor Co., Ltd. jointly hosted the Yamaha Ladies Open Katsuragi golf tournament for the first time in 16 years.

A number of measures were put in place in order to ensure environmentally friendly tournament management. As a global warming countermeasure, natural resources were used to generate "green energy" for use during the tournament, resulting in approximately 7.5 ton-reduction in CO<sub>2</sub> emissions over the 3 days.

Moreover, pre-event publicity that asked spectators to leave their private cars at home and use public transportation helped educate those who came to watch the tournament as well.

In addition, with the help of the spectators we took active steps to reduce waste and promote recycling of resources by collecting and separating garbage, using recyclable plastic bottles and disposable chopsticks made from wood from thinned forests.



"Eco Station" recycling facilities at the Yamaha Ladies Open Katsuragi golf tournament



The Green Power logo

### **A Refreshing Curtain of Green**

#### **Hiroshi Miyagi**

Saitama Factory, Wind, String & Percussion Instruments Division,  
Yamaha Corporation



As part of our energy conservation activities, we planted morning glories near the glass windows of our custom atelier, which are struck by the intense summer sunlight, to create a "green curtain." All employees worked together to create this green curtain, from

making the flowerbeds to hanging nets for the vines to cling to and watering the plants each day. It rewards us with cool foliage-filtered sunlight and the gift of beautiful flowers.

There are all kinds of environmental problems in the world today, but the issue of global warming is particularly serious. It's true our curtain is not making a major contribution to reducing CO<sub>2</sub> emissions, one of the reasons for this warming. Still, we believe that the increases in individual awareness and small efforts of many people combined can lead to major results.

As a result of the curtain project, the temperature inside the atelier dropped, but people's hearts have been warmed by the beauty of the flowers. What is more, all those involved in the project have come to think more deeply about environmental issues—for me, that is the most significant outcome. There are still so many things that we can do to help.

Going forward, we hope to continue these activities, in the belief that each of our efforts, however minor, will contribute to some degree in saving the earth.



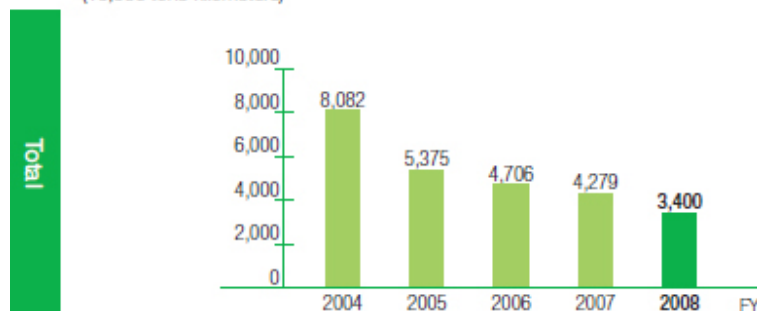
A "green curtain" of morning glories

### Initiatives in Logistics

The Yamaha Group pursues energy-conservation activities in its logistics operations. Specifically, the Group strives to use joint transportation routes, utilize packaging materials effectively, and process waste locally in order to boost the efficiency of distribution. As a result of these initiatives, in fiscal 2008, transport volume in Japan for the Yamaha Group was 34 million ton-kilometers, or 21% lower than the previous fiscal year.

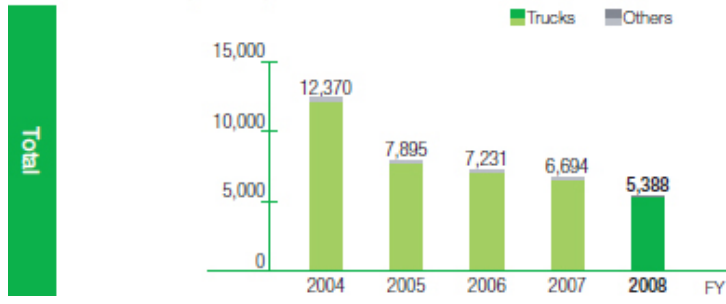
CO<sub>2</sub> emissions, meanwhile, fell 20% year on year to 5,388 tons.

### Transportation Volume (10,000 tons-kilometers)





### Logistics-related CO<sub>2</sub> Emissions (tons-CO<sub>2</sub>)



## Initiatives at Business Sites

Yamaha Corporation's offices in Tokyo, Osaka, and Nagoya, the principal sales offices, had each earned ISO 14001 certification by 2006, and continue to pursue eco-friendly initiatives.

Each business site sets targets for reducing electric power and gas consumption, paper use, and waste disposal, towards which all employees work. The offices have achieved a 30% reduction in CO<sub>2</sub> emissions generated by electric power and gas consumption compared to fiscal 2005, and a 28% reduction in waste since fiscal 2006.

### Energy Conservation Activities at Business Sites

The Yamaha Group, in support of the Team Minus 6% initiative being promoted by the Ministry of the Environment as a global warming countermeasure, is implementing a variety of initiatives.

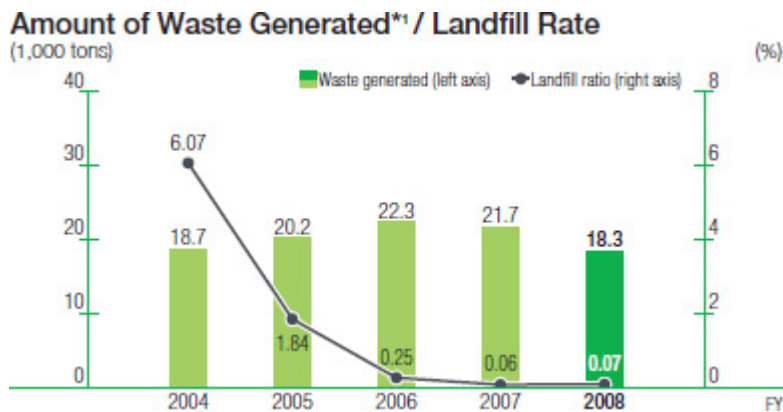
In addition to the day-to-day energy conservation activities at each office, from June to September the Group conducts the Cool Biz program, in which office air conditioning temperatures are set to 28° Celsius or higher, and employees can go without neckties and wear lighter, seasonally appropriate clothing. In addition, 13 Yamaha Group companies participate in the "Lights Down" campaign, in which they turn off the lighting of external billboards. In fiscal 2008, approximately 150,000 facilities throughout Japan participated in this program, achieving an approximately 2.37 million kilowatt-hour reduction in electric power consumption and cutting CO<sub>2</sub>-equivalent emissions by around 925 tons.



The Yamaha Music Tokai Hamamatsu Store participates in the "Lights Down" campaign

## Curbing Waste Emissions and Promoting Resource Recycling

The Yamaha Group manufactures a diverse range of products, from musical instruments and electrical products to automobile interior components and lifestyle-related products for the home. Consequently, the Group uses a wide variety of raw materials and generates many different types of waste. Determined to make effective use of limited resources, the Yamaha Group has established collection and separation systems to convert waste into viable resources and reduce emission volume, and is working to further curtail landfill waste. In fiscal 2008, the Group maintained a landfill rate of 0.07% for the waste it generated, constituting Zero Emissions status.



### Recycling Waste as Planters

#### Yamaha Corporation

Yamaha Corporation is creating gardening planters as a means of effectively utilizing wood waste from its factories. These waste materials consist of used skid packaging materials, which are used to safely transport pianos from factories to their respective destinations. Previously regarded as industrial waste and collected for use as wood chips or fuel, at Yamaha this waste has been recycled as material for gardening planters since fiscal 2008. Currently, these gardening planters are used to create green "eco-curtains" around each business site. This latest initiative is expected to both play a role in waste material recycling and synergize with efforts to prevent global warming.



Packaging for piano shipment



Skid packaging materials



Green "eco-curtains"



Planters made from skid packaging material

## From Wood Waste to Free Mulch for Public Facilities

### Yamaha Livingtec Corporation (YLT)

In an effort to make effective use of wood waste materials and contribute to society, YLT began an initiative in which it processes 300 tons of wood waste generated annually from the production of system kitchens into gardening mulch. The mulch is then offered free of charge mainly to facilities in the city of Hamamatsu responsible for operating public gardens.

YLT generates approximately 3,000 tons of wood waste per year. Until now, that amount has largely been reused as a material for wood plastic and as fuel, enabling the company to achieve Zero Emissions by reducing its total volume of waste disposed of at landfills to less than 1%. The decision to rechannel the wood waste into gardening materials represents an effort by YLT to shift to more effective materials recycling.



A plum garden in Hamamatsu Fruit Park that uses mulch from YLT



Mulch from YLT is used at Hamamatsu Flower Park



A park sign introduces YLT activities to passersby

## Environmentally Friendly Products and Services

The Yamaha Group produces a wide range of products. We work to evaluate the environmental impact of the entire lifecycle of each product group in order to create an environmentally friendly design for each product that addresses the major environmental burdens.

### Management of Chemical Substances Contained in Our Products

Chemical substances contained in some products causing environmental impact require proper processing at the time of disposal to reduce the negative impact they may have on the environment. In recent years, countries around the world have taken steps to tighten the management and regulation of such substances. For example, the RoHS Directive <sup>\*1</sup> (Restriction of Hazardous Substances in Electrical and Electronic Equipment), implemented in Europe with effect from July 2006, bans the use of six substances, including lead and hexavalent chromium. In addition, REACH, <sup>\*2</sup> effective from 2007, is a regulation that calls for identification and management of specific chemical substances contained in products.

In response to these regulatory moves, the Yamaha Group established its own Standards for Chemical Content in Products in February 2003. These standards have subsequently been used to manage chemical substances in products during design and development and have helped facilitate legal compliance as well as minimize the environmental impact of products. In addition, the standards undergo revisions as and when necessary, in response to changes in legislation, the accession of voluntary standards, and other factors.

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

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

### Launch of Green Procurement for All Products

In order to manage the chemical content in products, it is imperative to identify and be able to control the chemical substances contained in the parts and materials making up the finished product.

It was this issue that led the Yamaha Group to request the cooperation of its suppliers in identifying whether electrical and electronic product parts and materials to which the RoHS Directive applies contained the six hazardous substances specified in the RoHS Directive. Through these efforts, the Group had achieved full compliance with the Directive by the end of April 2006. Starting 2008, the parts and materials of all Yamaha products, including non-electrical and electronic equipment, have been put through a survey of chemical content based on the 24 substances laid out in JIG. <sup>\*3</sup> From 2009, this survey is being extended to procurement of parts and materials at overseas bases as well.

<sup>\*3</sup> JIG: An abbreviation for Joint Industry Guide. The original JIG-101 was formulated by

member companies of EICTA (European Information, Communications and Consumer Electronics Technology Industry Association), JGPSSI (Japan Green Procurement Survey Standardization Initiative), and the U.S. EIA (Energy Information Administration). The JIG is a set of guidelines for conducting surveys on the chemical content in electrical and electronic equipment.

The JIG-101 Edition 2.0 was published in April 2009, with the new edition incorporating some changes in the material to be surveyed.

**Green Procurement Standards:**

[http://www.global.yamaha.com/about/csr/green\\_procurement/index.html](http://www.global.yamaha.com/about/csr/green_procurement/index.html)

## Preventing Depletion of Wood Resources

Among the instruments that the Yamaha Group makes, including pianos, string and percussion instruments, and woodwind instruments, many need to be made primarily of wood for acoustic reasons. Large amounts of wood are also used when making electronic musical instruments, speakers, soundproof rooms, and lifestyle accessories due to the merits of wood in terms of acoustic performance, function, design, and texture.

Trees absorb carbon dioxide from the air as they grow, meaning that wood can essentially be used in a manner that enables sustainable coexistence with the global environment. In order to be able to continue its business activities long into the future, the Yamaha Group practices sensitivity to biodiversity issues, and places great importance on preventing the depletion of the wood resources used in products. With these issues in mind, in 2007, the Group established the Yamaha Timber Procurement and Usage Guidelines.

### Yamaha Timber Procurement and Usage Guidelines

#### Fundamental philosophy

Yamaha is working on measures aimed at preserving the global environment and plans to enact the following guidelines for the procurement and use of timber in its products, allowing us to contribute to a more harmonious relationship between society and nature:

#### Procurement and Usage Guidelines

- Procuring Appropriate Timber  
We will promote the procurement of timber that is environmentally friendly from harvest to product delivery, and that can be confirmed as having been appropriately managed.
- Prioritizing Procurement from Afforested Plantations  
We will place priority on procuring timber harvested from planted forests.
- Active Use of Manufactured Wood Materials  
We will promote the use of plywood and wood fiberboard as they contain a high percentage of afforested timber and recycled timber.
- Increasing Timber Use Efficiency Through Yield Ratio Increase  
We will actively promote the use of timber remnants and improve yield ratios through improved processing methods and technological development.

(Established in 2007)

### Participation in the Music Wood Campaign

#### Yamaha Corporation

In January 2008, Yamaha Corporation participated in the "Music Wood Campaign" organized by the environmental protection organization, Greenpeace USA. Many musical instruments rely on sitka spruce timber for their production, and through the campaign Yamaha was able to support the sustainable protection of the precious sitka spruce forests in Alaska.

In January 2009, Yamaha participated in a meeting of Music Wood Campaign companies in the United States, at which we exchanged information on usage of Forest Stewardship Council-approved wood materials and shared opinions on future activities with other member companies.

### **Environmentally Friendly Use of Timber Resources in Products**

The depletion of timber resources makes it more difficult each year to stably acquire wood materials in good condition. The Yamaha Group is striving to make maximal, efficient use of timber resources and proactively introduce wood materials cultivated specifically for commercial and industrial purposes. At the same time, the development of technology to artificially modify wood quality to a condition suitable for instruments has been a long-term theme for the Company as part of its social responsibility as a corporation to do its part to safeguard the environment.

Along these lines, Yamaha Corporation has developed A.R.E.\*, a new technology that modifies wood materials to an ideal condition for use. Moreover, since no organic solvents or chemical substances are required, this technology will reduce Yamaha's environmental load even further.

\* A.R.E.: Acoustic Resonance Enhancement



A.R.E. Guitar L36ARE



Wooden Electric Guitar RGXA2

For information on other environmentally friendly products, visit the website found at the following URL.

Product assessment examples by the Association for Electric Home Appliances

<http://www.aeha.or.jp/assessment/example.html> 

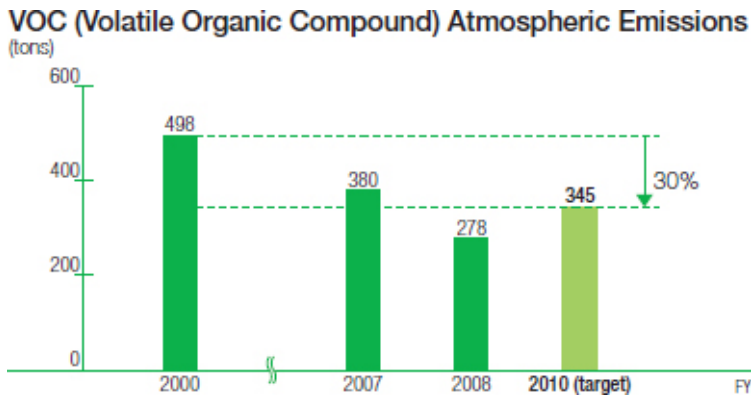
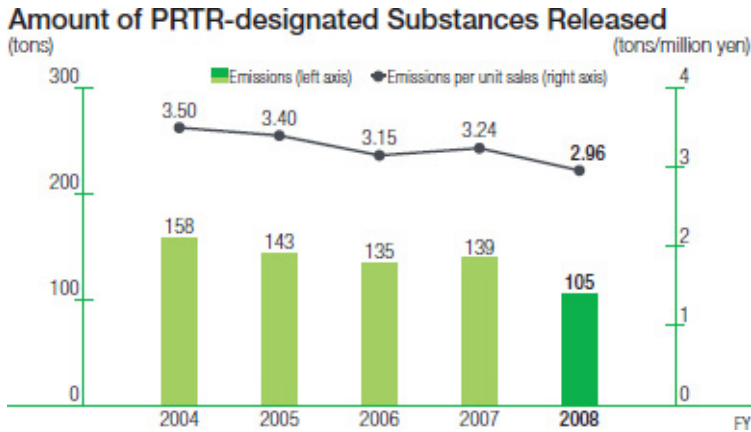
(Japanese only)



# Management of Chemical Substances

When utilizing chemical substances, the Yamaha Group strives to minimize adverse impact on people and the environment by conducting thorough evaluations of chemical substance risk and eliminating harmful substances from production processes and products. In particular, with regard to reducing emissions of substances designated under the PRTR\* Law and volatile organic chemical (VOC) emissions, the Group launched a VOC Emission Reduction Working Group in fiscal 2006, and conducted a survey of usage and emissions status. In fiscal 2008, we established a reduction plan and set a target of a 30% reduction in emissions by fiscal 2010 compared with fiscal 2000. In these ways, we are promoting reduction and elimination of hazardous chemical substances throughout the Group.

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



## Honorable Mention in the PRTR Awards

### Takegawa Factory, Yamaha Corporation

Yamaha Corporation's Takegawa Factory received an honorable mention in the fiscal 2008 PRTR Awards competition sponsored by the Japanese NPO, Center for Environmental and Information Science. The award recognizes companies that have achieved excellent results by understanding the PRTR (Pollutant Release and Transfer Register) system and then taking the leadership in the management of chemical substances, and in proactively

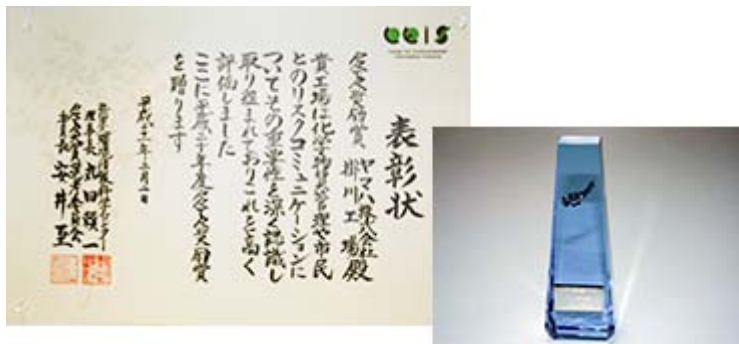
communicating the risk and status of implementation to local residents.

The Kakegawa Factory has been working for more than 10 years to reduce the amount of coating, adhesives and other chemical substances used in piano manufacturing processes, and to shift to chemical substances with low environmental impact. For years, the factory has also conducted exchanges of opinion with the local government.

Going forward, the Kakegawa Factory will strive to further reduce use of specific chemical substances and alleviate environmental risk.



Satoshi Suzuki of the ISO 14001 Office accepts the award certificate



The award certificate and the award

## Curtailling Emissions of Chemical Substances by Improving Tools

### PT. Yamaha Music Manufacturing Asia (YMMA)

YMMA worked to reduce the amount of black glaze coating used in creating the casings for Clavinova™ products. By placing parts as close together as possible on the conveyer belt of the reciprocating coating machine, we were able to minimize the area that would be coated unnecessarily. Although there were many hurdles, such as adjusting to production and insufficient testing tools and a lack of pre-existing data, we experimented with a variety of combinations of parts dimensions, coating areas and conveyer belt bar adjustments. After a process of trial and error, we achieved a coating of sufficient quality together with a major reduction—42%—in the amount of coating used. This reduction in coating volume curtailed emissions of chemical substances such as organic solvents and generated less coating sludge, as well as helping to achieve further cost reductions.



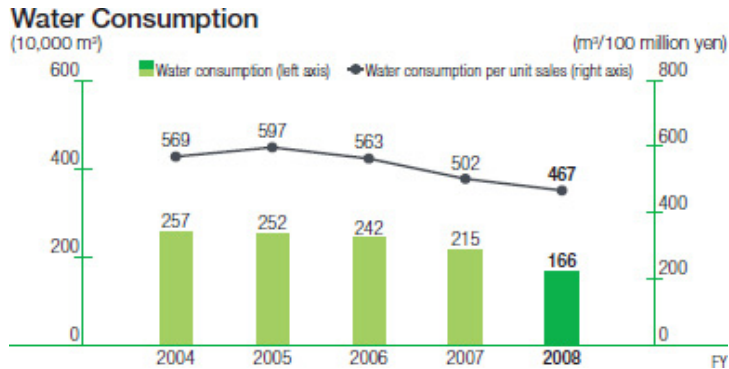
Employees apply coating materials



Staff at YMMA

## Water Consumption Reduction and Water Reuse

The Yamaha Group strives to improve its water use through initiatives such as the reuse of cooling water from production processes and the reclamation of wastewater through reverse osmosis (RO) membrane devices. We also rigorously engage in water conservation activities, including thorough management to prevent excessive use of water. Total water consumption in fiscal 2008 was 1.66 million cubic meters, a reduction of 23% year on year.



### **Report on the Fourth Year of "Yamaha Forest" Tree-Planting Activities in Indonesia**

"Yamaha Forest" tree-planting activities in Indonesia, co-sponsored by Yamaha Corporation and Yamaha Motor Co., Ltd., marked their fourth year in fiscal 2008. The "Yamaha Forest" initiative is designed as a social contribution activity in areas such as environmental protection and educational support in Indonesia, a vital production and sales site for both companies. The aim of the project is to restore land devastated by logging to as close to its original state as possible by planting 150,000 to 200,000 trees on roughly 120 hectares of land over a period of five years. In promoting "Yamaha Forest," Yamaha and Yamaha Motor have been assisted by OISCA, an NGO with years of experience supporting agriculture, local development, and environmental protection activities in the Asia-Pacific region.

In fiscal 2008, the Company hosted its tree-planting event in the town of Pelabuhan Ratu in Sukabami, Indonesia in November. The number of participants at these planting events has grown each year. This time some 2,350 people took part in planting trees, including students from local elementary, junior and senior high schools, local residents, and government officials. Approximately 470 people from both Yamaha companies also joined in, including directors responsible for environmental activities, staff members from environment-related divisions, and the presidents and employees from Indonesian subsidiaries. Together, the participants planted a total of 5,000 saplings. In fiscal 2009, plans call for planting some 30,000 mahogany, teak, and eucalyptus saplings on 30 hectares of land.



A group shot of tree-planting participants



Pausing for a snapshot while planting saplings

### **Co-sponsor of the "STOP Global Warming Action Campaign"**

Yamaha Corporation is a member of the executive committee for the "STOP Global Warming Action Campaign"—a participatory campaign in Shizuoka Prefecture involving corporations, organizations, student clubs, and administrative agencies. In the "3rd STOP Global Warming Grand Prix" held in February 2009, Yamaha presented the "Yamaha Prize" corporate award to the "Tatsukawa Junior Green Friend's Federation" at Hamamatsu City's Yokoyama Public Elementary School for its involvement in forest protection activities, namely tree planting, pruning, and tree thinning.

Yamaha Corporation, meanwhile, received the Executive

Committee's Special Award in recognition of its distribution of Household Eco-Account Books -- "Smart Life Guide," both part of energy conservation activities by Yamaha Group employees and their families, and its support of the Enshunada coastal forest revitalization project.



"STOP Global Warming Action Campaign" awards ceremony

Sponsored by the Executive Committee for the "STOP Global Warming Action Campaign"

### **Signing of the "Kakegawa STOP Global Warming Partnership Agreement"**

#### **Kakegawa Factory, Yamaha Corporation**

In March 2009, the city of Kakegawa, Japan, and Yamaha Corporation's Kakegawa Factory signed the "Kakegawa STOP Global Warming Partnership Agreement," which is intended to contribute to preventing global warming and assist in the development of a sustainable society.

The city of Kakegawa has been revitalized in recent years thanks to a dramatic rise in industrial activity as the city offered incentives to corporations to relocate there. This trend, however, is also leading to increased greenhouse gas emissions, most notably CO<sub>2</sub>. In response, eight local business sites, including the Company's Kakegawa Factory, have signed an agreement with the city to work together to prevent global warming and support the development of a sustainable society.

Under the agreement, the Kakegawa Factory is tackling the initiatives detailed below to fulfill its responsibilities as a local company.

#### **[Part of Agreement]**

1. Participate in green "eco-curtain" projects
2. Participate in measures to reduce private car commuting
3. Reduce CO<sub>2</sub> emissions from energy usage
4. Conserve energy by reviewing processes and sharing equipment and space
5. Use energy more efficiently by adopting cogeneration systems



Yamaha's declaration of participation in the "Kakegawa STOP Global Warming Partnership Agreement"

### Coexisting With Communities by Promoting Beautification Campaigns

The Yamaha Group sponsors a local cleanup campaign coinciding with Environment Month in Japan each June as part of its contribution to environmental protection and society. A large number of employees and their families take part in this activity every year, which involves collecting trash from and cleaning up around the vicinity of Yamaha Corporation business sites and those of Group companies.

In fiscal 2009, the Company, along with its labor union, participated in the "Lake Hamana Cleanup Campaign" sponsored by the city of Hamamatsu, where Yamaha Corporation is headquartered. Approximately 300 employees and their family members collected trash from the lakefront and the adjacent parking area. The weight of the trash collected totaled 1.2 tons.



Volunteers at work in the "Lake Hamana Cleanup Campaign"

### Participation in Sixth Shizuoka Environment and Forests Fair

Yamaha Corporation values the opportunity to build good relationships with local communities, and takes part in a wide range of community events. In fiscal 2008, the Company took part in and exhibited a display in the Sixth Shizuoka Environment and Forests Fair sponsored by Shizuoka Prefecture. The purpose of the event is to encourage the growth of environmental businesses and promote steps to maintain forests, as well as cultivate a green purchasing mindset among consumers. In this way, the prefecture hopes to support efforts to prevent global warming and assist in the development of a recycling-oriented society.

At the event, Yamaha Corporation publicized information on its continued involvement in supporting revitalization of the coastal forest within the Enshunada Kaihin Park and its tree-planting activities overseas. The Company also displayed environmentally friendly electric guitars and other instruments crafted from falkata wood, the wood from one of the tree species planted.



Yamaha's display at the Shizuoka Environment and Forests Fair, cosponsored with Yamaha Motor Co., Ltd.

### **Exhibit in Eco-Products 2008**

The Yamaha Group considers efforts to broadly publicize its environmental activities and initiatives as one of its social responsibilities as a corporation. Several environmentally friendly Yamaha products, among them electric guitars crafted from newly planted wood, a remote conferencing system, and "EOCLEAR," an exhaust gas treatment system that serves as an environmental support device (produced by Yamaha Facility Management Corporation) were on display at Eco-Products 2008 held in December 2008. At the event, Yamaha gave visitors an introduction to its "Yamaha Forest" tree-planting activities in Indonesia, and worked to spread understanding of the importance of its environmental conservation activities.



Joint exhibit with Yamaha Motor Co., Ltd. at Eco-Products 2008



## **Regular Monitoring and Compliance with Environmental Laws**

To reduce the environmental impact of its operations and comply with environmental laws, each factory of the Yamaha Group regularly monitors control of air and water emissions, noise, and odors, ascertaining the management status and evaluating compliance.

In conducting monitoring, the Company's section in charge of environmental measurement follows the annual plan, applying voluntary management criteria more rigorous than those required by law and regulatory standards in its monitoring and measurements.

When conditions such as levels of substances in excess of standards or other irregularities are discovered during monitoring or on-site, Yamaha works to immediately create emergency response and deploy corrective measures in order to avoid and prevent environmental pollution.



Environmental measurements in progress

## **Environmental Accidents and Litigation**

The Yamaha Group had no violation of environment-related laws or ordinances and was subject to no penalties, fines, or litigation in fiscal 2008. There were no accidents that had an external impact or serious complaints.

## **Emergency Response and Drills**

In accordance with the ISO 14001 system, the Yamaha Group investigates spills of toxic substances, oil, or grease and other events that pose risk of a significant impact on the environment in order to anticipate emergency situations. Each factory maintains procedures and equipment to cope with these emergency situations and conducts emergency response drills.



An emergency response drill at the Toyooka Factory

### **Purification and Management of Soil and Groundwater**

In 1997 the Yamaha Group conducted a soil and groundwater survey of all production sites, including those of Group companies. Contamination by chlorinated organic solvents was discovered at two sites, and the Company implemented purification measures in response. Groundwater purification at Yamaha Corporation's Toyooka Factory was completed at the end of fiscal 2008, after which a report was submitted to the prefectural government and an information session was held for local residents. The factory at Yamaha headquarters has also been restored to nearly meet environmental standards, and the Company continues to perform purification activities there.

Purification at all business sites where soil contamination was confirmed was completed by fiscal 2000.



Groundwater purification equipment at the factory at Yamaha headquarters

### **Ozone Layer Protection**

The Yamaha Group has reduced the use of chlorofluorocarbons (CFCs) to protect the ozone layer, and completely eliminated the use of specified CFCs in production processes in 1993. Although we subsequently used hydrochlorofluorocarbons (HCFCs), which have lower ozone-depleting effects and less impact than CFCs, as cleansing agents in the metal cleaning process, we completely eliminated their use by the end of fiscal 2005 in response to reports that they have a significant impact on global warming. In this way, we have completely eliminated the use of specified chlorofluorocarbons and alternatives.

### Amount of HCFCs Used

(tons)



## Environmental Education and Training

The Yamaha Group offers a range of environmental education and training designed to raise the level of environmental knowledge and skills among employees. Environmental education and training is divided into categories such as "General Training," "Specialist Training," and "Emergency Response Drills," and is implemented based on the features and needs of each business site.

General Training seeks to impart fundamental knowledge to employees, such as the importance of the Group's environmental policies, environmental management systems, and environmental preservation activities. During Environment Month in June 2008, the Group held an environmental seminar attended by the Company president, directors, employees and partner companies. The theme of the seminar was "Global Warming: Thinking about the Future in Terms of Environmental Archaeology," with Prof. Yoshinori Yasuda of the International Research Center for Japanese Studies invited as the keynote speaker.

For Specialist Training, the Group has established a curriculum tailored to employees engaged in operations that require specific knowledge, targeting most notably those involved in waste material management and the operation of effluent treatment facilities. Where Emergency Response Drills are concerned, the response drills are based on the specific ISO 14001 operating manual of each work site, and conducted in line with plausible emergency scenarios. Beyond these examples, the Group sponsors seminars to cultivate in-house environmental auditors and brush up environment-related skills in a drive to raise the overall level of its environmental preservation efforts.



An environmental seminar in session

### **Internal Environmental Auditor Improvement Seminars**

In order to enhance the implementation status of ISO 14001 standards, the Yamaha Group invites external lecturers to conduct internal environmental auditor training seminars twice a year. A total of 900 internal environmental auditors have been registered thus far.

In fiscal 2008, internal environmental auditor improvement seminars were conducted for a second year in a row, targeting approximately 40 internal environmental auditors who are already actively working on the front lines. These seminars are based on specific education programs, and are scheduled to continue in the future.



Employees at an internal environmental auditor improvement seminar

### Household Eco-Account Book – “Smart Life Guide”

In a joint action by management and labor, Yamaha Corporation has issued the “Smart Life Guide” household eco-account book to employees since fiscal 2003. Fiscal 2009 will mark the sixth year that the Company will offer this guide.

By recording their household use of electricity, gas, and gasoline in the eco-account book, this activity gives families the chance to consider their own energy consumption and CO<sub>2</sub> emissions, thereby promoting more effective energy conservation efforts.

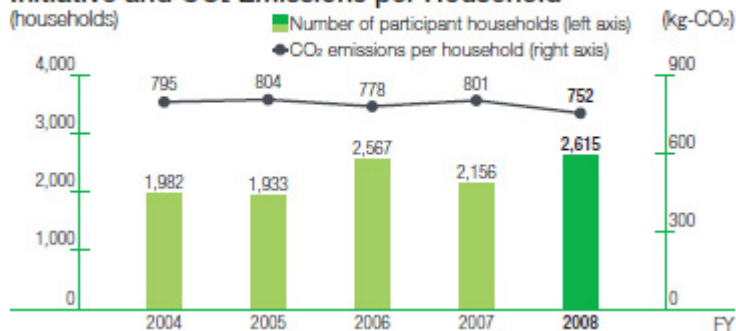
Today, the fact that CO<sub>2</sub> emissions from Japanese households continue to rise has become a major issue. Through the eco-account book, Yamaha Corporation is striving to work with employees and their families to enact measures to prevent global warming. At the same time, the Company hopes the “Smart Life Guide” will help to deepen understanding of its environmental preservation activities.

The number of households that participated in this initiative in fiscal 2008 was the largest to date at 2,615, or approximately 9,400 people. The average level of CO<sub>2</sub> emitted per household declined a record 2.4% from the previous fiscal year.



Smart Life Guide

### Number of Households Participating in Smart Life Guide Initiative and CO<sub>2</sub> Emissions per Household



# Environmental Accounting (1)

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

## Yamaha Group (Yamaha Corporation and Group production companies in Japan)

### Environmental Expenses

The Yamaha Group's environmental equipment investment in fiscal 2008 decreased by ¥28 million overall to ¥412 million.

Principal investments were for utility refinement due to factory integration, auxiliary equipment accompanying the introduction of cogeneration systems (Kakegawa Factory), and air conditioning system upgrades.

Environmental Expenses		Details	Investment**	Expenses**
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	91.1	579.7
	Global Environment Conservation	Prevention of global warming, protection of the ozone layer, etc.	234.5	129.6
	Resource recycling costs	Waste recycling, resource saving, conservation of water, etc.	36.5	632.9
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	123.4
Management costs		Environmental education, ISO14001, greening of premises, etc.	50.1	600.5
Research and development costs		Development of environmentally friendly products, models, etc.	-	388.6
Social activity costs		Social contributions, etc.	0.0	41.4
Environmental damage costs		Groundwater purification, etc.	0.0	31.0
Total			412.3	2,527.1
			(-27.8)	(-38.8)

( ) indicates comparison with the previous year.

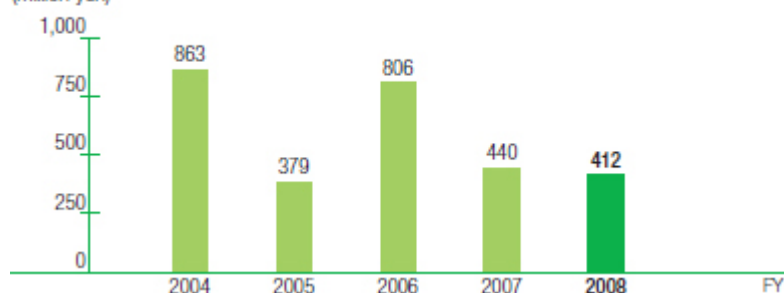
\*1 Equipment investment refers to investment in facilities and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose to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

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

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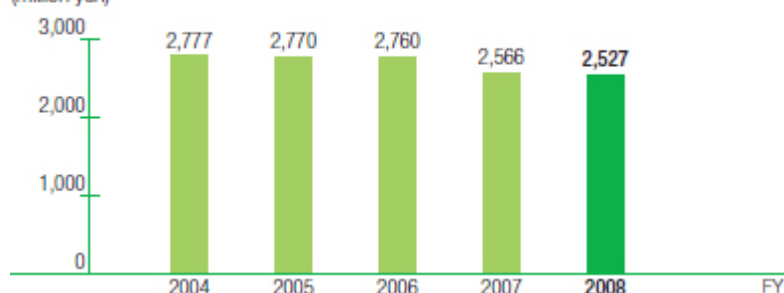
### Environmental Investment

(million yen)



### Environmental Expenses

(million yen)



## Economic Effects

### 1. Environmental Conservation Effects

The Yamaha Group's CO<sub>2</sub> emissions fell by 19,900 tons from fiscal 2007 to 79,900 tons thanks to the conversion of certain facilities to liquid natural gas (LNG) fuel.

Water consumption declined by 49,000m<sup>3</sup> year on year to 1,660,000m<sup>3</sup>.

As a result of the Yamaha Group's efforts to achieve the target of Zero Emissions, final disposal at landfills was approximately 13 tons, the same level as the previous fiscal year. Emissions of chemical substances decreased by 46 tons.

### Environmental Conservation Effects

Details	Unit	FY2007	FY2008	Change
CO <sub>2</sub> emissions	10,000 tons-CO <sub>2</sub>	9.98	7.99	1.99
Greenhouse gas emissions	10,000 tons-CO <sub>2</sub>	1.3	1.2	0.1
Water consumption	10,000 m <sup>3</sup>	215	166	49
Waste treated or disposed of	tons	13	13	-1
Chemical substances released <sup>*3</sup>	tons	139	93	46
CFC substitutes emissions	tons	0.0	0.0	0.0

Minus (-) indicates an increase.

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

### 2. Economic Effects

Heating and lighting costs fell by roughly ¥240 million to ¥3,070 million compared to the previous fiscal year. Water costs fell by about ¥7 million to ¥20 million, and sewerage costs fell by roughly ¥5 million to ¥34 million. Waste disposal costs came to ¥371 million, representing a savings of around ¥69 million. This reduction was attributable in part to the sale of certain businesses and production decreases due to poor economic conditions.

As a result of the conversion of waste to valuable materials, the Company maintained income from the sale of valuable materials comparable to that of the previous fiscal year, resulting in a total economic effect of ¥575 million.

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

### Economic Effects

(million yen)

Details	FY2007	FY2008	Savings
Total savings			319
Electricity and heating costs	3,307	3,070	237
Water costs	27	20	7
Sewerage costs	39	34	5
Waste disposal costs	440	371	69
<b>Income from sale of valuable wastes</b>	<b>256</b>	<b>256</b>	<b>256</b>
Economic effect			575

Minus (-) indicates an increase.

## Environmental Expenses

(million yen)

		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	91.1	579.7
	Global Environment Conservation	Prevention of global warming, protection of the ozone layer, etc.	234.5	129.6
	Resource recycling costs	Waste recycling, resource saving, conservation of water, etc.	36.6	632.9
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	123.4
Management costs		Environmental education, ISO14001, greening of premises, etc.	50.1	600.5
Research and development costs		Development of environmentally friendly products, models, etc.	–	388.6
Social activity costs		Social contributions, etc.	0.0	41.4
Environmental damage costs		Groundwater purification, etc.	0.0	31.0
Total			412.3 (–27.6)	2,527.1 (–38.8)

( ) indicates comparison with the previous year.

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

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



# Environmental Accounting (2)

## Resort Facilities

### Environmental Expenses

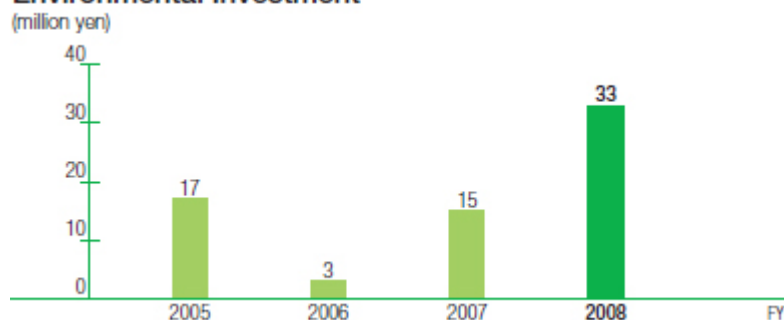
In FY2008 environmental capital investment increased by ¥18.1 million from the previous year to ¥33.4 million. Principal investments were for projects such as electric carts at Katsuragi and renewal of air conditioning equipment at Tsumagoi. Environmental expenses primarily consisted of greening of facility premises.

Environmental Expenses		(million yen)	
		Investment*	Expenses**
Business area costs	Pollution prevention	26.4	19.3
	Global Environment Conservation	6.5	3.4
	Resource recycling costs	0.0	36.0
Upstream/downstream costs		0.0	1.1
Management costs		0.5	201.2
Research and development costs		-	1.0
Social activity costs		0.0	1.1
Environmental damage costs		0.0	0.2
Total		33.4 (+18.1)	263.3 (-37.0)

\* Equipment investment refers to investment in factories and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose to the whole purpose of the purchase of such equipment (Fig. 0-1, 0-8, 1-5).  
 \*\* Expenses refer to personnel and other costs expended for environmental conservation activities. Personnel expenses are calculated by multiplying the time spent on environmental conservation activities determined by the manager of each department by a common unit cost of personnel expenses set in each company. Costs are determined by multiplying the amounts paid externally by a certain figure calculated using a proportional distribution method as in the case of investment amounts (e.g., 0-1, 0-9, 1-6). Depreciation costs are not included.

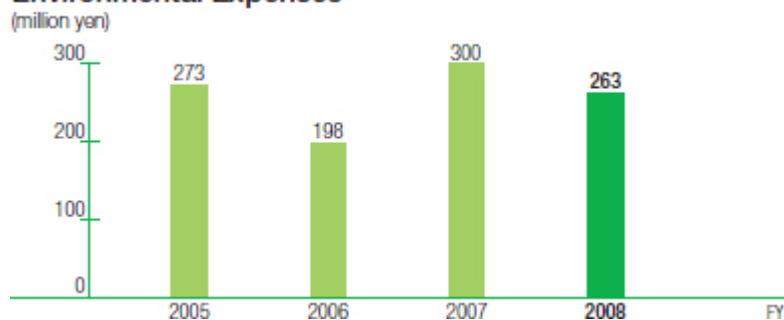
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### Environmental Investment



\* Katsuragi Co., Ltd. and Tsumagoi Co., Ltd. are included in figures for FY2005.

### Environmental Expenses



### Environmental Effects

#### 1. Environmental Conservation Effects

CO<sub>2</sub> emissions, water consumption and waste treated or disposed of all decreased, reducing the environmental burden.

## Environmental Conservation Effects

Details	Unit	FY2007	FY2008	Change
CO <sub>2</sub> emissions	10,000 tons-CO <sub>2</sub>	1.01	0.96	0.05
Water consumption	10,000 m <sup>3</sup>	62	57.7	4.4
Waste treated or disposed of	1,000 tons	0.1	0.1	0.01

## 2. Economic Effects

Electricity and heating costs, sewerage costs and waste disposal costs increased, resulting in a total cost increase (negative savings) of ¥38.6 million.

### Economic Effects

(million yen)

Details	FY2007	FY2008	Savings
Total savings			-39
Electricity and heating costs	316	345	-29
Water costs	78	84	-6
Sewerage costs	-	-	-
Waste disposal costs	19	23.6	-5
<b>Income from sale of valuable wastes</b>	<b>0</b>	<b>1</b>	<b>1</b>
Economic effect			-39

Minus (-) Indicates an Increase.

## Environmental Expenses

(million yen)

		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	26.4	19.3
	Global Environment Conservation	Prevention of global warming, protection of the ozone layer, etc.	6.5	3.4
	Resource recycling costs	Waste recycling, resource saving, conservation of water, etc.	0.0	36.0
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	1.1
Management costs		Environmental education, ISO14001, greening of premises, etc.	0.5	201.2
Research and development costs		Development of environmentally friendly products, models, etc.	-	1.0
Social activity costs		Social contributions, etc.	0.0	1.1
Environmental damage costs		Groundwater purification, etc.	0.0	0.2
Total			33.4 (+18.1)	263.3 (-37.0)

( ) Indicates comparison with the previous year.

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

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

# Environmental Accounting (3)

## Group Manufacturing Companies Located Overseas

Of the Yamaha Group's overseas manufacturing companies, two companies in Indonesia introduced environmental accounting in FY2004. Three more introduced environmental accounting in FY2006, bringing all manufacturing companies in Indonesia into the system.

### Target companies:

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

### Environmental Expenses

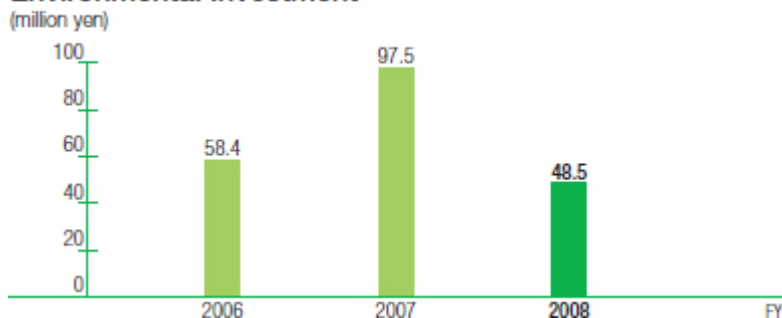
Environmental capital investment in FY2008 was ¥48.5 million. Major investments included wastewater treatment tanks, paint booths, and solvent collection equipment. Environmental expenses amounted to ¥48.1 million.

Environmental Expenses		Details	Investment**	Expenses**
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	39.5	29.7
	Global Environment Conservation	Prevention of global warming, protection of the ozone layer, etc.	0.0	1.1
Resource recycling costs	Waste recycling	Waste recycling, resource saving, conservation of water, etc.	5.6	11.4
	Upstream/downstream costs	Recycling of products, improvements in logistics, etc.	3.4	0.4
Management costs	Environmental education, ISO14001, greening of premises, etc.	0.0	3.7	
Research and development costs	Development of environmentally friendly products, models, etc.	0.0	1.4	
Social activity costs	Social contributors, etc.	0.0	0.2	
Environmental damage costs	Groundwater purification, etc.	0.0	0.2	
Total			48.5	48.1
			(-49.0)	(-23.6)

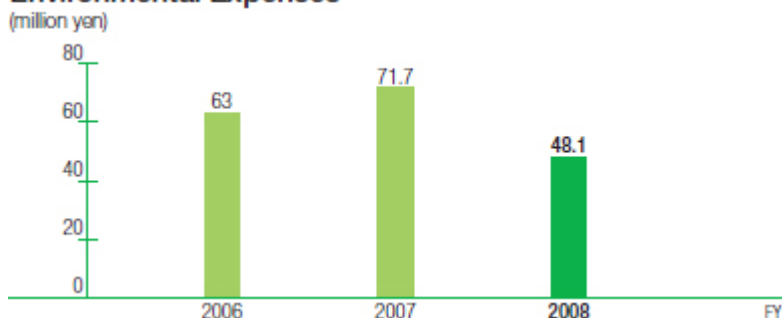
\* Equipment investment refers to investment in factories and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose to the whole purpose of the purchase of such equipment (e.g., 0.5, 0.8, 1.0).  
 \*\* Expenses refer to personnel and other costs expended for environmental conservation activities. Personnel expenses are calculated by multiplying the time spent on environmental conservation activities determined by the manager of each department by a common unit cost of personnel expenses set in each company. Costs are determined by multiplying the amount paid externally by a certain figure calculated using a proportional distribution method in the case of investment amounts (e.g., 0.1, 0.8, 1.0). Depreciation costs are not included.

>> Zoom

### Environmental Investment



### Environmental Expenses



## Economic Effects

### 1. Environmental Conservation Effects

CO<sub>2</sub> emissions decreased by 1,000 tons from the previous year, while water consumption fell by 7,000m<sup>3</sup> and the volume of waste treated or disposed of decreased by 120 tons.

### Environmental Conservation Effects

Details	Unit	FY2007	FY2008	Change
CO <sub>2</sub> emissions	10,000 tons-CO <sub>2</sub>	3.61	3.51	0.10
Water consumption	10,000 m <sup>3</sup>	35	34	1
Waste treated or disposed of	1,000 tons	0.8	0.7	0.1

### 2. Economic Effects

All items decreased year on year for an economic effect of ¥187 million.

### Economic Effects

(million yen)

Details	FY2007	FY2008	Savings
Total savings			130
Electricity and heating costs	474	358	117
Water costs	33	24	8
Sewerage costs	7	6	1
Waste disposal costs	13	10	4
<b>Income from sale of valuable wastes</b>	<b>12</b>	<b>19</b>	<b>19</b>
Economic effect			149

## Environmental Expenses

(million yen)

		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	39.5	29.7
	Global Environment Conservation	Prevention of global warming, protection of the ozone layer, etc.	0.0	1.1
	Resource recycling costs	Waste recycling, resource saving, conservation of water, etc.	5.6	11.4
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	3.4	0.4
Management costs		Environmental education, ISO14001, greening of premises, etc.	0.0	3.7
Research and development costs		Development of environmentally friendly products, models, etc.	0.0	1.4
Social activity costs		Social contributions, etc.	0.0	0.2
Environmental damage costs		Groundwater purification, etc.	0.0	0.2
Total			48.5 (-49.0)	48.1 (-23.6)

( ) Indicates comparison with the previous year.

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

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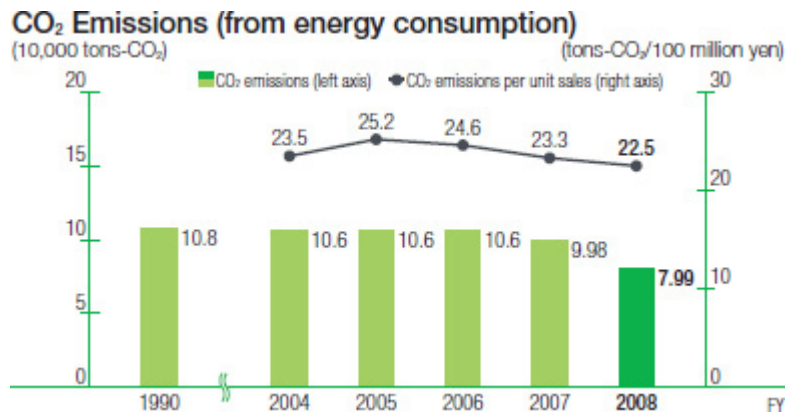
# Environmental Data (1)

## Yamaha Corporation and Group Manufacturing Companies in Japan

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

CO<sub>2</sub> emissions in FY2008 declined by 19,900 tons from the previous year to 79,900 tons. Key contributing factors were lower production and the sale of Yamaha Metanix Corporation.

CO<sub>2</sub> emissions per unit of sales were 22.5 tons of CO<sub>2</sub> per ¥100 million, a 3.5% reduction from the previous year. This was due primarily to the reduction in CO<sub>2</sub> emissions.



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

Emissions of greenhouse gases other than CO<sub>2</sub> were 11,500 tons in FY2008, a 1,500 ton reduction from the previous year. The major factor behind this reduction was the decrease in production.

\*1 Primarily sulfur hexafluoride and perfluorocarbon.

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

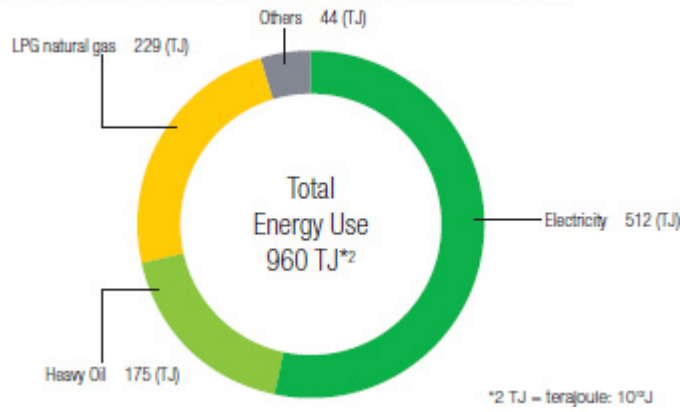
(10,000 tons-CO<sub>2</sub>)



### Breakdown of FY2008 Energy Consumption

Energy use in FY2008 fell 239 TJ from the previous year to 960 TJ. Electric power and heavy oil accounted for the majority of this energy use.

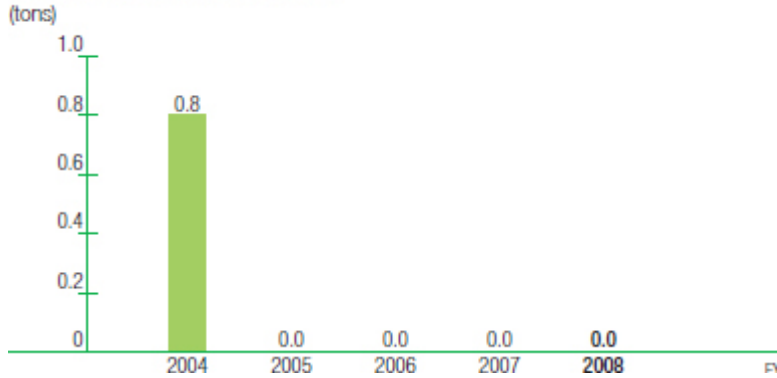
### Breakdown of FY2008 Energy Consumption



### Amount of HCFCs Used

By the end of 1993, the Yamaha Group stopped using specified CFCs in an effort to protect the ozone layer. The Group then worked to reduce the amount of HCFC used as washing agents in metal cleaning processes, eliminating their use completely in FY2005.

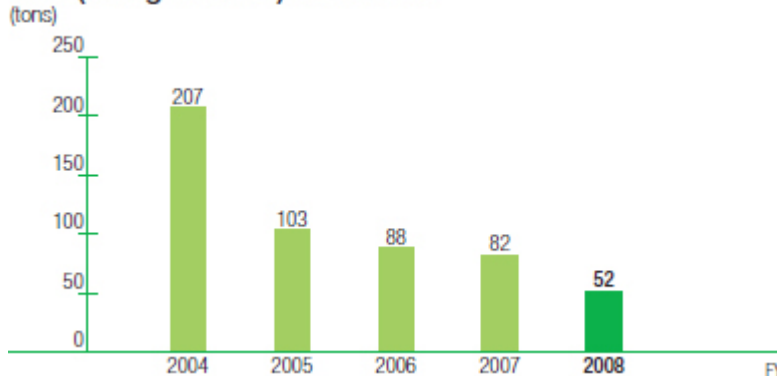
### Amount of HCFCs Used



### NOx (nitrogen oxide) Emissions

NOx is generated by the burning of fuels such as heavy oils, coke, and LPG. In FY2008, Yamaha Group NOx emissions fell by 30 tons from the previous year to 52 tons.

### NOx (nitrogen oxide) Emissions



### SOx (sulfur oxide) Emissions

SOx is generated primarily through the burning of heavy oil, coke, and other fuels. Because the sulfur content of fuel contributes to these emissions, the Yamaha Group in Japan has adopted low-sulfur fuels. In FY2008, emissions fell by 5.6 tons from the previous year to 17.9 tons.



## SOx (sulfur oxide) Emissions



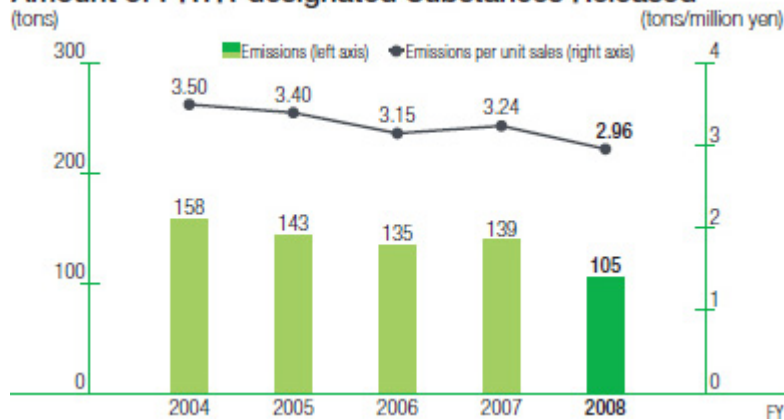
### Complying with the PRTR\*<sup>3</sup> Law

In FY2008, the Yamaha Group handled a total of 886 tons of substances designated under the PRTR Law, a decrease of 24% year on year. The major reason for this decline was the decrease in production. The amount of PRTR substances released into the environment fell by 46 tons from the previous year to 93 tons; approximately 20% of this decline is attributable to emissions reduction measures such as streamlining of processes.

Of the 93 tons released into the environment, about 90% comprises styrene, toluene, and xylene from painting processes. Going forward, Yamaha will continue efforts to reduce VOC emissions.

\*<sup>3</sup> PRTR: An abbreviation for Pollutant Release and Transfer Register. The PRTR Law is an abbreviation of the Law Concerning Reporting, etc. of Releases to the Environment of Specific Chemical Substances and Promoting Improvements in their Management.

### Amount of PRTR-designated Substances Released



#### PRTR Results (FY2008)

Order	Ordinance No.	Class 1 Designated Chemical Substances Substance name	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc.
				Into air	Into public water	Into soil	Stored on facility premises	To sewerage system	Waste (incinerated)	
1	177	Styrene	627.1	35.1	0.0	0.0	0.0	0.0	3.6	528.5
2	320	Methyl methacrylate	141.6	0.1	0.0	0.0	0.0	0.0	0.5	141.0
3	227	Toluene	35.4	28.9	0.0	0.0	0.0	0.0	0.4	1.1
4	62	Xylene	22.6	17.9	0.0	0.0	0.0	0.0	0.9	3.7
5	283	Hydrogen fluoride and its water-soluble salts	14.7	0.3	1.1	0.0	0.0	0.0	0.1	13.2
6	172	N,N-dimethylformamide	13.5	0.0	0.0	0.0	0.0	0.0	4.6	8.9
7	40	Ethylbenzene	12.4	8.5	0.0	0.0	0.0	0.0	0.5	3.4
8	146	Dichloromethane	12.4	12.4	0.0	0.0	0.0	0.0	0.0	0.0
9	30	Epoxy resin A type (liquid)	8.9	0.0	0.0	0.0	0.0	0.0	0.0	8.9
10	232	Nickel compounds	3.6	0.0	0.0	0.0	0.0	0.0	0.4	3.2
11	64	Silver and its water-soluble compounds	2.4	0.0	0.0	0.0	0.0	0.0	0.0	2.4
12	231	Nickel	1.9	0.0	0.0	0.0	0.0	0.0	0.0	1.9
13	270	Di-n-butyl phthalate	1.8	0.0	0.0	0.0	0.0	0.0	1.2	0.6
14	66	Chromium and chromium (VI) compounds	1.3	0.0	0.0	0.0	0.0	0.0	1.3	0.0
15	108	Inorganic cyanide compounds (except complex salts and cyanates)	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
16	272	Di-(2-ethylhexyl) phthalate	1.0	0.0	0.0	0.0	0.0	0.0	0.1	0.9
17	69	Chromium (VI) compounds	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.7
18	9	Di-(2-ethylhexyl) adipate	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.5
19	310	Formaldehyde	0.3	0.1	0.0	0.0	0.0	0.0	0.0	0.3
20	294	1,3,5-trimethylbenzene	0.3	0.1	0.0	0.0	0.0	0.0	0.0	0.2
21	304	Boron and its compounds	0.2	0.0	0.1	0.0	0.0	0.0	0.1	0.0
22	292	Phenol	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.1
23	76	Fluorine	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0
24	166	Hexamethylenetetramine	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
25	101	2-ethoxyethyl acetate; ethylene glycol mono-ethyl ether acetate	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
26	1	Zinc compound (water-soluble)	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
27	29	Epoxy resin A	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
28	242	Nonylphenol	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
		Total	886.6	104.0	1.2	0.0	0.0	0.0	13.6	779.8

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

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**PRTR Results (FY2008)**

(tons)

Class 1 Designated Chemical Substances			Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc.
Order	Ordinance No.	Substance name		Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	
1	177	Styrene	627.1	35.1	0.0	0.0	0.0	0.0	3.6	588.5
2	320	Methyl methacrylate	141.6	0.1	0.0	0.0	0.0	0.0	0.5	141.0
3	227	Toluene	30.4	28.9	0.0	0.0	0.0	0.0	0.4	1.1
4	63	Xylene	22.6	17.9	0.0	0.0	0.0	0.0	0.9	3.7
5	283	Hydrogen fluoride and its water-soluble salts	14.7	0.3	1.1	0.0	0.0	0.0	0.1	13.2
6	172	N.N. dimethylformamid	13.5	0.0	0.0	0.0	0.0	0.0	4.6	8.9
7	40	Ethylbenzene	12.4	8.5	0.0	0.0	0.0	0.0	0.5	3.4
8	145	Dichloromethane	12.4	12.4	0.0	0.0	0.0	0.0	0.0	0.0
9	30	Bisphenol A type Epoxy resin (liquid)	8.9	0.0	0.0	0.0	0.0	0.0	0.0	8.9
10	232	Nickel compounds	2.6	0.0	0.0	0.0	0.0	0.0	0.4	2.2
11	64	Silver and its water-soluble compounds	2.4	0.0	0.0	0.0	0.0	0.0	0.0	2.4
12	231	Nickel	1.9	0.0	0.0	0.0	0.0	0.0	0.0	1.9
13	270	Di-n-butyl phthalate	1.8	0.0	0.0	0.0	0.0	0.0	1.2	0.6
14	68	Chromium and chromium (III) compounds	1.3	0.0	0.0	0.0	0.0	0.0	1.3	0.0
15	108	Inorganic cyanide compounds (except complex salts and cyanates)	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
16	272	Bis (2-ethylhexyl) phthalate	1.0	0.0	0.0	0.0	0.0	0.0	0.1	0.9
17	69	Chromium (VI) compounds	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.7
18	9	Bis (2-ethylhexyl) adipate	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.5
19	310	Formaldehyde	0.3	0.1	0.0	0.0	0.0	0.0	0.0	0.3
20	224	1,3,5 trimethylbenzene	0.3	0.1	0.0	0.0	0.0	0.0	0.0	0.2
21	304	Boron and its compounds	0.2	0.0	0.1	0.0	0.0	0.0	0.1	0.0
22	266	Phenol	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.1
23	78	Fluazinam	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0
24	198	Hexamethylenetetramine	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
25	101	2-ethoxyethyl acetate; ethylene glycol mono-ethylether acetate	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
26	1	Zinc compound (water-soluble)	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
27	29	Bisphenol A	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
28	242	Nonylphenol	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
		Total	898.6	104.0	1.2	0.0	0.0	0.0	13.6	779.8

Note: The above list includes those of the 354 Class 1 substances that Yamaha handled in a volume of 0.1 tons or greater. In some cases the total values may appear not to match due to rounding of numbers.

## Environmental Data (2)

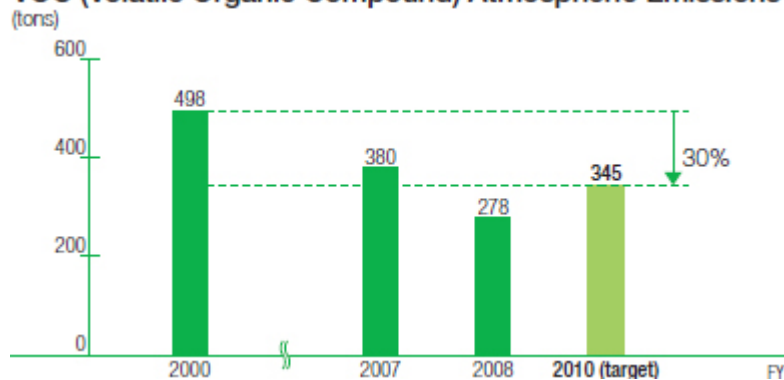
### Yamaha Corporation and Group Manufacturing Companies in Japan

#### VOC (Volatile Organic Compound) Atmospheric Emissions

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

In FY2006, the Yamaha Group formed a working group to address VOC emissions reduction, conducted studies of VOC use and emission at each business site and investigated methods for reducing emissions. The Group has set a FY2010 target of a 30% reduction in emissions compared to FY2000 levels. All business sites have been making efforts toward this goal, but as a result of the decrease in production in FY2008, VOC emissions fell close to 30% year-on-year, representing a decrease of 44% compared to FY2000 levels. About one-third of the year-on-year decline is attributable to measures such as process improvements.

#### VOC (Volatile Organic Compound) Atmospheric Emissions



#### Amount of Waste Generated\*<sup>1</sup>, Landfill Rate

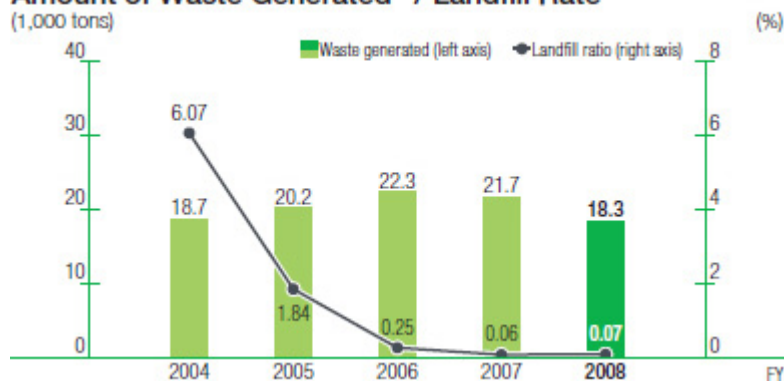
The Yamaha Group generated 18,300 tons of waste in FY2008, a 3,400 ton decrease from the previous year.

The landfill rate was 0.07% thanks in part to Yamaha Corporation's ongoing implementation of the Zero Emissions\*<sup>2</sup> initiative and the achievement of Zero Emissions status by all Group companies in Japan. This represented an increase of 0.01% year on year.

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

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

#### Amount of Waste Generated\*<sup>1</sup> / Landfill Rate

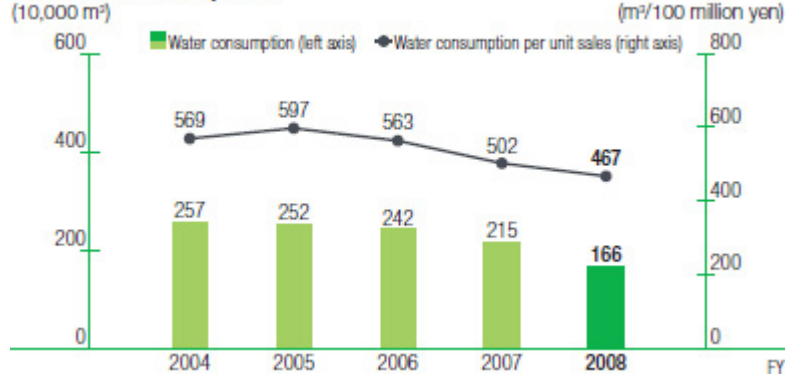


### Water Consumption

Water use in FY2008 was 1.66 million m<sup>3</sup>, representing a reduction of approximately 23% from the previous year.

This reduction was mainly the result of the sale of Yamaha Metanix, declines in production, and efforts such as water-saving activities at factories, as well as improvements to water facilities and thorough implementation of management methods.

### Water Consumption



### Containers and Packaging Material Used

Yamaha Corporation used 3,354 tons of containers and packaging materials in FY2008, a 458 ton decrease from the previous year.

### Containers and Packaging Material Used



### BOD (Biochemical Oxygen Demand) Emissions

Water discharged into public water by the Yamaha Group contained 3.7 tons of BOD, which represents a 0.7 ton decrease from the previous year.

### BOD (Biochemical Oxygen Demand) Emissions



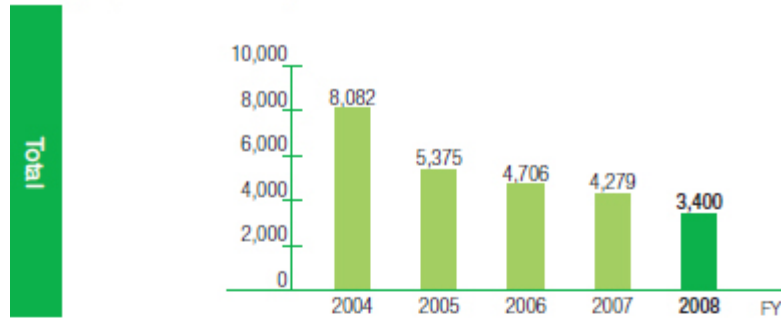
## Logistics

In FY2008 transportation volume for the Yamaha Group was down 21% from the previous year to 34.00 million tons-kilometers.

CO<sub>2</sub> emissions in FY2008 amounted to 5,388 tons of CO<sub>2</sub>, a 20% decrease from the previous year.

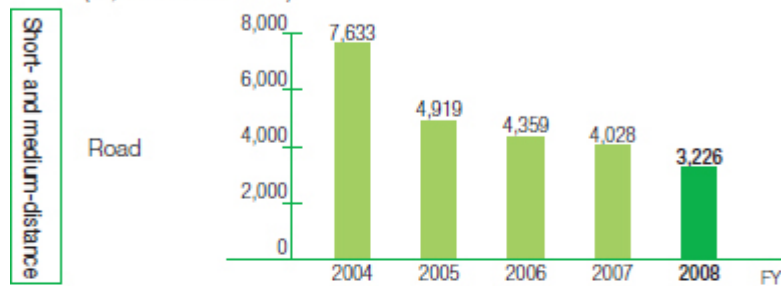
### Transportation Volume

(10,000 tons-kilometers)

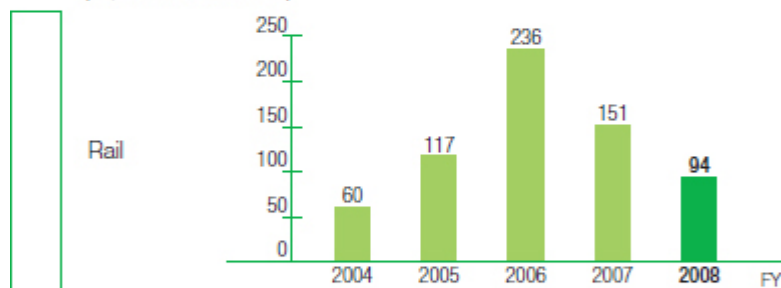


### Breakdown

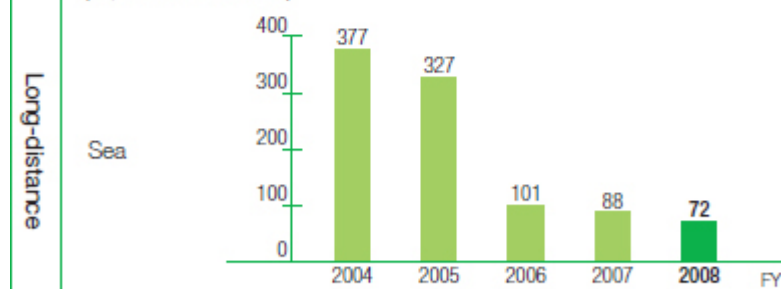
(10,000 tons-kilometers)



(10,000 tons-kilometers)



(10,000 tons-kilometers)

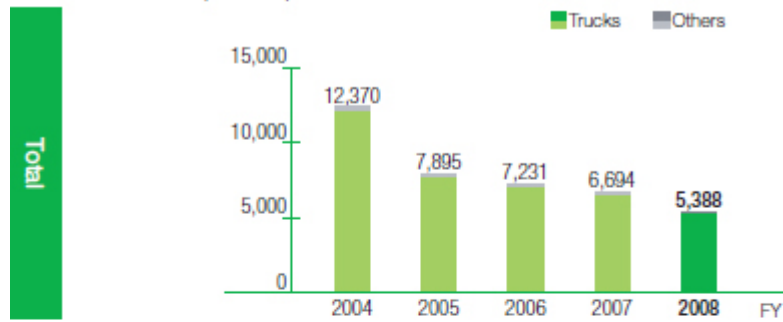


(10,000 tons-kilometers)



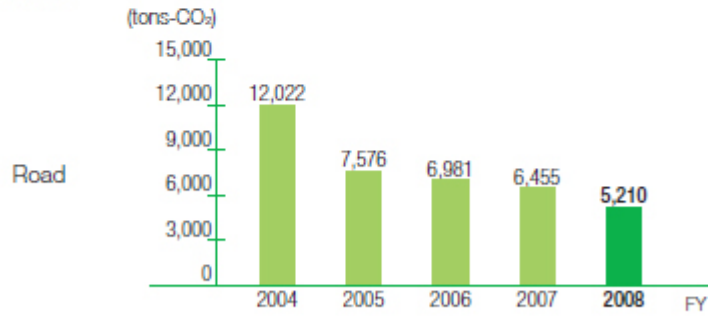
## Logistics-related CO<sub>2</sub> Emissions

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

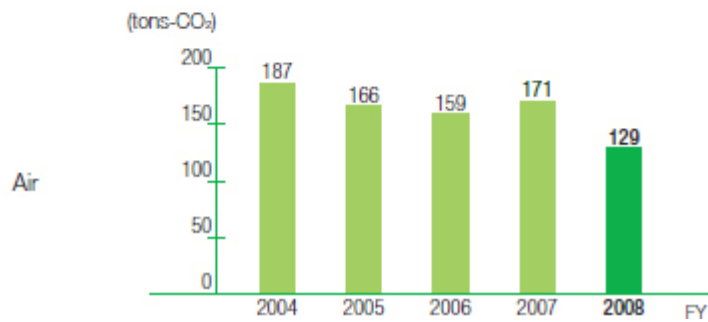
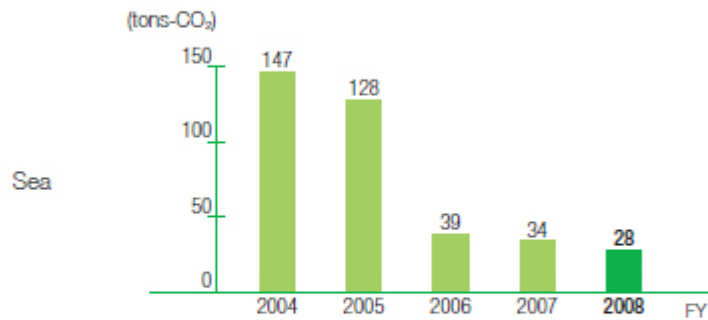
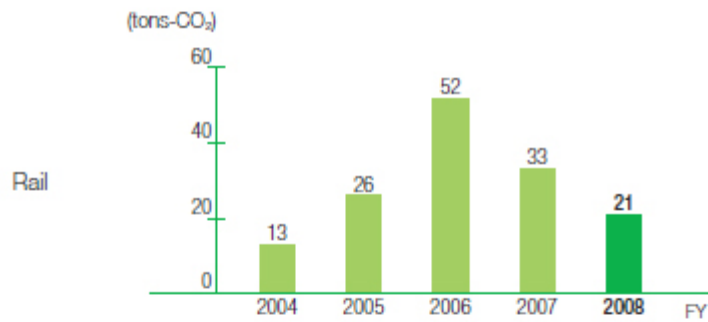


## Breakdown

Short- and medium-distance



Long-distance



# Environmental Data (3)

## Resort Facilities

**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons-CO<sub>2</sub>)



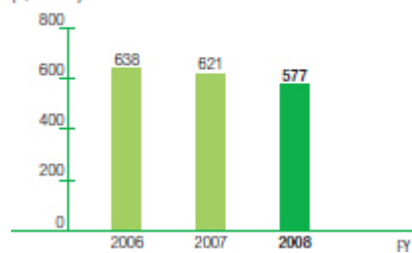
**NO<sub>x</sub> Emissions**  
(tons)



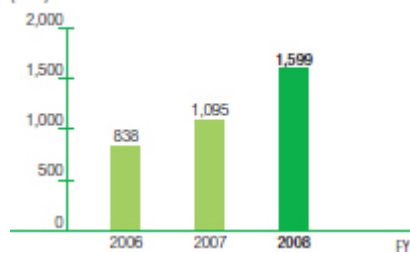
**SO<sub>x</sub> Emissions**  
(tons)



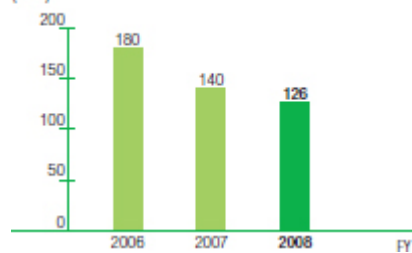
**Water Consumption**  
(1,000 m<sup>3</sup>)



**Waste Generated**  
(tons)

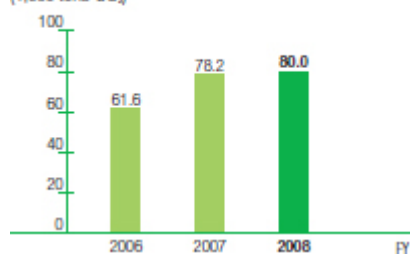


**Waste Disposed Of**  
(tons)

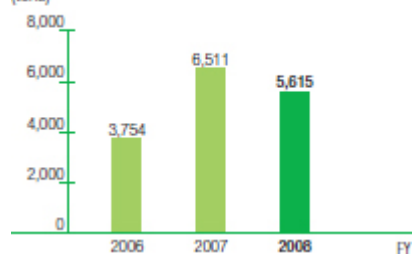


## Group Manufacturing Companies Located Overseas

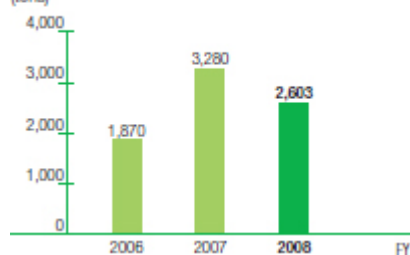
**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons-CO<sub>2</sub>)



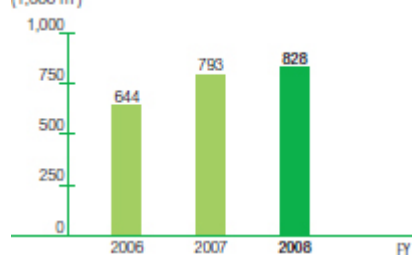
**Waste Generated**  
(tons)



**Waste Disposed Of**  
(tons)



**Water Consumption**  
(1,000 m<sup>3</sup>)



# Environmental Data by Site (1)

## Headquarters Area

(Including Yamaha Facility Management Corporation, Yamaha Media Works Corporation, Yamaha Travel Service Co. Ltd., Yamaha Ai Works Co., Ltd., Yamaha Labor Union and various other organizations)

### Business lines:

Manufacture of grand pianos, and the research, development, and sale of AV equipment, electronic equipment, and soundproof rooms

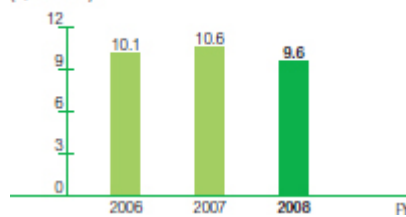
**Location:** Hamamatsu, Shizuoka

**Employees:** 3,300

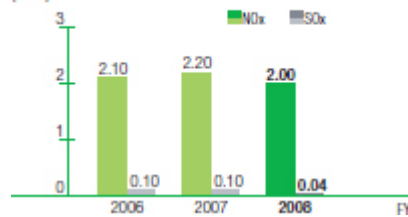
**Site area:** 225,600 m<sup>2</sup>

## <Summary of Environmental Data>

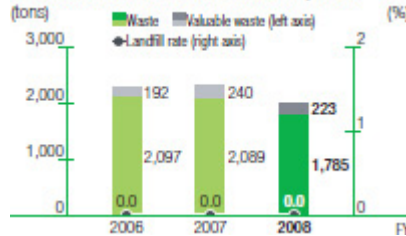
**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons)



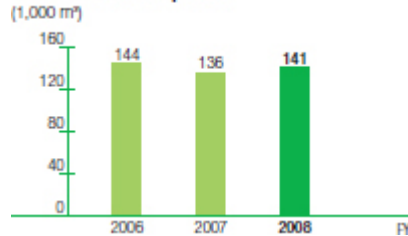
**NOx/SOx Emissions**  
(tons)



**Waste Generated / Landfill Rate**



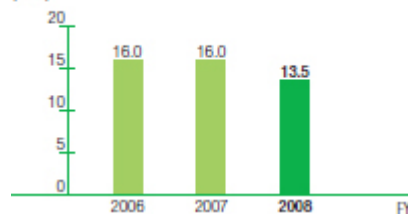
**Water Consumption**  
(1,000 m<sup>3</sup>)



**BOD (Biochemical Oxygen Demand)**  
(tons)



**PRTR-designated Substances Released**  
(tons)



**PRTR Results (FY2008)**

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			Into air	Into public water	Into soil	Disposal on facility premises	To sewerage system	Transferred	
177	Synera	16.4	4.2	0.0	0.0	0.0	0.0	0.0	16.2
227	Toluene	5.6	3.5	0.0	0.0	0.0	0.0	0.0	5.1
33	Xylene	3.9	3.2	0.0	0.0	0.0	0.0	0.0	3.1
265	Nickel compounds	2.8	0.0	0.0	0.0	0.0	0.0	0.0	1.8
251	Nickel	1.6	0.0	0.0	0.0	0.0	0.0	0.0	1.6
22	Chromium VI compounds	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.7
	Others	2.3	0.6	0.0	0.0	0.0	0.0	1.0	0.7
<b>Total</b>		<b>34.7</b>	<b>12.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>	<b>19.9</b>

>>Zoom

## Toyooka Factory



**Business lines:**

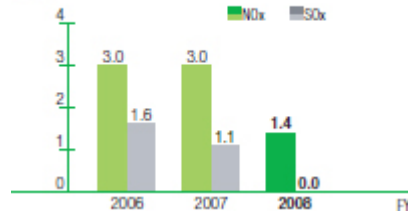
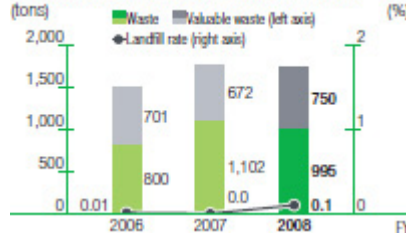
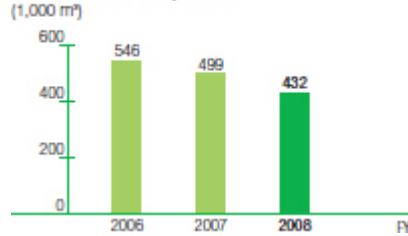
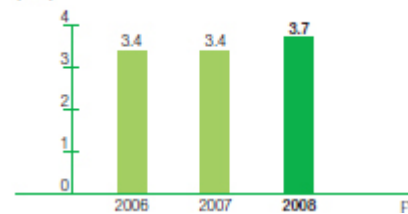
Manufacture of electronic musical instruments, wind, string, and percussion instruments; PA equipment, electronic parts, and others

**Location:** Iwata, Shizuoka

**Employees:** 1,942

**Site area:** 184,197 m<sup>2</sup>

## &lt;Summary of Environmental Data&gt;

**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons)**NO<sub>x</sub>/SO<sub>x</sub> Emissions**  
(tons)**Waste Generated / Landfill Rate****Water Consumption**  
(1,000 m<sup>3</sup>)**BOD (Biochemical Oxygen Demand)**  
(tons)**PRTR-designated Substances Released**  
(tons)**PRTR Results (FY2008)**

Order No.	Class / Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount handled		Others
			Into air	Into public water	Into soil	Disposal on facility premises	To sewerage system	Recycled (recovered)	
03	Xylene	2.2	1.6	0.0	0.0	0.0	0.0	0.4	0.0
04	Silver and its water-soluble compounds	1.6	0.0	0.0	0.0	0.0	0.0	0.0	1.6
40	Chlorobenzene	1.9	1.9	0.0	0.0	0.0	0.0	0.0	0.0
42	Dioxin	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
Total		19.7	3.6	0.1	0.0	0.0	0.0	1.4	5.6

&gt;&gt;Zoom

**Kakegawa Factory**

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

**Business lines:**

Manufacture of pianos, hybrid pianos, electric pianos, piano parts and frames, furniture, wood products

**Location:**

Kakegawa, Shizuoka (Kakegawa Factory); Iwata, Shizuoka (Iwata Factory)

**Employees:**

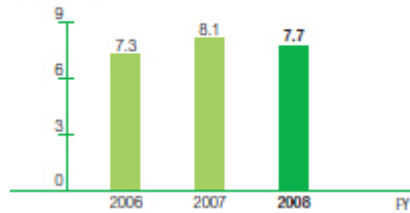
815 (Kakegawa Factory); 815; Iwata Factory: 61; Yamanashi Kogei: 77

**Site area:**

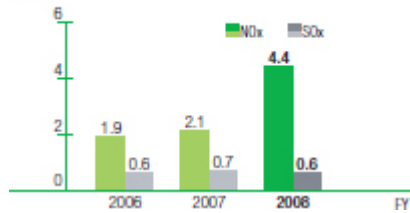
222,410 m<sup>2</sup> (Kakegawa Factory); 47,855 m<sup>2</sup> (Iwata Factory)

## &lt;Summary of Environmental Data (Kakegawa Factory)&gt;

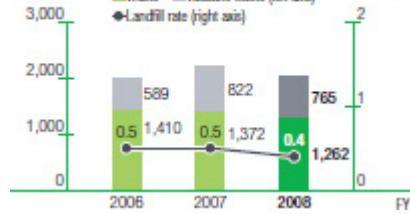
**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons)



**NO<sub>x</sub>/SO<sub>x</sub> Emissions**  
(tons)



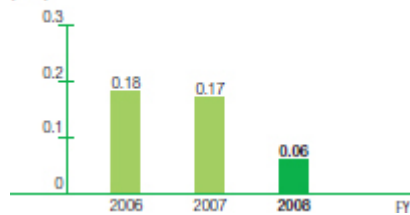
**Waste Generated / Landfill Rate**  
(tons) (left axis), (%) (right axis)



**Water Consumption**  
(1,000 m<sup>3</sup>)



**BOD (Biochemical Oxygen Demand)**  
(tons)



**PRTR-designated Substances Released**  
(tons)



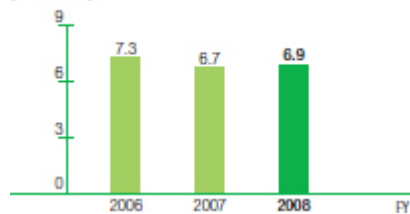
**PRTR Results (FY2008)**

Ordinance No.	Class / Designated Chemical Substances	Total amount handled	Amount released into the environment			Amount transferred		Others
			Into air	Into public water	Into soil	Stored on facility premises	To sewerage system	
177	Xylene	98.2	16.9	0.0	0.0	0.0	1.2	80.3
38	Isopropylalcohol A type (liquid resin)	8.8	0.0	0.0	0.0	0.0	0.0	8.8
227	Toluene	8.5	0.0	0.0	0.0	0.0	0.0	8.5
63	Xylene	1.7	0.0	0.0	0.0	0.0	0.0	1.7
226	Methyl ethyl ketone	1.6	0.0	0.0	0.0	0.0	0.0	1.6
	Other	1.9	0.0	0.0	0.0	0.0	0.0	1.9
<b>Total</b>		<b>100.5</b>	<b>17.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.2</b>	<b>81.5</b>

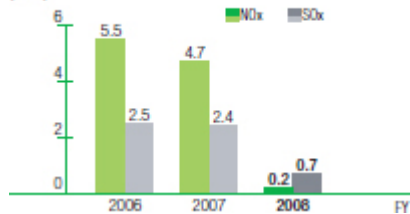
>>Zoom

<Summary of Environmental Data (Iwata Factory)>

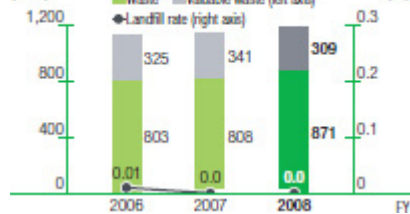
**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons)



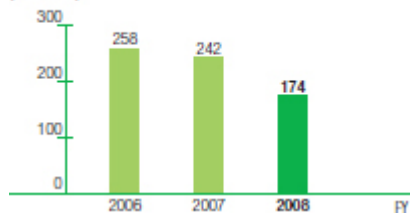
**NO<sub>x</sub>/SO<sub>x</sub> Emissions**  
(tons)



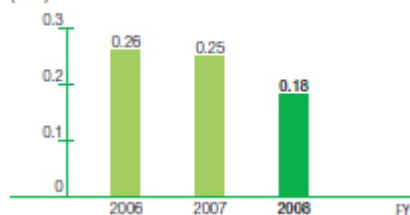
**Waste Generated / Landfill Rate**  
(tons) (left axis), (%) (right axis)



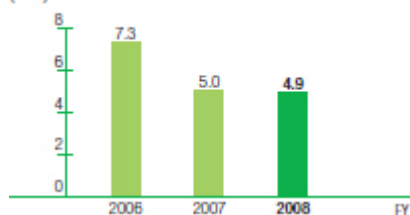
**Water Consumption**  
(1,000 m<sup>3</sup>)



**BOD (Biochemical Oxygen Demand)**  
(tons)



**PRTR-designated Substances Released**  
(tons)



PRTR Results (FY2007)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment			Amount transferred			Others (Consumption, products, etc.)
			Into air	Into public water	Into soil	Stacked on facility premises	To sewerage system	Waste transferred	
177	Styrene	2.9	1.1	0.0	0.0	0.0	0.0	0.0	2.2
207	Toluene	2.1	2.1	0.0	0.0	0.0	0.0	0.0	0.0
	Other	1.1	0.7	0.0	0.0	0.0	0.0	0.1	0.3
	Total	7.4	4.9	0.0	0.0	0.0	0.0	0.1	2.5

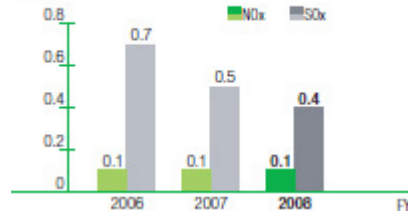
>>Zoom

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

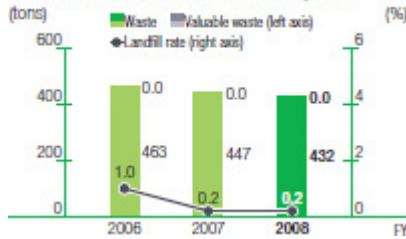
CO<sub>2</sub> Emissions (from energy consumption) (1,000 tons)



NOx/SOx Emissions (tons)



Waste Generated / Landfill Rate (tons)



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



BOD (Biochemical Oxygen Demand)

The company did not discharge any BODs into public watersheds.

PRTR-designated Substances Released (tons)



PRTR Results (FY2008)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment			Amount transferred			Others (Consumption, products, etc.)
			Into air	Into public water	Into soil	Stacked on facility premises	To sewerage system	Waste transferred	
177	Styrene	2.9	0.0	0.0	0.0	0.0	0.0	0.0	1.6
	Other	0.7	0.7	0.0	0.0	0.0	0.0	0.0	0.0
	Total	3.4	0.7	0.0	0.0	0.0	0.0	0.0	1.6

>>Zoom

Saitama Factory

**Business lines:** Manufacture of wind instruments

**Location:** Fujimi, Saitama

**Employees:** 269

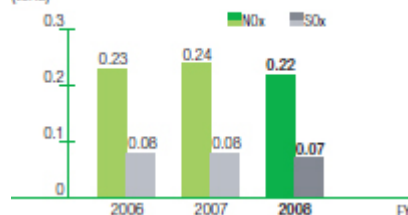
**Site area:** 18,602 m<sup>2</sup>

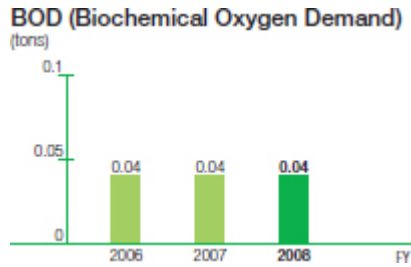
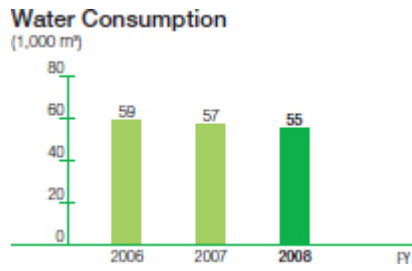
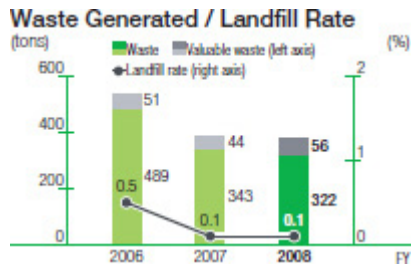
<Summary of Environmental Data>

CO<sub>2</sub> Emissions (from energy consumption) (1,000 tons)



NOx/SOx Emissions (tons)





#### PRTR Results (FY2008)

The Saitama Factory did not emit any PRTR-designated substances.

#### Saitama Prefecture Life Environment Preservation Ordinance (notification required for volumes of designated chemical substances over 0.5 tons)

No.	Substance	Volume	Reference
61	Sulfuric acid (including sulfuric acid trioxide)	22.7	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
7	Hydrogen chloride (including hydrochloric acid)	0.2	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
25	Nitric acid	1.3	Designated substance in Table 31 of the Life Environment Preservation Ordinance enforcement regulations
Total		26.7	

>>Zoom

**PRTR Results (FY2008)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc
			Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	
177	Styrene	19.4	4.2	0.0	0.0	0.0	0.0	0.0	15.2
227	Toluene	5.6	5.5	0.0	0.0	0.0	0.0	0.0	0.1
63	Xylene	3.2	3.2	0.0	0.0	0.0	0.0	0.0	0.1
232	Nickel compounds	2.0	0.0	0.0	0.0	0.0	0.0	0.3	1.6
231	Nickel	1.5	0.0	0.0	0.0	0.0	0.0	0.0	1.5
69	Chromium (VI) compounds	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.7
	Others	2.3	0.6	0.0	0.0	0.0	0.0	1.0	0.7
	<b>Total</b>	<b>34.7</b>	<b>13.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.3</b>	<b>19.9</b>

**PRTR Results (FY2008)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc
			Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	
63	Xylene	2.2	1.6	0.0	0.0	0.0	0.0	0.4	0.3
64	Silver and its water-soluble compounds	1.9	0.0	0.0	0.0	0.0	0.0	0.0	1.9
40	Ethylbenzene	1.3	1.3	0.0	0.0	0.0	0.0	0.0	0.0
	Others	5.2	0.0	0.0	0.0	0.0	0.0	0.0	0.7
	<b>Total</b>	<b>10.7</b>	<b>3.6</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.4</b>	<b>5.6</b>

**PRTR Results (FY2008)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc
			Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	
177	Styrene	98.3	16.9	0.0	0.0	0.0	0.0	1.2	80.2
30	Bisphenol A type Epoxy resin (liquid)	8.8	0.0	0.0	0.0	0.0	0.0	0.0	8.8
227	Toluene	8.5	8.5	0.0	0.0	0.0	0.0	0.0	0.0
63	Xylene	1.7	1.7	0.0	0.0	0.0	0.0	0.0	0.0
270	Di-n-butyl phthalate	1.3	0.0	0.0	0.0	0.0	0.0	0.9	0.4
	Other	1.9	0.6	0.0	0.0	0.0	0.0	0.0	1.2
<b>Total</b>		<b>120.5</b>	<b>27.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.1</b>	<b>90.7</b>

**PRTR Results (FY2007)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc.
			Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	
177	Styrene	3.3	1.1	0.0	0.0	0.0	0.0	0.0	2.2
227	Toluene	3.1	3.1	0.0	0.0	0.0	0.0	0.0	0.0
	Other	1.1	0.7	0.0	0.0	0.0	0.0	0.1	0.3
<b>Total</b>		<b>7.4</b>	<b>4.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>	<b>2.5</b>





## PRTR Results (FY2008)

The Saitama Factory did not emit any PRTR-designated substances.

### Saitama Prefecture Life Environment Preservation Ordinance (notification required for volumes of designated chemical substances over 0.5 tons)

(tons)

No.	Substance	Volume	Reference
61	Sulfuric acid (including sulfuric acid trioxide)	22.2	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
7	Hydrogen chloride (including hydrochloric acid)	3.2	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
25	Nitric acid	1.3	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
Total		26.7	

## Environmental Data by Site (2)

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

#### Business lines:

Manufacture of automobile interior components, mechatronic machines, manufacture of factory automation (FA) equipment, metallic molds, and magnesium and plastic components, development of golf products, and production technologies for the Yamaha Group as a whole

**Location:** Hamamatsu, Shizuoka

**Employees:** 1,843

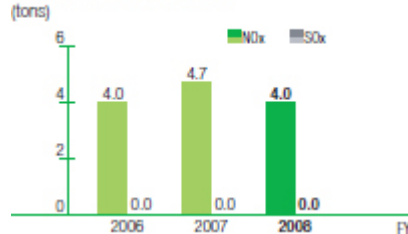
**Site area:** 182,829 m<sup>2</sup>

#### <Summary of Environmental Data>

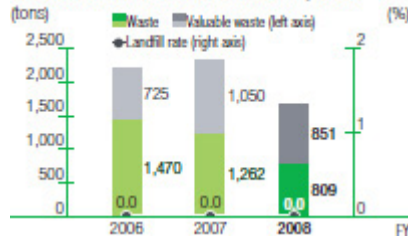
##### CO<sub>2</sub> Emissions (from energy consumption)



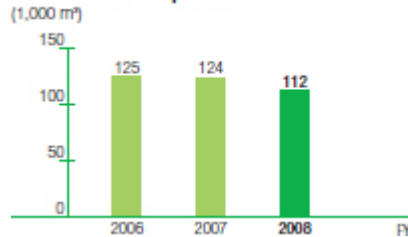
##### NOx/SOx Emissions



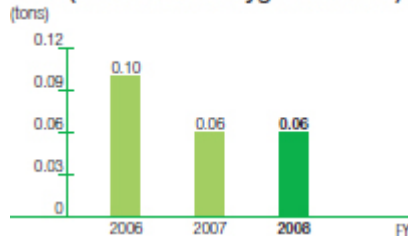
##### Waste Generated / Landfill Rate



##### Water Consumption



##### BOD (Biochemical Oxygen Demand)



##### PRTR-designated Substances Released



##### PRTR Results (FY2008)

Ordinance No.	Class / Designated Chemical Substances	Total amount handled	Amount released into the environment			Amount transferred			Others
			Initial	Final	Released on facility premises	To sewerage system	Waste transferred		
177	Styrene	126.0	63.4	0.0	0.0	0.0	0.0	0.0	126.7
64	Styrene	11.9	7.4	0.0	0.0	0.0	0.0	0.0	2.4
229	Styrene	10.2	6.1	0.0	0.0	0.0	0.0	0.0	1.0
46	Hexachlorane	3.8	3.8	0.0	0.0	0.0	0.0	0.0	3.2
Total		170.2	90.7	0.0	0.0	0.0	0.0	0.0	136.4

>> Zoom

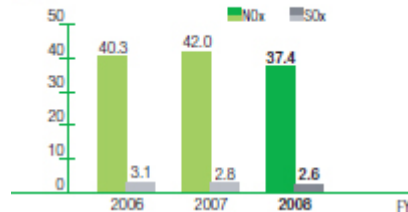
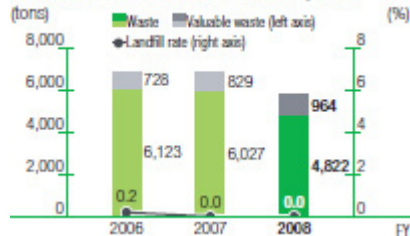
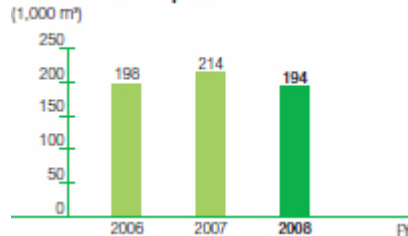
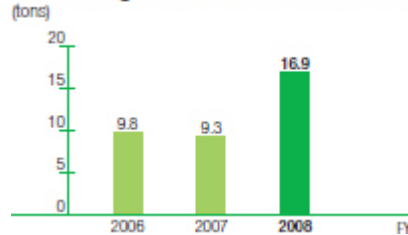
### Yamaha Livingtec Corporation (including Yamaha Living Products Corporation)

**Business lines:**

Development, manufacture, and sales of lifestyle-related products

**Location:** Hamamatsu, Shizuoka**Employees:** 1,058**Site area:** 111,200 m<sup>2</sup>

## &lt;Summary of Environmental Data&gt;

**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons)**NOx/SOx Emissions**  
(tons)**Waste Generated / Landfill Rate****Water Consumption**  
(1,000 m<sup>3</sup>)**BOD (Biochemical Oxygen Demand)**  
(tons)**PRTR-designated Substances Released**  
(tons)**PRTR Results (FY2008)**

Ordinance No.	Class / Designated Chemical Substances	Total amount transferred	Amount released into the environment			Amount transferred			Others
			Into air	Into public water	Into soil	Stacked on facility premises	To sewage system	Waste transferred	
177	Styrene	354.1	1.5	0.0	0.0	0.0	0.0	2.4	360.0
180	Methyl methacrylate	145.4	0.1	0.0	0.0	0.0	0.0	0.0	145.3
145	Dichloromethane	12.4	0.0	0.0	0.0	0.0	0.0	0.0	12.4
50	Xylene	2.8	2.8	0.0	0.0	0.0	0.0	0.0	2.8
	Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	<b>Total</b>	<b>534.7</b>	<b>4.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.4</b>	<b>530.3</b>

&gt;&gt; Zoom

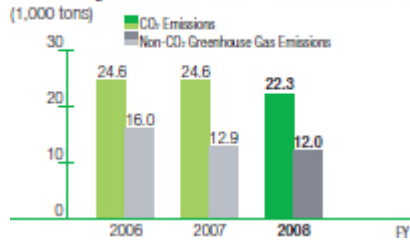
**Yamaha Kagoshima Semiconductor Inc.****Business lines:**

Manufacturing of LSI's for specific semiconductor applications

**Location:** Aira-gun, Kagoshima**Employees:** 494**Site area:** 56,000 m<sup>2</sup>

## &lt;Summary of Environmental Data&gt;

**CO<sub>2</sub> Emissions (from energy consumption)  
Non-CO<sub>2</sub> Greenhouse Gas Emissions\***



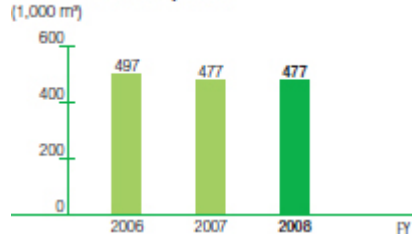
**NO<sub>x</sub>/SO<sub>x</sub> Emissions**



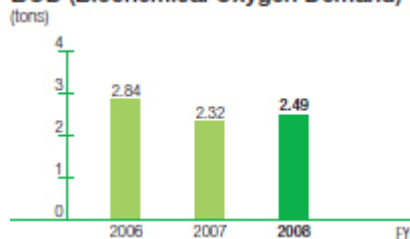
**Waste Generated / Landfill Rate**



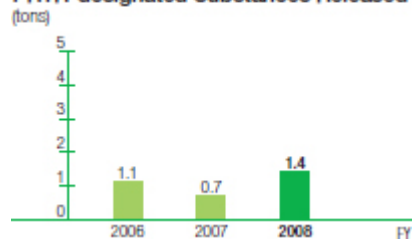
**Water Consumption**



**BOD (Biochemical Oxygen Demand)**



**PRTR-designated Substances Released**



**PRTR Results (FY2008)**

Ordinance No.	Class / Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount handled		Others
			Into air	Into public water	Into soil	Discharged on facility premises	To sewerage system	Waste transferred	
362	Hydrogen fluoride and its water-soluble salts	124	0.0	1.1	0.0	0.0	0.0	0.0	12.5
177	N,N-dimethylformamide	185	0.0	0.0	0.0	0.0	0.0	0.0	8.9
	<b>Total</b>	<b>309</b>	<b>0.0</b>	<b>1.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>21.4</b>

>> Zoom

**D.S. Corporation**

**Business lines:**

Design, development, and manufacture of PCBs, manufacture of telecommunications devices

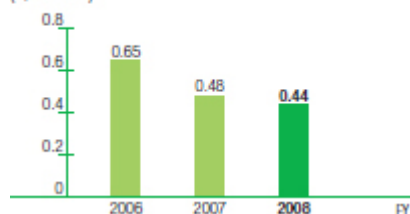
**Location:** Fukuroi, Shizuoka

**Employees:** 155

**Site area:** 8,900 m<sup>2</sup>

<Summary of Environmental Data>

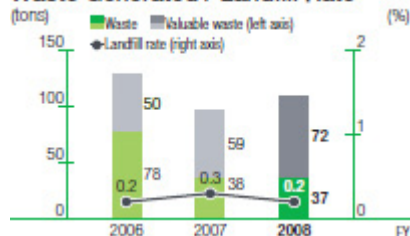
**CO<sub>2</sub> Emissions (from energy consumption)**



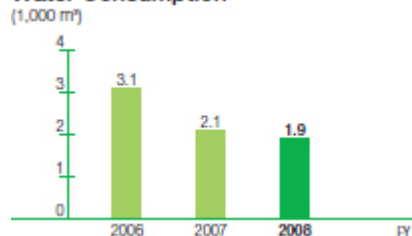
**NO<sub>x</sub>/SO<sub>x</sub> Emissions**

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

**Waste Generated / Landfill Rate**



**Water Consumption**



### BOD (Biochemical Oxygen Demand)



## Yamaha Music Winds Corporation

### Business lines:

Barrel polishing, parts processing and assembly of wind instruments and other metal parts

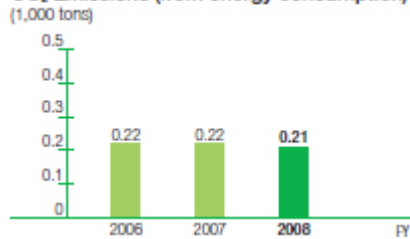
**Location:** Iwata, Shizuoka

**Employees:** 110

**Site area:** 4,742 m<sup>2</sup>

### <Summary of Environmental Data>

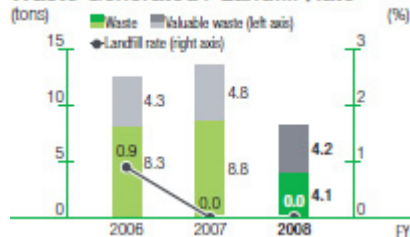
#### CO<sub>2</sub> Emissions (from energy consumption)



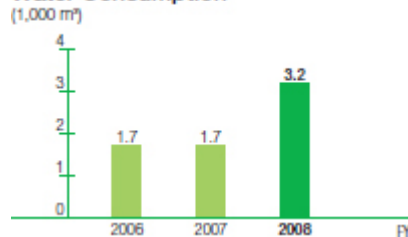
#### NO<sub>x</sub>/SO<sub>x</sub> Emissions

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

#### Waste Generated / Landfill Rate



#### Water Consumption



### BOD (Biochemical Oxygen Demand)

The company did not discharge any BODs into public watersheds.

### PRTR Results (FY2008)

The company did not emit any PRTR-designated substances.

## Yamaha Music Craft Corporation

### Business lines:

Manufacturing of SILEN™ violins, Taishogoto (Japanese harp), educational musical instruments

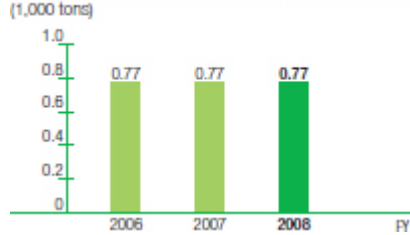
**Location:** Hamamatsu, Shizuoka

**Employees:** 124

**Site area:** 14,474 m<sup>2</sup>

<Summary of Environmental Data>

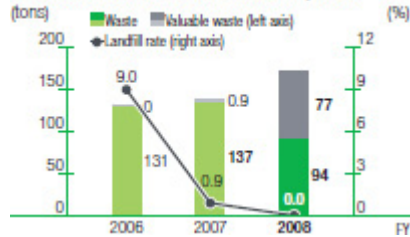
CO<sub>2</sub> Emissions (from energy consumption)



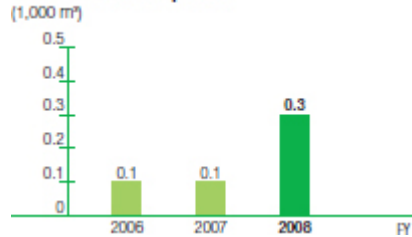
NOx/SOx Emissions



Waste Generated / Landfill Rate



Water Consumption



BOD (Biochemical Oxygen Demand)

The company did not discharge any BODs into public watersheds.

PRTR-designated Substances Released



PRTR Results (FY2008)

The company did not emit any PRTR-designated substances.

Sakuraba Mokuzai Co., Ltd.

Business lines:

Lumber manufacturing for pianos, processing of wooden parts, and manufacturing and sales of other woodwork

Location: Kitaakita, Akita

Employees: 62

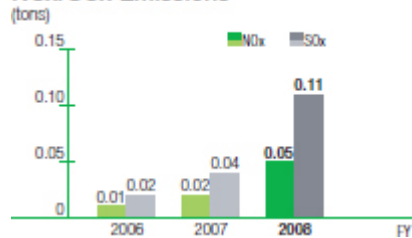
Site area: 52,854 m<sup>2</sup>

<Summary of Environmental Data>

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



NOx/SOx Emissions



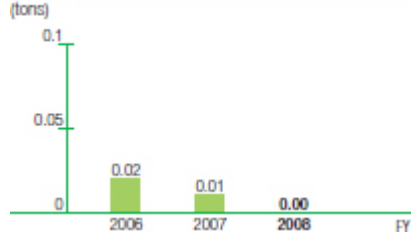
### Waste Generated / Landfill Rate



### Water Consumption



### BOD (Biochemical Oxygen Demand)



### PRTR Results (FY2008)

The company did not emit any PRTR-designated substances.



**PRTR Results (FY2008)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc
			Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	
177	Styrene	139.0	10.4	0.0	0.0	0.0	0.0	0.0	128.7
63	Xylene	11.3	7.4	0.0	0.0	0.0	0.0	0.5	3.4
227	Toluene	10.2	9.1	0.0	0.0	0.0	0.0	0.1	1.0
40	Ethylbenzene	9.6	5.8	0.0	0.0	0.0	0.0	0.5	3.4
	Total	170.2	32.7	0.0	0.0	0.0	0.0	1.1	136.4

**PRTR Results (FY2008)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc
			Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	
177	Styrene	364.1	1.5	0.0	0.0	0.0	0.0	2.4	360.2
320	Methyl methacrylate	140.4	0.1	0.0	0.0	0.0	0.0	0.5	139.8
145	Dichloromethane	12.4	12.4	0.0	0.0	0.0	0.0	0.0	0.0
63	Xylene	2.8	2.8	0.0	0.0	0.0	0.0	0.0	0.0
	Other	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.9
<b>Total</b>		<b>520.6</b>	<b>16.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.9</b>	<b>500.8</b>

**PRTR Results (FY2008)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc.
			Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	
283	Hydrogen fluoride and its water-soluble salts	13.9	0.3	1.1	0.0	0.0	0.0	0.0	12.5
172	N.N. dimethylformamid	13.5	0.0	0.0	0.0	0.0	0.0	4.6	8.9
<b>Total</b>		<b>27.4</b>	<b>0.3</b>	<b>1.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>4.6</b>	<b>21.3</b>

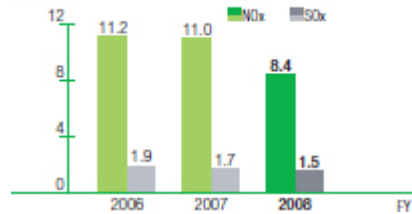
# Environmental Data by Site (3)

## Tsumagoi Co., Ltd.

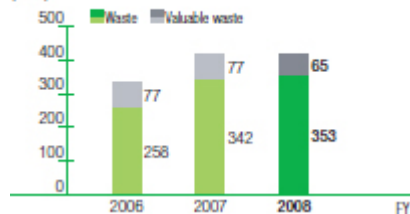
**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons-CO<sub>2</sub>)



**NOx/SOx Emissions**  
(tons)



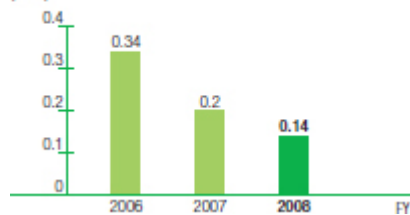
**Waste Generated / Landfill Rate**  
(tons)



**Water Consumption**  
(1,000 m<sup>3</sup>)



**BOD (Biochemical Oxygen Demand)**  
(tons)

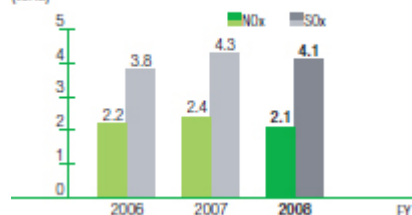


## Katsuragi Co., Ltd.

**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons-CO<sub>2</sub>)



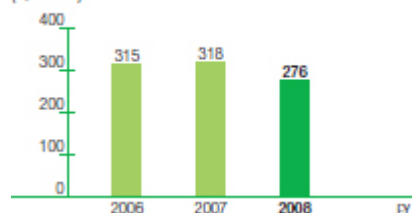
**NOx/SOx Emissions**  
(tons)



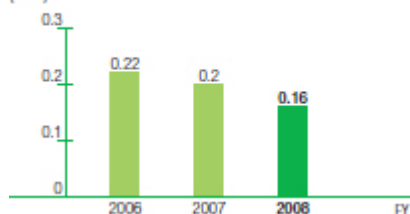
**Waste Generated / Landfill Rate**  
(tons)



**Water Consumption**  
(1,000 m<sup>3</sup>)



**BOD (Biochemical Oxygen Demand)**  
(tons)



## Environmental Data by Site (4)

### Main Sales Offices

Office Name	Unit	Tokyo Office	Osaka Office	Nagoya Office
Location		Minato-ku, Tokyo, Japan	Osaka, Japan	Nagoya, Aichi, Japan
Business		Sales of musical instruments, semiconductors, golf products, educational systems, media, promotion of music, insurance, etc.	Sales of musical instruments, semiconductors, golf products, AV equipment, soundproofing, insurance, leasing, etc.	Sales of musical instruments, educational systems, AV equipment, soundproofing, promotion of music, etc.
Employees	People	721	184	120
Site Area	m <sup>2</sup>	6,054	2,195	600
CO <sub>2</sub> Emissions	10,000 tons-CCO <sub>2</sub> /year	0.05	0.01	0.01
Waste Generated	Tons/year	80	12	6
Water Consumption	10,000 m <sup>3</sup> /year	0.8	-	0.3

### Group Manufacturing Companies Located Overseas

Office Name	Unit	Kemble & Company Ltd.	Taiwan Yamaha Musical Inst. Mfg. Co., Ltd.	Tangjin Yamaha Electronic Musical Instruments, Inc.
Location		Milton Keynes, U.K.	Taipei, Taiwan	Tangjin, China
Business		Manufacture and sale of pianos	Manufacture of pianos and piano parts	Manufacture of electronic musical instruments
Employees	People	95	100	1,460
Site Area	m <sup>2</sup>	14,350	87,567	30,729
CO <sub>2</sub> Emissions	10,000 tons-CCO <sub>2</sub> /year	0.1	0.2	1.4
Waste Generated	Tons/year	367	473	149
Water Consumption	10,000 m <sup>3</sup> /year	0.1	0.2	11.8

Office Name	Unit	Xiaohan Yamaha Musical Instruments Co., Ltd.	Yamaha Electronics (Suzhou) Co., Ltd.	Hangzhou Yamaha Musical Instruments Co., Ltd.
Location		Hangzhou, China	Suzhou, China	Hangzhou, China
Business		Manufacture of piano parts, manufacture of wind instruments	Manufacture of AV equipment and parts	Manufacture of pianos, piano parts, and guitars
Employees	People	580	1,000	1,054
Site Area	m <sup>2</sup>	43,000	120,000	150,000
CO <sub>2</sub> Emissions	10,000 tons-CCO <sub>2</sub> /year	0.7	0.3	1.4
Waste Generated	Tons/year	300	82	967
Water Consumption	10,000 m <sup>3</sup> /year	7.4	2.3	19.2

Office Name	Unit	PT. Yamaha Musical Products Indonesia	PT. Yamaha Music Manufacturing Indonesia	PT. Yamaha Music Manufacturing Asia
Location		East Java, Indonesia	Jakarta, Indonesia	West Java, Indonesia
Business		Manufacture and assembly of wind instruments, pianos <sup>1)</sup> , recorders, etc.	Manufacture of guitars, drums, etc.	Manufacture of electronic musical instruments and PA equipment
Employees	People	1,095	1,800	3,560
Site Area	m <sup>2</sup>	58,520	22,500	120,000
CO <sub>2</sub> Emissions	10,000 tons-CCO <sub>2</sub> /year	0.5	0.5	1.8
Waste Generated	Tons/year	231	1,977	318
Water Consumption	10,000 m <sup>3</sup> /year	12.4	8.0	7.8

Office Name	Unit	PT. Yamaha Indonesia	PT. Yamaha Electronics Manufacturing Indonesia	Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.
Location		Jakarta, Indonesia	East Java, Indonesia	Cheroh, Malaysia
Business		Manufacture of pianos	Manufacture of AV equipment (speakers)	Manufacture of AV products, manufacture and sale of AV service parts
Employees	People	910	400	880
Site Area	m <sup>2</sup>	19,542	50,000	106,610
CO <sub>2</sub> Emissions	10,000 tons-CCO <sub>2</sub> /year	0.4	0.3	0.4
Waste Generated	Tons/year	703	9.0	3.0
Water Consumption	10,000 m <sup>3</sup> /year	3.1	2.6	5.3

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## Main Sales Offices of Yamaha Corporation

Office Name	Unit	Tokyo Office	Osaka Office	Nagoya Office
Location		Minato-ku, Tokyo, Japan	Osaka, Japan	Nagoya, Aichi, Japan
Business		Sales of musical instruments, semiconductors, golf products, educational systems, media, promotion of music, insurance, etc.	Sales of musical instruments, semiconductors, golf products, educational systems, AV equipment, soundproofing, insurance, leasing, etc.	Sales of musical instruments, educational systems, AV equipment, soundproofing, promotion of music, etc.
Employees	People	721	184	120
Site Area	m <sup>2</sup>	6,664	2,195	600
CO <sub>2</sub> Emissions	10,000 tons/year	0.05	0.01	0.01
Waste Generated	Tons/year	60	12	6
Water Consumption	10,000 m <sup>3</sup> /year	0.8	-	0.3

## Group Manufacturing Companies Located Overseas

Office Name	Unit	Kemble & Company Ltd.	Taiwan Yamaha Musical Inst. Mfg. Co., Ltd.	Tianjin Yamaha Electronic Musical Instruments, Inc.
Location		Milton Keynes, U.K.	Taoyuan, Taiwan	Tianjin, China
Business		Manufacture and sale of pianos	Manufacture of pianos and piano parts	Manufacture of electronic musical instruments
Employees	People	95	100	1,460
Site Area	m <sup>2</sup>	14,350	87,567	30,729
CO <sub>2</sub> Emissions	10,000 tons-CO <sub>2</sub> /year	0.1	0.2	1.4
Waste Generated	Tons/year	367	473	149
Water Consumption	10,000 m <sup>3</sup> /year	0.1	0.2	11.8

Office Name	Unit	Xiaoshan Yamaha Musical Instruments Co., Ltd.	Yamaha Electronics (Suzhou) Co., Ltd.	Hangzhou Yamaha Musical Instruments Co., Ltd.
Location		Hangzhou, China	Suzhou, China	Hangzhou, China
Business		Manufacture of piano parts, manufacture of wind instruments	Manufacture of AV equipment and parts	Manufacture of pianos, piano parts, and guitars
Employees	People	980	1,000	1,664
Site Area	m <sup>2</sup>	43,000	120,000	150,000
CO <sub>2</sub> Emissions	10,000 tons-CO <sub>2</sub> /year	0.7	0.3	1.4
Waste Generated	Tons/year	320	82	987
Water Consumption	10,000 m <sup>3</sup> /year	7.4	2.3	19.2

Office Name	Unit	PT. Yamaha Musical Products Indonesia	PT. Yamaha Music Manufacturing Indonesia	PT. Yamaha Music Manufacturing Asia
Location		East Java, Indonesia	Jakarta, Indonesia	West Java, Indonesia
Business		Manufacture and assembly of wind instruments, pianicas™, recorders, etc.	Manufacture of guitars, drums, etc.	Manufacture of electronic musical instruments and PA equipment
Employees	People	1,085	1,800	3,560
Site Area	m <sup>2</sup>	58,500	22,500	120,000
CO <sub>2</sub> Emissions	10,000 tons-CO <sub>2</sub> /year	0.6	0.5	1.8
Waste Generated	Tons/year	231	1,977	318
Water Consumption	10,000 m <sup>3</sup> /year	12.4	8.0	7.8

Office Name	Unit	PT. Yamaha Indonesia	PT. Yamaha Electronics Manufacturing Indonesia	Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.
Location		Jakarta, Indonesia	East Java, Indonesia	Chemor, Malaysia
Business		Manufacture of pianos	Manufacture of AV equipment (speakers)	Manufacture of AV products, manufacture and sale of AV service parts
Employees	People	910	460	880
Site Area	m <sup>2</sup>	19,542	50,000	106,610
CO <sub>2</sub> Emissions	10,000 tons-CO <sub>2</sub> /year	0.4	0.3	0.4
Waste Generated	Tons/year	703	9.0	3.0
Water Consumption	10,000 m <sup>3</sup> /year	3.1	2.6	5.3

## ISO 14001-Certified Sites

### Yamaha Corporation Factories in Japan

Site	Acquisition Date
Kakegawa Factory (including Iwata Factory and Yamanashi Kogei Co., Ltd.)	Nov. 1998
Saitama Factory	Sep. 1999
Toyooka Factory	Jun. 2000
Headquarters area*	Feb. 2001

\* Headquarters area: The factory at the Headquarters complex, Shirzu Factory, YP Engineering Corporation, Yamaha Facility Management Corporation, Yamaha Piano Service Co., Ltd., Yamaha Music Lease Corporation, Yamaha Credit Corporation, the Headquarters Sales Office of Yamaha Travel Service Co., Ltd., Yamaha Media Works Corporation, Yamaha AI Works Co., Ltd., Yamaha Office Link Co., Ltd., Yamaha Business Support Corporation, Yamaha Pension Fund, and Yamaha Labor Union.

### Group Manufacturing Companies in Japan

Site	Acquisition Date
Yamaha Kagoshima Semiconductor Inc.	Nov. 1997
Yamaha Music Craft Corporation	Jul. 2000
D.S. Corporation	Feb. 2001
Yamaha Fine Technologies Co., Ltd.*	Mar. 2001
Yamaha Livingtec Corporation (including Yamaha Living Products Corporation)	Dec. 2001
Yamaha Music Winds Corporation	Feb. 2002
Sakuraba Mokuzai Co., Ltd.	Sep. 2002

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

### Resort Facilities

Site	Acquisition Date
Katsuragi Co., Ltd.	Nov. 2001
Tsumagoi Co., Ltd.	Jan. 2003

### Group Manufacturing Companies Located Overseas

Site	Acquisition Date
Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.	Dec. 1998
Tianjin Yamaha Electronic Musical Instruments, Inc.	Dec. 1999
PT. Yamaha Musical Products Indonesia	Jan. 2001
PT. Yamaha Music Manufacturing Indonesia	Dec. 2001
PT. Yamaha Indonesia	May 2002
Taiwan Yamaha Musical Inst. Mfg. Co., Ltd.	Jun. 2002
PT. Yamaha Music Manufacturing Asia	Jul. 2002
Kemble & Company Ltd.	Dec. 2002
PT. Yamaha Electronics Manufacturing Indonesia	Jan. 2003
Xiaoshan Yamaha Musical Instruments Co., Ltd.	Apr. 2003
Yamaha Electronics (Suzhou) Co., Ltd.	Mar. 2004

### Main Sales Offices of Yamaha Corporation

Site	Acquisition Date
Tokyo office	Oct. 2005
Osaka office	Oct. 2006
Nagoya office	Oct. 2006

# History of Environmental Initiatives

FY1974	■ Environment Management Division established
FY1975	■ Company-wide rationalization of energy consumption begins ■ Local clean-up activities start
FY1981	■ Wood-waste fueled electric power generation at Tennyu Factory begins
FY1983	■ Hamanako Lake Clean Brigade begins
FY1990	■ Use of tetrachloroethylene and trichloroethylene eliminated
FY1993	■ Use of specified CFCs and trichloroethane eliminated ■ The Silent Piano®, an instrument designed specifically for the residential environment, released. This was the first of a series of Silent® instruments to be developed and released ■ Yamaha's Policy on the Environment® and "The Six Principles of Yamaha's Corporate Environmental Activity" enacted ■ Environmental Committee and five other related specialist groups established
FY1995	■ Recycling and reuse of sand from casting waste starts
FY1996	■ Intention to acquire ISO 14001 certification announced
FY1997	■ Yamaha Kagoshima Semiconductor Inc. acquires ISO 14001 certification, the first organization in the Group to do so
FY1998	■ The Yamaha Corporation announces contamination of soil and groundwater by chlorinated organic solvents at the Headquarters factory, Toyooka Factory, and Yamaha Motor Corporation, and begins cleanup operations ■ Kagoshima Factory acquires ISO 14001 certification ■ Yamaha Electronics Manufacturing Malaysia (YEM) becomes the first of the Group's manufacturing companies located overseas to receive ISO 14001 certification
FY1999	■ New business supporting the acquisition of ISO 14001 certification begins
FY2000	■ First Environmental Report published ■ Environmental accounting introduced ■ Purification of soil in the factory at Yamaha Headquarters, Yamaha Toyooka Factory, and Yamaha Motor Corporation completed. Purification of groundwater continues ■ All factories of Yamaha Corporation achieve ISO 14001 certification
FY2001	■ Wood-waste fueled electric power generation at Tennyu Factory halted
FY2002	■ Green Procurement Standards and Standards for Chemical Content in Products issued ■ VOC filtering equipment installed at Tennyu Factory ■ Group companies (manufacturing companies) in Japan and overseas acquire ISO 14001 certification
FY2003	■ Yamaha Kagoshima Semiconductor Inc. achieves Yamaha's "Zero Emissions" standard with regard to waste output ■ The first annual "Smart Life Guide" home environmental ledger issued ■ Wastewater treatment system at Yamaha Kagoshima Semiconductor Inc. upgraded ■ All Group resort facilities acquire ISO 14001 certification ■ Toyooka Factory is the first Yamaha Corporation factory to achieve Zero Emissions ■ Second set of VOC filtering equipment installed at Tennyu Factory ■ Exhaust/effluent filtering device at Yamaha Kagoshima Semiconductor Inc. upgraded ■ Fuel for boiler at factory at Yamaha headquarters switched from heavy oil to natural gas ■ Photovoltaic power generating system installed in the factory at Yamaha Headquarters ■ Use of HFCs eliminated from all manufacturing processes in the Yamaha Group
FY2005	■ All Yamaha Corporation factories achieve zero emissions ■ Exhaust/effluent filtering device at Yamaha Kagoshima Semiconductor Inc. installed ■ The Tokyo office becomes the first Yamaha Group sales office to acquire ISO 14001 certification ■ Yamaha Corporation and Yamaha Motor Co., Ltd. begin collaboration on the "Yamaha Forest" project in Indonesia ■ Yamaha Livingtec Corporation installs a cogeneration system
FY2006	■ Logistics Energy Conservation Working Group established ■ Wastewater treatment system at Saitama Factory upgraded ■ All major sales offices complete ISO 14001 certification ■ The entire Yamaha Group completes compliance with the RoHS directive ■ Transition to lead-free production of wind instruments completed ■ Cogeneration system installed at the Tennyu Factory ■ VOC Emission Reduction Working Group established ■ Completion of ISO 14001 certification for support businesses
FY2007	■ Yamaha Timber Procurement and Usage Guidelines enacted ■ Green Power Certification introduced at Yamaha Resort Taumegaki ■ Yamaha joins the STOP Global Warming Campaign in Shizuoka ■ Provision of support for Enshu-nada's coastal forests begun with the establishment of a support system for participating in a scheme run by Shizuoka Prefecture in aid of its forest ■ Yamaha joins Mulcwood Campaign (Gawapawac) ■ All factories of the Yamaha Group in Japan achieve Zero Emissions of waste ■ Fuel for boiler at Toyooka Factory switched from heavy oil to natural gas ■ "Project Phone" teleconferencing system developed ■ On-site disposal system for used Electronic® keyboards begins operation ■ Acoustic guitar developed using the A.R.E. (Acoustic Resonance Enhancement) low-environmental impact wood reforming technology
FY2008	■ Yamaha materials and components procurement policy enacted ■ Yamaha Livingtec Corporation begins developing and selling wood chips made from waste wood ■ The SN Business Division marks Yamaha Corporation's first exhibition at EcoProducts 2008 ■ Yamaha exhibits at "Shizuoka Environment and Forest Fair" for the first time ■ Natural gas cogeneration system installed at the Kagoshima Factory ■ Purification of groundwater contamination by chlorinated organic solvents at the Toyooka Factory completed ■ Kagoshima Factory receives an honorable mention in the fiscal 2008 PSTT Awards competition
FY2009	■ The Yamaha Ladies Open Kabung golf tournament introduces Green Power certification

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FY2003	<ul style="list-style-type: none"> <li>Yamaha Kagoshima Semiconductor Inc. achieves Yamaha's "Zero Emissions" standard with regard to waste output</li> <li>The first annual "Smart Life Guide" home environmental ledger issued</li> <li>Wastewater treatment system at Yamaha Kagoshima Semiconductor Inc. upgraded</li> <li>All Group resort facilities acquire ISO 14001 certification</li> <li>Toyooka Factory is the first Yamaha Corporation factory to achieve Zero Emissions</li> </ul>
FY2004	<ul style="list-style-type: none"> <li>Second set of VOC filtering equipment installed at Tenryu Factory</li> <li>Exhaust/effluent filtering devices at Yamaha Kagoshima Semiconductor Inc. upgraded</li> <li>Fuel for boiler at factory at Yamaha headquarters switched from heavy oil to natural gas</li> <li>Photovoltaic power generating system installed in the factory at Yamaha Headquarters</li> <li>Use of HCFC eliminated from all manufacturing processes in the Yamaha Group</li> </ul>
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FY2009	<ul style="list-style-type: none"> <li>The Yamaha Ladies Open Katsuragi golf tournament introduces Green Power certification</li> </ul>