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Management Emphasis on CSR



Message from the President

- Message from the President
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Management Emphasis on CSR | →



Yamaha Corporation Group CSR Policy | →



Group-wide Quality Management System

- Corporate Governance
- Compliance

Message from the President



President and Representative Director,
Yamaha Corporation

Mitsuru Umemura

The Impact of the Great East Japan Earthquake

We wish to convey our deepest condolences to those persons who lost their lives to the Great East Japan Earthquake and our most sincere sympathies to their families as well as all who continue to suffer from the aftereffects of the disaster.

The Yamaha Group is donating to disaster relief efforts, providing essential supplies and conducting charity concerts together with other support activities. Moving forward, the Group will continue to assist in the recovery and reconstruction of affected areas while working with its network of dealers. Recognizing our responsibilities as a member of the music industry, we are also taking part in the School Music Revival Fund, founded by Ryuichi Sakamoto, in an effort to support young children. It is our heartfelt wish that we can in some small way bring a smile back to the faces of those people struggling in devastated areas as quickly as possible.

The Yamaha Group's Concept of CSR

Through business activities grounded in sound and music, the Yamaha Group strives to achieve its corporate objective of "Creating 'Kando' Together." Guided by this overarching objective, the Yamaha Group has positioned corporate activities that embody its philosophy and focus on customer-oriented and quality-conscious management as well as transparent and sound management, valuing people, and harmony with society at the heart of its CSR-oriented management.

Under the Yamaha Management Plan 125 (YMP 125), the Group's medium-term management plan launched in fiscal 2010, Yamaha is aiming to put in place the foundation for future growth in the lead up to its 125th anniversary in 2012. We have also established the vision of becoming a trusted and admired brand with operations centered on sound and music as well as an achiever of growth through both products and services. In order to attain these lofty goals, we acknowledge the critical need to practice sound, transparent and sincere CSR management as a part of efforts to build strong ties of mutual trust with all stakeholders.

CSR-oriented management as practiced by the Yamaha Group is distinguished by its focus on efforts that contribute to the development of musical culture and the enrichment of society through business activities. Encapsulating this approach toward CSR, we formulated the Yamaha Corporation Group CSR Policy in February 2010. By making the most of our strengths to provide products and services that meet the expectations of all customers who love music, we can better contribute to the development and prosperity of people and society worldwide.

As Yamaha develops operations on a global scale, we believe it is vital that we do our part to address the issues faced by local communities, together with such worldwide concerns as global warming and biodiversity. With this in mind, Yamaha publicly acknowledged its participation in and commitment to the principles of the Global Compact advocated by the United Nations in June 2011. Looking ahead, we will place considerable emphasis on activities that are best suited to the particular nature of its businesses guided by both the Yamaha Corporation Group CSR Policy and the 10 Principles of the Global Compact. We will make efforts to support cultural and educational development in each region, use raw materials more efficiently, and reduce the environmental impact of our

development and manufacturing activities. We will also support forest revitalization as a company that utilizes wood materials to manufacture its products.

The 2011 CSR Report

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

The 2011 CSR Report has been configured in line with the five core components of the Yamaha Corporation Group CSR Policy. In order to better convey the daily efforts and activities that underpin the Policy's core components, initiatives are presented together with comments from directly responsible officers.

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

September 2011

President and Representative Director,
Yamaha Corporation

The United Nations Global Compact

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



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact**.
We welcome feedback on its contents.

The 10 Principles of the United Nations Global Compact

Human Rights
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
Principle 2: make sure that they are not complicit in human rights abuses.

Labour
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
Principle 4: the elimination of all forms of forced and compulsory labour;
Principle 5: the effective abolition of child labour; and
Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment
Principle 7: Businesses should support a precautionary approach to environmental challenges;
Principle 8: undertake initiatives to promote greater environmental responsibility; and
Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

The Yamaha Group and the Great East Japan Earthquake

In the wake of the Great East Japan Earthquake that struck the nation on March 11, 2011, we wish to convey our sincerest condolences to those persons who lost their lives and our heartfelt sympathies to their families as well as all other persons suffering from the aftereffects of the disaster. We would also like to take this opportunity to report on the impact of the earthquake on the Group and its operations as well as provide details of activities in support of relief and recovery efforts.

Initiatives Undertaken in the Immediate Aftermath of the Disaster and the Extent of Damage

In the immediate aftermath of the earthquake, the Yamaha Group set up a disaster countermeasures task force within its head office. Steps were then taken to promptly collect and collate information and to implement appropriate countermeasures. At the same time, similar task forces established in each region worked diligently to implement security measures, confirm the safety of employees and their families, ascertain the status of damage and prevent further suffering. Drawing on disaster reserves of essential commodities, goods including food items were distributed from the Group's head office to devastated areas. Fortunately, none of the Group's employees suffered personal injury.

The Status of Damage to Business Infrastructure and Recovery Measures

The Yamaha Group launched steps to ascertain the extent of damage to its nationwide network of business sites, buildings and facilities on the day of the disaster. As a result, we were able to identify cracks and damage to certain buildings mainly in the Tohoku region. Thereafter, on confirming the safety of these and all other buildings, every effort was made to recommence operations. Turning to the Group's information infrastructure including its communications systems, we experienced temporary interruptions to our office network particularly in the Tohoku and Kanto areas. By March 19, communications across approximately 90% of affected bases had been restored with full recovery completed by April 10.

The Impact on Business Activities and Subsequent Countermeasures

On April 1, 2011, the Great East Japan Earthquake Emergency Committee was established. Led by Yamaha Corporation's president, this task force has been charged with the responsibility of ascertaining the impact on the Group's business activities by the earthquake disaster as well as subsequent issues including instability in the supply of electric power and putting forward essential countermeasures.

There was no direct damage to the Yamaha Group's principal factories in Japan including the Saitama Factory and those production facilities in the Enshu region located more than 400km from the areas hardest hit by the earthquake disaster. Turning to the procurement of components and raw materials, responsibilities were allocated to specific departments and individuals based on supplier location information shared between business divisions and steps taken to confirm the status of damage. While there was no major impact on the production of acoustic instruments including pianos, the production of electronic devices including electronic instruments and audio-visual equipment have been affected due to difficulties with respect to procurement.

As a part of efforts aimed at confirming product safety following incidents resulting in concerns with respect to radiation, dosimetric measurements are undertaken at the time of factory packaging and shipment as required.

Support for Affected Areas

The Yamaha Group is doing everything in its power to bring smiles to the faces of those sufferers in affected areas as quickly as possible. In addition to donations by Group companies both in and outside Japan, the Group is promoting the inspection and repair of musical instruments through its network of dealers, endeavoring to reopen music schools

and conducting charity concerts across devastated areas together with other support activities.

Led by the Japan Musical Instruments Association, the School Music Revival Fund was established in July with the Company's president Mitsuru Umemura serving as chief promoter. Under the Fund, steps are being taken to inspect and repair the musical instruments of kindergartens, elementary, junior and senior high schools located in devastated areas.

Measures Aimed at Conserving Electric Power

The Yamaha Group established targets for the reduction of electric power consumption at its business sites and implemented working shifts during weekends and holidays to help reduce consumption during peak weekday periods. These and other initiatives are aimed at addressing shortfalls in the supply of electric power as a result of the earthquake.

• Reducing electric power consumption at business sites

The Company has set the target of reducing electric power consumption by 15% or more on an hourly compared with the previous year at business sites^{*1} located within the areas serviced by the Tokyo Electric Power Company, Incorporated (TEPCO) and Tohoku Electric Power Co., Inc. with contract demand exceeding 500kW. This reduction target applies to the period between July and September and specifically to weekdays between the hours of 9:00 and 20:00. Among a host of measure, each business site will reduce lighting and regulate air conditioning. Business sites within the aforementioned operating area other than those mentioned above will also establish targets in accordance with the previously identified target. Every effort will be made to reduce maximum consumption during peak periods.

*1 Saitama Factory (Fujimino-shi, Saitama Prefecture), Tokyo Office (Minato-ku), Yamaha Ginza Building (Chuo-ku, Tokyo Prefecture)

• Introducing weekend and holiday work shifts to reduce peak period electric power consumption

In order to reduce electric power consumption during peak weekday periods, business sites^{*2} located in areas serviced by Chubu Electric Power Co., Inc. suspended operations for five Mondays during July and August. Work on each of these days was shifted to Saturdays and public holidays.

*2 Yamaha Headquarters and factories located in the western region of Shizuoka Prefecture

Key Features of Future Group-Wide Disaster Contingency Planning Initiatives

Taking seriously the lessons learned from the Great East Japan Earthquake, Yamaha undertook a Group-wide review of its disaster countermeasures and contingency planning. Focusing particularly on bases located in the Enshu region which is in close proximity to the Tokai area considered prone to major earthquakes, the Yamaha Group is taking steps to put in place an appropriate structure and systems including the stockpiling of essential items.

As an initial measure, the Group is working to secure multiple means of communication while at the same time reviewing reporting systems by base and organization. In addition, a specialist group has been established led mainly by administrative divisions. Drawing on the Group's experiences during the Great East Japan Earthquake, Yamaha is putting in place all appropriate procedures and methods to ensure greater efficiencies in restoring basic infrastructure.

While at this stage estimates indicate no major damage to bases located in the Enshu region as a result of the tsunami^{*3}, both national and prefectural governments are reassessing damage estimates. Steps will then be taken to consider appropriate countermeasures.

Furthermore, efforts are being made to provide employees and their families living in coastal areas with information regarding predetermined actions to be taken at times of evacuation.

In order to ensure the utmost safety of its employees and to minimize the impact of disasters on the Group's ongoing operations, Yamaha periodically reviews its BCP^{*4} Guidelines formulated in 2009 taking into consideration each of the aforementioned.

*3 Source: Shizuoka Prefecture damage estimates

*4 BCP: Business Continuity Plan

⇒ Support for Those Affected by the Great East Japan Earthquake

Management Emphasis on CSR

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

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



Yamaha Corporation Group CSR Policy

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

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

Based on this Corporate Objective, Yamaha conducts its CSR activities according to the following guidelines to further strengthen the bonds of trust with its stakeholders through its corporate activities and contribute to the sustainable development of society.

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

(Established in February 2010)

Corporate Governance

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

Creating a Management System based on Directors and Executive Officers

As of June 24, 2011, Yamaha has five directors, including two outside directors. In order to accelerate decision-making by the Board of Directors and enhance supervisory functions, we have decreased the number of directors serving concurrently as executive officers by four, and added one outside director from the fiscal year ended March 31, 2011. Outside directors also act as members of the Corporate Governance Committees and serve to ensure transparency of management decision-making. In principle, the Board convenes once monthly, and is responsible for the Group's management functions. This includes proposing Group strategy while monitoring and directing the execution of business carried out by each division. In order to clarify responsibilities, directors are appointed for a term of one year.

Yamaha also employs an executive officer system with the aim of strengthening consolidated Group management and the business execution functions of divisions. As of June 24, 2011, the executive officer system comprises 16 executive officers, including two managing executive officers, who are assigned to business or administrative divisions dealing with important management issues. The executive officers support the President, the chief officer in charge of business execution. Managing executive officers, who serve concurrently as Company directors, are assigned to oversee the operation of businesses and administrative divisions, in accordance with the importance of these responsibilities. In addition, five senior executive officers oversee the entire Company organization. As group managers, they are responsible for the performance of key divisions within the Company, and manage and direct in a manner appropriate for bringing the functions of each group to the fore.

Audit System that Ensures Fairness and Transparency

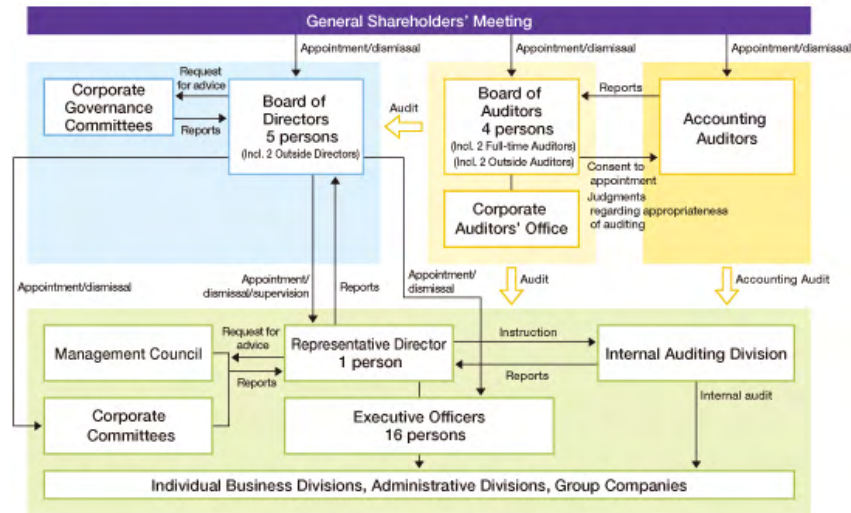
Yamaha is a company with a Board of Auditors as defined under Japanese law, and has worked to enhance governance functions by introducing an executive officer system, as well as by setting up Corporate Governance Committees and an internal control system. These actions in conjunction with consistent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

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

With respect to accounting audits, the suitability of such audits is determined based on periodic progress reports from the accounting auditors of their audits of the Company's financial statements. The Internal Auditing Division (10 staff members as of June 24, 2011) is under the direct control of the President and Representative Director. Its role is to closely examine and evaluate systems pertaining to management and operations, as well as operational execution, for all management activities undertaken by the Company and Group companies from the perspective of legal compliance and rationality. Evaluation results are then used to provide information for the formulation of suggestions and proposals for rationalization and improvement. In parallel, Yamaha strives to boost audit efficiency by encouraging close contact and coordination among corporate auditors and accounting auditors.

Corporate Governance Structure

As of June 24, 2011



>>Click to enlarge

Registration of Independent Officers

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

Activities by Outside Director and Outside Corporate Auditors

Outside director Takashi Kajikawa attended all 13 of the meetings of the Board of Directors held during the fiscal year ended March 31, 2011. Utilizing his ample experience and considerable insight as a representative director of a publicly owned company, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside director Haruo Kitamura attended all 10 of the Board of Directors held after his appointment during the fiscal year ended March 31, 2011. Utilizing his specialist knowledge as a chartered accountant, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside corporate auditor Kunio Miura attended 12 of the 13 meetings of the Board of Directors held during the fiscal year ended March 31, 2011. He also attended 15 of the 16 Board of Auditors' meetings, and made statements mainly from his specialist standpoint as an attorney.

Outside corporate auditor Yutaka Kume attended all 10 of the meetings of the Board of Directors held after his appointment during the fiscal year ended March 31, 2011. He also attended all 11 Board of Auditors' meetings, making statements based primarily on his knowledge and experience in the finance and accounting of publicly listed companies.

Support System for Outside Directors and Outside Corporate Auditors

For agenda items at meetings of the Board of Directors and the Board of Auditors to be attended by outside directors and corporate auditors, full-time staff members send documents and other materials to the outside directors and corporate auditors prior to the meeting and provide explanations as necessary to enable them to perform a complete preliminary study. When necessary, outside directors are also individually provided explanations regarding proposals and reports to be submitted to the Board of Directors. As for outside corporate auditors, with regard to other material matters, the Company strives at all times to maintain an effective auditing environment, through such measures as providing information, supplying materials, listening to opinions, and supporting research and data collection.

Basic Concept of the Internal Control System

Yamaha has established an internal control system pursuant to Japan's Company Law and the Enforcement Regulations of the Company Law. Along with the pursuit of optimal

corporate governance for enhancing both corporate value and the Yamaha brand, the Company endeavors to qualitatively enhance the internal control system, in recognition that doing so will improve the efficiency of business activities, increase the trustworthiness of Yamaha's accounting and financial data, and lead to stronger compliance, asset soundness, and risk management capabilities.

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

Business Continuity Plan (BCP)

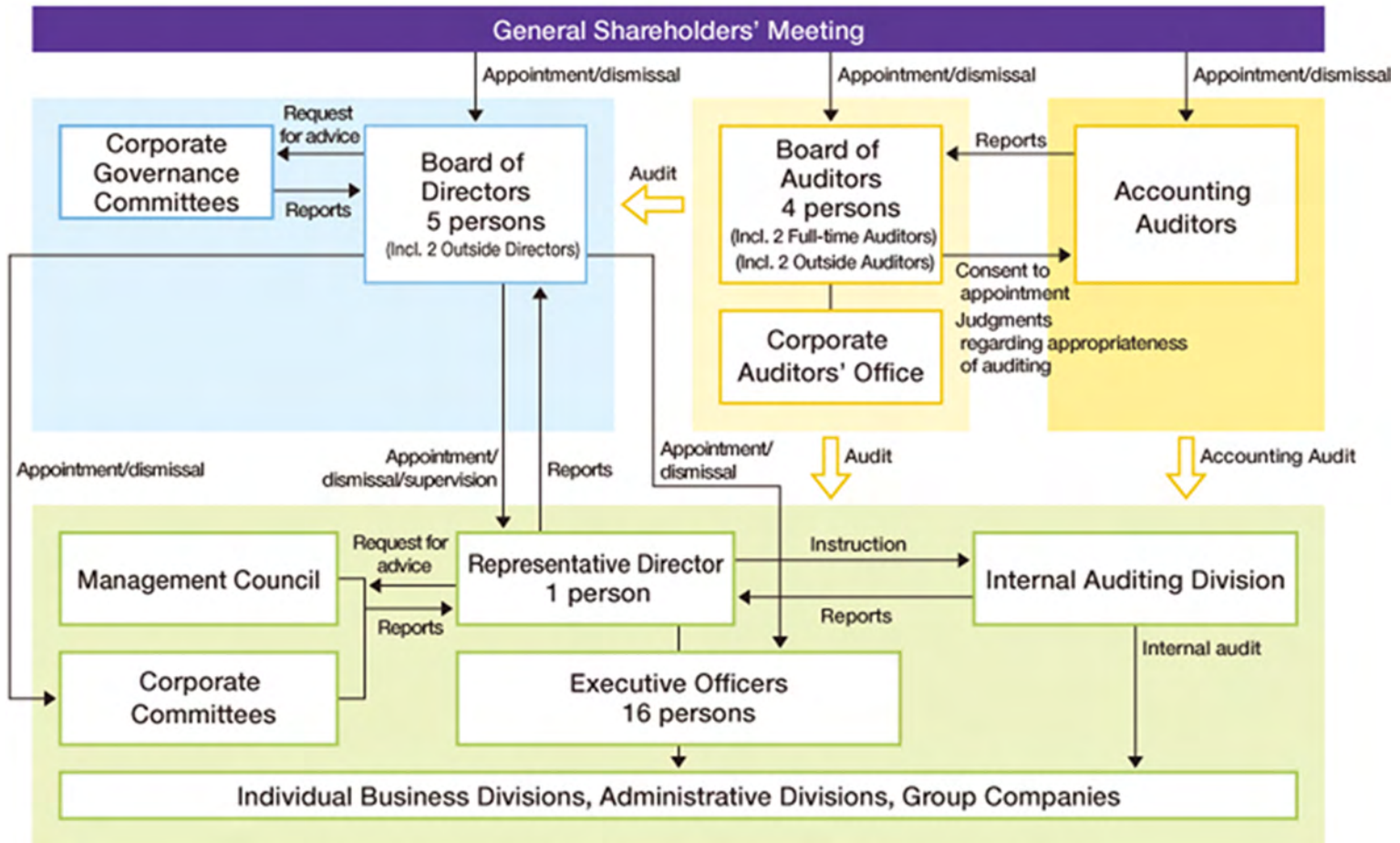
In fiscal 2008, Yamaha formulated its Business Continuity Plan (BCP) Guidelines as a fundamental policy with respect to its Group-wide BCP. This initiative was designed to enable the Group to quickly resume operations in the event of an earthquake in Japan's Tokai region or other major natural disasters that could cause damage to its structures or facilities. In June 2010, the Risk Management Committee began activities at all operational sites and at Group companies, while putting the necessary systems and countermeasures in place to respond to new flu strains and various other risks.

Furthermore, taking into consideration the impact on the Group's operations of the Great East Japan Earthquake that struck the nation on March 11, 2011, Yamaha undertook to again consider a review of its crisis management structure and systems as well as its BCP.

→ [Corporate Governance Report](#)

Corporate Governance Structure

As of June 24, 2011



Compliance

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

Compliance Oriented Management

The Yamaha Group began in earnest to implement compliance activities in Japan in 2003 with the establishment of the Compliance Committee, chaired initially by the Company's chairman and thereafter by the president and representative director. At the same time, steps were taken to put in place the Compliance Code of Conduct.

Revisions were made to the Compliance Code of Conduct in fiscal 2006, including additions regarding the prohibition of forced and child labor, and other information essential for Group companies with overseas business interests in order to contribute to the establishment of a structure suitable for global business development. With respect to almost all of the Group's overseas companies, the formulation of respective codes of conduct that reflect the individual governing local laws and regulations were completed by 2008.

Taking into consideration revisions to various laws and regulations as well as changes in social conditions over the most recent five years, Yamaha updated its Codes of Conduct for Compliance in April 2011. As a part of this update, detailed explanations were included covering such items as revisions to consumer, antitrust, and labor legislation, both the severity and expectation in which companies are held by society and the increase in internal reporting and whistle-blowing. Guided by a uniform philosophy and code, the Yamaha Group continues to promote development activities.

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

For details on Compliance Initiatives, see:

<http://www.yamaha.co.jp/about/corporate/compliance/>
(Japanese only)

Fiscal 2010 Compliance Measures

Compliance and communication: Creating an environment where employees can do the right thing, transparently and correctly

As a major initiative in fiscal 2008, the Yamaha Group conducted its 4th Compliance Survey encompassing both full- and part-time employees in Japan. The results of the Survey showed the need to foster a healthy organizational culture and promote communication. Based on these findings, Yamaha has based its compliance promotion activities from fiscal 2009 to the first half of fiscal 2010 on each of these core themes.

In the second half of fiscal 2010, and in particular October which is designated as the month in which to bolster compliance, the Company conducted seminars and launched its 5th Compliance Survey. Through these means, Yamaha successfully heightened employee awareness toward compliance while monitoring progress with respect to its organizational culture.

Drawing on the 5th Compliance Survey, the Company recognized the importance of expectations toward appropriately solving issues in maintaining sound workplace risk management and motivation. Taking this result into consideration, we will focus on improving our capabilities in resolving workplace compliance issues while putting in place appropriate processes and procedures during fiscal 2011.

(1) Promoting Compliance e-Learning for All Managers and Executives

A total of 1,247 people took part in this training between November 2009 and June 2010 for a completion rate of 96.1%.

(2) Transparent and Correct Compliance Meetings (Training for all employees)

The Subcommittee secretariat provided training tools. A total of 5,228 employees participated in the 12-month period to September 2010.

(3) Compliance Seminar (Lecture)

A compliance seminar was held on October 12, 2010. The seminar focused on reviewing the essence of compliance with the aim of building an organizational climate that imbues both discipline and creativity. Susumu Akiyama, representative director of Principle Consulting Inc. was guest speaker. In addition to the 237 participants who attended the original lecture, the Company took a DVD recording encouraging employees to view at their leisure.

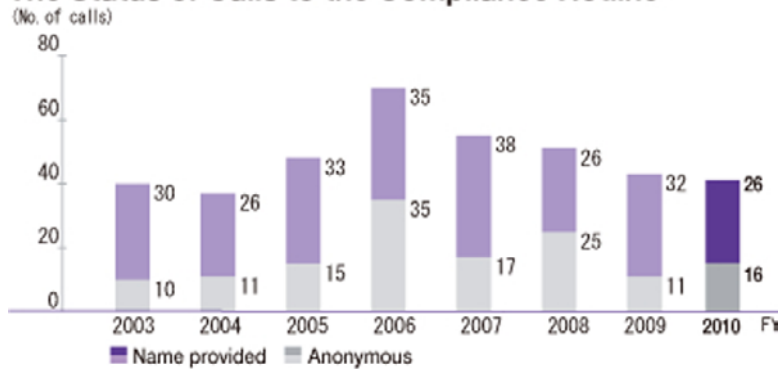
(4) The 5th Compliance Survey

The Survey was distributed to a total of 10,982 employees including full-time, contract, temporary staffing and other part-time employees. Surveys were completed and returned by 10,002 employees for a response rate of 91.1%. The response rate in 2008 was 94.2%.

Operating Performance of the Compliance Hotline (April 2010 to March 2011)

In fiscal 2010, questions relating to the compliance hotline were incorporated into the compliance survey. While this helped to raise awareness, the hotline was contacted on 42 occasions over the period, down one year on year. Of this total 48% was classified as whistle-blowing, one from an overseas subsidiary (Russia). Over an eight-year period, the compliance hotline has received a cumulative total of 386 calls.

The Status of Calls to the Compliance Hotline



With Our Customers



Quality Assurance | ➔



Ensuring Product Safety
| ➔



Product Information Disclosure | ➔



Improving Customer Satisfaction | ➔



Reflecting Customer Concerns in Customer Response and Support
| ➔



Policy regarding the Protection of Personal Information | ➔

Quality Assurance

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

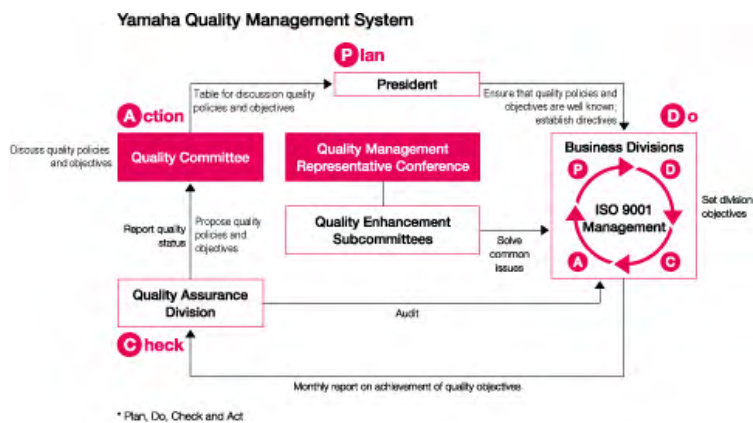
Quality Management System

The Yamaha Group has put in place a Group-wide quality management system to ensure the production of high quality products. Under this system, quality policies and targets as well as important quality-related measures are deliberated by the Quality Committee and then issued from the president to operating divisions.

Each business division sets its own divisional targets in line with the aforementioned quality policies and objectives. All production bases both inside and outside Japan follow ISO 9001 international standards for quality management systems and engage in activities designed to achieve quality targets.

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

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



>>Click to enlarge

Quality Audit

The Quality Assurance Division audits whether the quality assurance systems of each business division and the quality of products meet the standard to which Yamaha aspires. The results of these audits are taken into account in improving the Company-wide quality management system.

Business divisions instruct and audit the factories both inside and outside Japan over which they have control. Every effort is made to further enhance product quality.

Acquiring ISO 9001 Certification

As of June 30, 2011, the Yamaha Group had acquired certification under the ISO 9001 international standard for quality management systems at 27 business divisions in Japan and overseas.

Quality Management Training

In order to develop human resources capable of contributing to improvements in quality, the Yamaha Group's personnel training system is comprised of expert training related to "quality assurance," as well as training tailored to individual job positions. The goals of this system are to raise awareness and enhance skills with respect to quality management. The Group offers courses covering a wide range of topics including quality engineering, FMEA and FTA^{*1}. Over a three-year period a cumulative total of 500 employees have attended

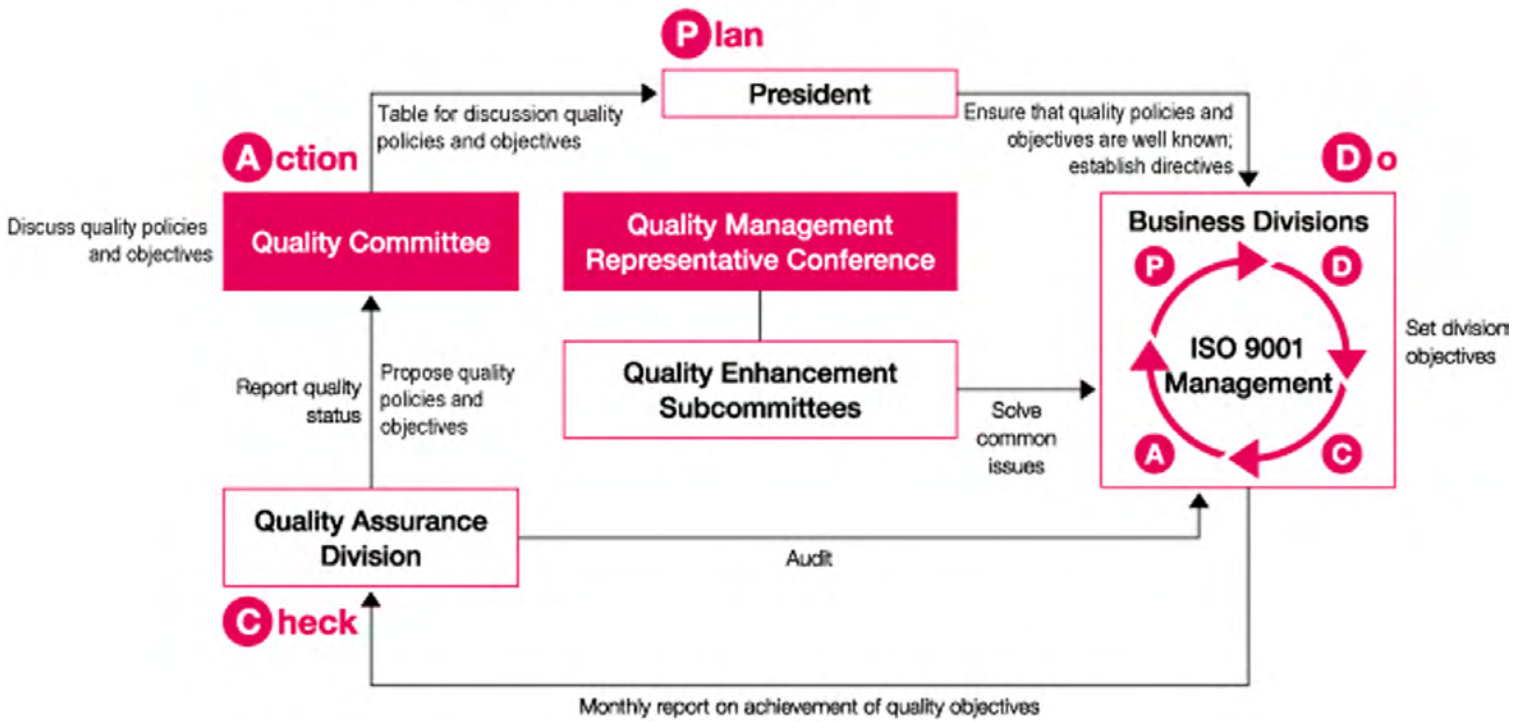
these courses.

*1 "FMEA: Failure Mode and Effect Analysis

FTA: Fault Tree Analysis

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

Yamaha Quality Management System



* Plan, Do, Check and Act

Ensuring Product Safety

Compliance Code of Conduct (Ensuring Product and Service Safety)

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

Taking Immediate Action When Faced with a Product Safety Issue

The Yamaha Group has put in place a system that enables a faster response to ensure the safety of customers. In February 2010, the Group introduced and continues to develop a product safety information database. In the event of a product safety issue in the marketplace, this database allows employees receiving information of a safety problem to report it immediately to the applicable department and the head of the Quality Assurance Division. Steps are then taken to convene an Emergency Action Committee Meeting*1. The committee moves quickly to respond to affected customers, notify the appropriate government authorities, initiate measures aimed at preventing recurrence and report to top management. Details are recorded and displayed via the database.

*1 Emergency Action Committee Meeting: A meeting attended by representatives from the relevant Production and Sales divisions, the Service, Legal and Public Relations divisions as well as other division identified as relevant by the head of the Quality Assurance Division.

Responding to Product Safety Issues

In fiscal 2010, Yamaha decided to file a recall report with Japan's Ministry of Economy, Trade and Industry, directly notify customers as well as inspect and repair free of charge possible defects in two products (the soundproof room Avitecs™ and the Electone™ EL-90, EL-90I and EL-70) that could have potentially resulted in injury to customers.

Complying with Product Regulations and Standards Worldwide

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

For example, demand has in recent years expanded for the quick development and sale of products that comply with the increasingly stringent international standards that apply to electromagnetic waves. In responding to these calls, Yamaha has established within its headquarters a quality evaluation facility equipped with an array of measuring, analytical and evaluation devices including state-of-the-art electromagnetic wave-measuring facilities. The design division plays a leading role in evaluating product and component prototypes for compliance with respect to the regulations of relevant countries at this facility.



An anechoic chamber used for electromagnetic wave measurement

Product Safety Training

The Yamaha Group has initiated human resource training as well as product safety courses from 2010 in efforts to prevent product safety issues from arising. In addition to introducing case studies of specific safety issues, the Group has commenced training courses in essential safety design policies as well as statutory and regulatory requirements with respect to product safety. In fiscal 2010, these courses were attended by a total of 47 employees comprising mainly engineers and personnel from development areas.

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

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

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

Product Information Disclosure

Information Disclosure regarding Product Safety and Defects

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

The type of customer contact ranges from information posted on the Company's website, press release, notification through newspapers and industry magazines, direct mail and telephone. While adhering strictly to a policy of disclosure, the type of customer contact is determined by the level of gravity and urgency as well as the status of customer product use.

In fiscal 2010, leakage from the capacitor used as a source of power for the Company's EL-90/EL-901 /EI-70 electone™ resulted in smoke. Each of the aforementioned notification methods was used to disclose information. Yamaha acted swiftly in informing its customers of the recall of the relevant models while providing details of its plans to undertake inspections and exchange components free of charge.

Providing Information to Promote Safe Product Use

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

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

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

- The safe use of pianos (posted since November 2010)
- The safe use of electronic keyboards (posted since December 2010)
- The safe use of power supply adapters and cords (posted since May 2011)

Improving Customer Satisfaction

Compliance Code of Conduct (Customer Satisfaction)

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

Customer Satisfaction Committee

The Yamaha Group has created a Quality Assurance Officers Committee that consists of staff responsible for quality management in our operating and sales departments. We have set up the CS Subcommittee which forms a part of several subordinate Quality Enhancement Subcommittees. Staff members from CS-related departments within our various departments come together at this CS Subcommittee, researching ways to improve customer satisfaction and sharing related information.

In addition to the two committee meetings we held during fiscal 2010, we also continued to research new systems to effectively analyze and use the feedback we receive from our customers. We also research universal design, continuously promoting the incorporation of findings into internal guidelines.

Customer Satisfaction Surveys

We take the information from customers who register their Yamaha products via post card or online to create satisfaction surveys that we send immediately after product purchase, and again after the customer has used our product for a certain length of time.

We also conduct satisfaction surveys for the customers of our business partners. We send the results of these surveys to related departments within our group, which leads to further customer satisfaction improvements.

«Case Study»

Yamaha Corporation AV Products Division
“Embrace customer feedback; look at the world from their eyes”



(AV Products Division slogan)

To develop the kind of products and services that exceed customer expectations, the AV Products Division actively gathers and collates customer feedback. The division collects as much feedback as possible, constantly looking for ways to satisfy each and every customer in every business setting.

Here, we will highlight several ways that the AV Products Division seeks to achieve its goals. In the product planning stages, the division creates a planning sheet in which they input such details as projected customer profile, the value provided to the customer, customer feedback/ improvements from existing products, and other factors approached from the customer's point of view. This information is shared with every person who is involved in the creation of the end product. The division sends out customer satisfaction surveys to customers in Japan, the United States, and Europe immediately after purchase. In a CS evaluation meeting, the division looks at the results of these surveys, using the information as feedback for current and future product development. Of particular importance are customer assessments and opinions related to sound quality, looks (design), ease of use, innovation (function), and reliability. These factors relate to major quality policies within the Yamaha Group. From this perspective, the division focuses on the differences between pre-purchase customer expectations and post-purchase satisfaction. They use text mining^{*1} techniques on free-form customer feedback to perform trend analysis, combining quantitative and qualitative data to uncover areas of potential improvement that can lead to greater customer satisfaction. The results of these surveys (please refer to figure 1 for certain examples of analysis results) are published to all divisions, and used as guides to help reach goals defined in our quality policies. We believe that the daily inquiries and opinions coming into our customer help desks provide a wealth of clues leading to future improvements. We analyze and utilize this feedback in the same manner as the customer surveys.

^{*1} A method for analyzing text data by scanning regular text and extracting useful information.

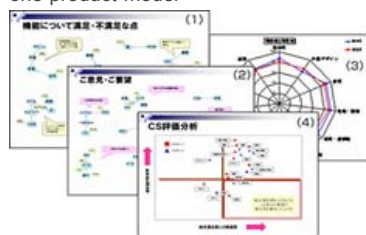
In other ways, too, the division continues activities that tie to product creation and

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

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

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

Figure 1 Customer feedback analysis for one product model



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

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



Figure 3 Customer Feedback of the Day



Improving Usability

The Yamaha Group always focuses on product development from the customer's point of view. Among other ways to improve how our customers use our products and services, we conduct usability tests^{*2} to assess the operability, reflecting the results in our product specifications.

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

«Case Study»

Yamaha Corporation Digital Musical Instruments Division

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

Given this point of view, the Digital Musical Instruments Division conducts product development usability tests. Yamaha began adopting these usability tests in 2004 to help improve the usability of our products and services. The development and other departments involved in products and services coordinate usability tests, sharing information about potential issues at early stages in the cycle. This lets the Digital Musical Instruments Division quickly take the steps necessary for improving the usability of existing products and uncover operability issues with products in development.

[Example]

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

The Digital Musical Instruments Division sells the Tyros4 multifunction keyboard in overseas markets. During the development of this product, the division incorporated ways for people with poor color vision to see colored displays more easily. The division made changes to the display colors on the screen and colors selected for LED lights. As with the keyboard, developers of the MOTIF XF synthesizer designed screen display colors considering user color vision, going so far as to include a function that allows users to adjust screen colors on their own, using the accompanying editing program for the PC. By exercising this amount of care,-regardless of individual differences in color vision-can adjust screen colors for easier viewing.

The division is also incorporating color universal design in its product manuals, improving readability for customers who have poor color vision. The digital manual for the CP5/CP50 stage piano has been certified by the non-profit Color Universal Design Organization, which educates designers and others on color universal design.

*3 non-profit organization that engages in educational activities aimed at raising awareness toward color universal design

Reflecting Customer Concerns in Customer Response and Support

Improving Customer Support Structure

The Yamaha Group has established an after-service system for customers, based on the Yamaha Compliance Code of Conduct, which drives our response to customer inquiries and request. In April 2008 we set up a Customer Support Department within the Domestic Sales & Marketing Division. At the same time, we opened our Customer Communications Center, which houses a help desk for each of our products. These changes have improved a support structure designed to strengthen customer convenience.

Initiatives for Improved Customer Response and Support

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

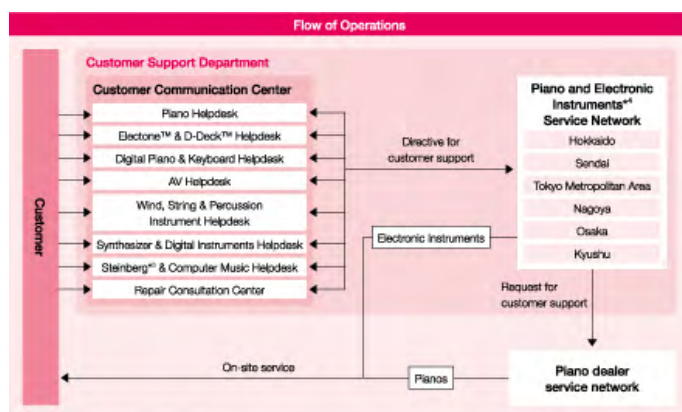
For example, we call each help desk clearly by the product name in question. We have a Piano Helpdesk; we have a Digital Piano & Keyboard Helpdesk. All help desks in Japan are tied into a telephone system that uses "Navi-dial" *1 as part of a unified customer support system. During fiscal 2009, we moved to a cloud-based management system. Managing data through network-based services ensures greater data safety, allows us to continually update our database based on changes in our business and in customer needs, and provides Yamaha with an extensible, flexible system.

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

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

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

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



*3 Steinberg: Music production software

*4 Electronic instruments includes electronic and electric acoustic instruments

>>Click to enlarge

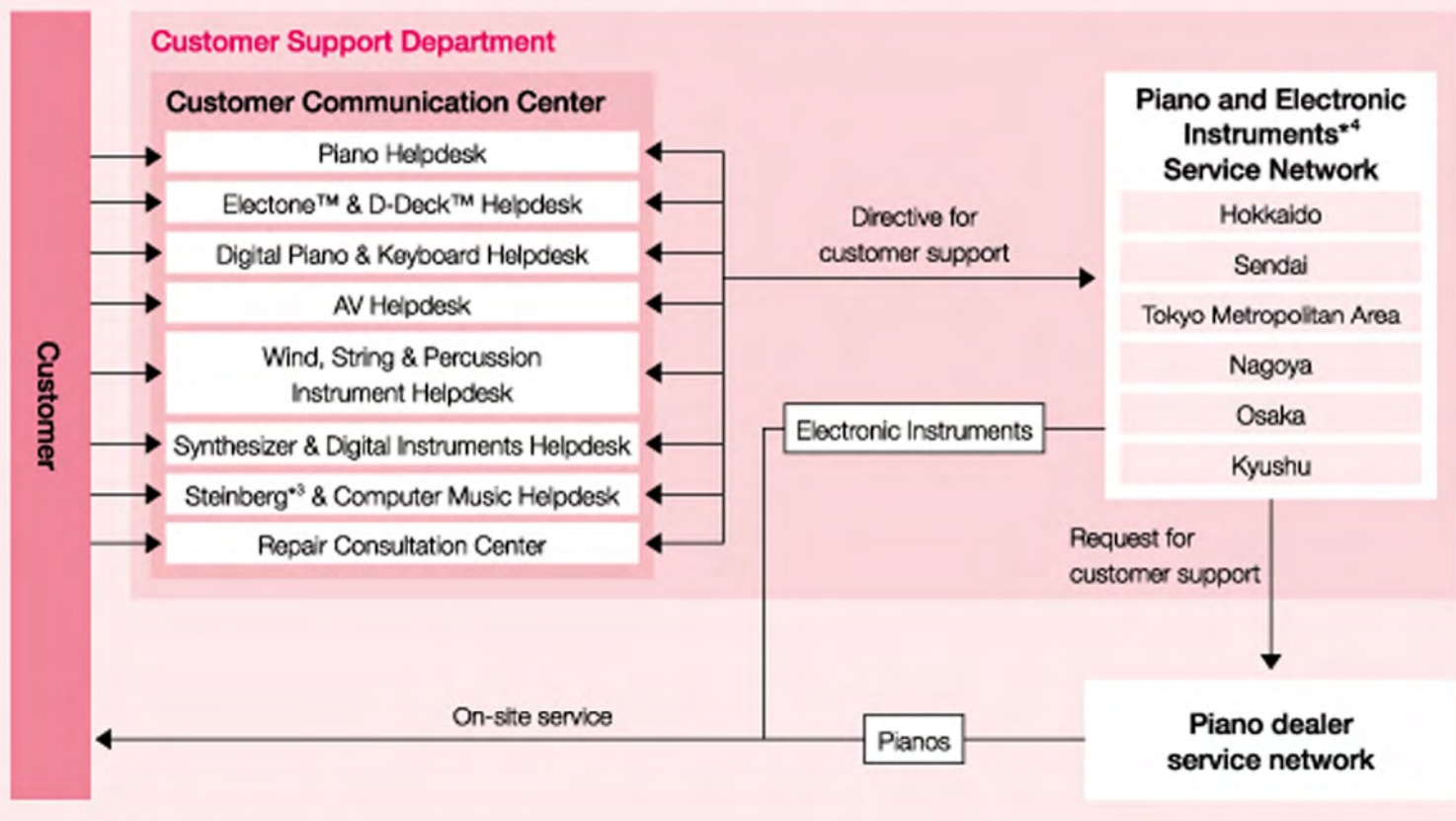


Sharing and Using Customer Feedback

The Yamaha Group works to make effective use of our customer relationship management system. We collect and analyze opinions and requests from customers in our customer support department, discussing the results in monthly meetings attended by product development and quality assurance managers from each business division.

During fiscal 2010, we moved forward with a system that captures customer feedback in a database, allowing each business location see updated customer opinions and requests in a visual format. As a result, we have been able to better use this information in related sales and product development activities, rapidly reflecting customer feedback in our business models.

Flow of Operations



*³ Steinberg: Music production software

*⁴ Electronic instruments includes electronic and electric acoustic instruments

Policy regarding the Protection of Personal Information

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

In 2004, Yamaha put in place a system of Personal Information Protection Regulations to clarify the rules governing the handling of personal information in-house. At the same time, Yamaha appointed an officer to assume overall responsibility for the handling of personal information. Directly reporting to this officer, a secretariat was established within the Company's Legal Affairs Department to promote personal information protection. Together with the appointment of administrators to oversee the handling of personal information in each division, Yamaha has established a responsible reporting framework. Through these initiatives, the Company is promoting the protection of personal information while ensuring a timely and appropriate response in the event of an incident.

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

With Our Shareholders



Policies for Retained Earnings and Returns to Shareholders | ➔



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



Inclusion in Socially Responsible Investment Indexes | ➔

Policies for Retained Earnings and Returns to Shareholders

Yamaha Corporation has adopted a basic profit allocation policy linked to the level of consolidated net income in the medium term that provides for increasing return on equity (ROE) by retaining earnings as appropriate for strengthening the Company's management position through investments in R&D, sales capabilities, capital equipment and facilities, and other areas, while also emphasizing higher shareholder returns to reflect consolidated performance. Specifically, Yamaha endeavors to provide continuous, stable dividends and has set a target consolidated dividend payout ratio of 40%.

Proactive Investor Relations Efforts to Promote Understanding of the Company

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

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

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

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.

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

Major IR Activities in the Fiscal Year Ended March 31, 2011

Regularly Scheduled Events

Quarterly results conferences	Each quarter (four annually)
One-on-one meetings	250 times
Visits to overseas investors	Four time annually (U.S. (East Coasts and West Coast), U.K., Asia)

Other Events

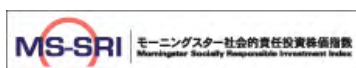
Conference for the mid-term management plan	Briefing on the musical instruments business	Conference for individual investors
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A conference for individual investors

Inclusion in Socially Responsible Investment Indexes

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



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

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

Credit Ratings (As of March 31, 2011)

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

For the People We Work with



Initiatives for Employees

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



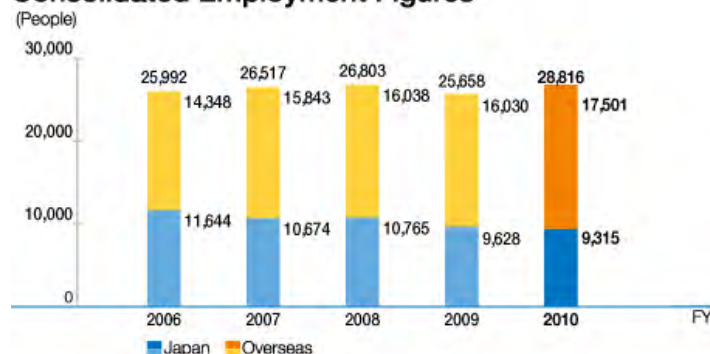
Initiatives for Business Partners

- Mutual Understanding with Business Partners
- CSR Procurement Activities

Basic Policy on Hiring and Employment

The Yamaha Group observes employment and labor laws in the countries where it does business and conducts appropriate labor management based on labor practices and labor-management relations. We respect human rights in hiring and employment and work to maintain fair hiring practices and provide employment opportunities to a diverse range of people. For example, information relating to the Company's hiring and employment practices and opportunities is aired openly and publicly through the Internet. Individuals who have already graduated with less than one year's work experience are eligible for employment under the Company's regular graduate recruitment program. Yamaha is also active in the hiring of people with disabilities, foreign nationals and the elderly.

Consolidated Employment Figures



Consolidated Employment Figures by Region

Fiscal 2010 (Unit: People)

	Japan	North America	Europe	China	AP	Total
Domestic and Overseas Total						
Number of Employees	7,673	531	1,044	4,687	5,527	19,462
Number of Temporary Employees (Yearly Average)	1,642	12	85	890	4,725	7,354
Total	9,315	543	1,129	5,577	10,252	26,816

Utilizing the Senior Partner Program

Yamaha Corporation instituted an employment extension program in April 2004 called the Senior Partner System that provides willing employees with the opportunity to work beyond the age of 60, the normal retirement age. There were 211 people working under the system as of the end of March 2011. The system allows us to effectively utilize personnel with a wealth of operational knowledge, skills and experience, and it provides financial benefits to employees past the normal retirement age. Younger employees also receive instruction and training through the system.

We revised the application process and how benefits are structured in fiscal 2008 in order to facilitate more active use of the system. As a part of this revision, we brought forward interviews with eligible applicants and prioritized reemployment to the workplace where the employee last worked prior to retirement. Group companies have also established similar programs in an effort to provide employment to people beyond the normal retirement age.

Employing People with Disabilities

Yamaha Corporation established a special subsidiary^{*1} in 1989, Yamaha Ai Works Co., Ltd. Yamaha Ai Works offers opportunities in general office work including data input, enclosing and sealing envelopes as well as printing together with administrative tasks relating to employee benefit programs. In this manner, the company is promoting employment for people with disabilities as well as the development of conducive working conditions. As of March 31, 2011, 58 people with disabilities were employed at Yamaha. Of this number, 34 were assigned to Yamaha Ai Works.

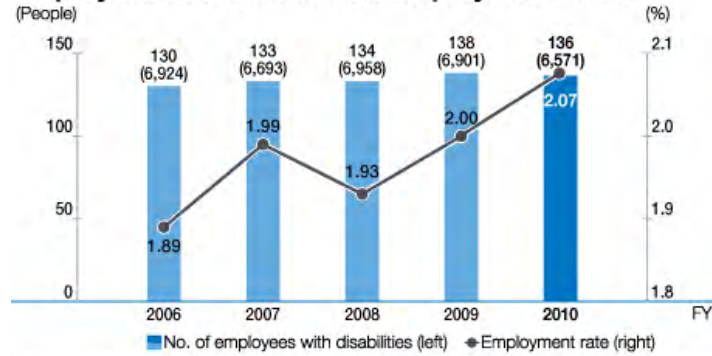
An application was made in fiscal 2008 for Yamaha Business Support Corporation under

the Group Application system^{*2} and the scope of employment of people with disabilities was expanded accordingly.

*1 Subsidiaries recognized under the Act for Employment Promotion, etc. of Persons with Disabilities. Special subsidiaries must meet certain criteria in connection with the number and ratio of employees with disabilities. People with disabilities employed by such subsidiaries are counted as employees of the parent company when calculating its employment ratio.

*2 A system under which the parent company of a special subsidiary may treat other related subsidiaries as a single unit when calculating employment ratios, etc. upon approval by the director of the public employment security office.

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

The Stratified Training program provides training programs aligned to career turning points in order to raise the overall level of human resources. The Strategic Personnel Development program includes the Yamaha Global Institute, the Yamaha Management Institute and the Manufacturing Base Management Development program, which aim to mold the personnel who will be the backbone of the Company in the future, both in Japan and overseas. Other programs designed to cultivate the next generation of core employees include the Yamaha Advanced Skill School and Technology Training Center, held at production facilities in Japan. Under the Function-Specific Training program employees are trained in core technologies, undertake Monozukuri Education seminars and courses in international awareness. Finally, in the Self-Development Education program, Yamaha provides support for employees' self-directed studies, including through the Yamaha Business School, a distance learning-based program.

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

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

Life Design Seminar	Number of times held: 3 Number of participants: 109
Seminars in preparation for a second life	Number of times held: 7 Number of participants: 219 + 92 accompanying persons
	Total: 311

An Environment that Supports Manufacturing and Transmission of Skills

The Yamaha Group aims to create an optimal production structure while clarifying the roles and functions of each of its bases in Japan and overseas, in order to adapt to changes in the manufacturing environment. China and Indonesia, for example, are designated as key manufacturing bases for affordably priced products, including pianos, string, percussion and wind instruments, and electronic musical instruments. We have dispatched many technicians and supervisors from Japan to these production bases to provide support and guidance.

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

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

What is the Skill Registration System?

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

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

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

What is the From-To Program?

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

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

«Start date» October 1998

«Performance» More than 250 pairs of employees have participated as of April 2011

Initiatives for a Better Work-Life Balance

The Yamaha Group has continued to actively cooperate with labor in its efforts to promote a better work-life balance. In this manner, the Group strives to realize corporate growth in concert with a fuller life for all employees. For example, Yamaha Corporation has for many years worked on a range of initiatives aimed at shortening total work hours. In addition, the Company has taken proactive steps to provide support for both work and family introducing a host of employee benefit programs and systems ahead of statutory requirements. In 1990, Yamaha introduced child care leave followed in 1992 by a system of nursing care leave.

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

Basic Policy on Work-Life Balance

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

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

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

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

In light of the success achieved when a system allowing employees to take their accumulated paid vacation time all at once was provisionally introduced during the 1990s, Yamaha reintroduced the system in fiscal 2007 Company-wide. As a result, the average number of holidays taken by all employees increased by two days year on year. In efforts to further reduce the number of hours worked, the Company implements a "No Overtime" day in principle once a week, reduces overtime and holiday working hours while prohibiting work past 10:00 pm.

In fiscal 2010, Yamaha channeled its energies toward building a new framework that would further encourage employees to take annual paid leave. The average number of paid holidays taken in fiscal 2010 was 13.4 days, a record high for the past decade. On the other hand, the annual total number of hours worked for fiscal 2010 was 27.6 hours higher than the previous fiscal year. On a brighter note, the total number of hours worked have fallen 36.8 hours over the past two years.

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

In response to the enactment in 2003 of the Act for Measures to Support the Development of the Next Generation, Yamaha created a three-year action plan that incorporates such initiatives as an upgraded and expanded child care leave system as well

as measures aimed at promoting the take-up of annual paid leave starting in fiscal 2005 and submitted it to the Ministry of Health, Labour and Welfare. Furthermore, through consultations with labor, the Company established concrete goals for the three-year period, and began working to achieve its objectives, receiving Ministry recognition for its support in the development of the next generation in 2008.

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

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.

* EAP(Employee Assistance Program): An employee support program that allows employees and their families to discuss their anxieties and seek advice directly from external counselors.



“Kurumin” mark certification recognizing support for the development of the next generation.

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

Fiscal 2005

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

Flexible work hours introduced for employees raising small children.

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

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

Fiscal 2006

Extensive revision to employee benefit programs

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

Fiscal 2007

Introduction of Company-wide annual paid leave

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

Fiscal 2008

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

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

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

Introduction of an Employee Assistance Program (EAP)

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

Fiscal 2010

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

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

Efforts to promote male employees taking child care leave (posting introductions of employees who have taken child care leave, an acquisition guide and a corner in which employees can share their experiences on the Company's intranet).
Revisions to and the new establishment of child and family nursing care leave employee benefit programs.
Review of nursing care-related programs.
Revisions to programs aimed at further enhancing work and nursing care balance.
Initiatives include revisions to the applicable period for nursing care leave and shorter working hours for nursing care. The applicable period for nursing care and shorter working hours for nursing care revised from a combined period of one year or less to one year or less for nursing care leave and the three years or less for shorter working hours for nursing care.

Childcare Leave for Male Employees

Technology Planning Division, Yamaha Corporation
Takashi Noguchi



When my son was born last year I took three weeks of child care leave. Rather than at the request of my wife, I took this as a personal decision and one which I believe is quite natural. In taking leave, I had the opportunity to enjoy first-hand the daily development of my son in his early days. Working together with my wife, we were able to overcome this difficult period. I truly believe that taking child care leave was the right decision.

Japan's has the lowest ranking among developed countries for male employees taking child care leave. This information was easily accessible through a quick search of the Internet. Looking around me, the vast majority of males prioritize their work over family needs. In this sense, I have first-hand experience of Japan's low ranking. I had the opportunity to work for a short period in the U.K. This was for me somewhat of a culture shock as my male colleagues all placed dinners, weekends and Christmas with their families above work. At first, I accepted this as the differences between Japanese and British lifestyles. With a little time, I grew to better understand and accept this attitude and to find that my perceptions were changing. This experience overseas I believe played a significant role in my decision.

Soon, my wife will return to the workforce and we will raise our child as working parents. To be honest, I am a little anxious. With the help of those around us and the Company, we plan to take full ownership in the selections that we make and the way we decide to work.

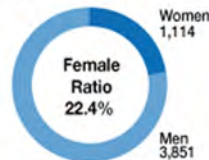
Assisting Women's Careers

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

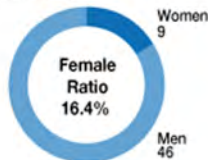
Principal Indicators Related to Female Employees at Yamaha Corporation

Ratio of Female Employees

(as of March, 2011)



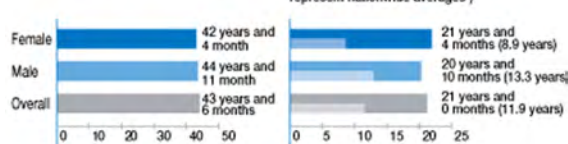
Ratio of Female New Graduate Hires (fiscal 2011)



Average Age and Number of Years of Continuous Employment (as of March, 2011)

Average Age

(as of March, 2011)

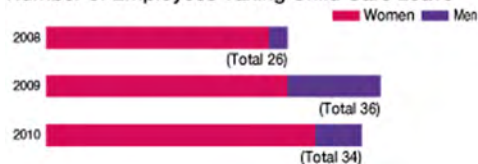


*Source: Ministry of Health, Labour and Welfare 2010 Basic Survey on Wage Structure

Female Manager Ratio

2011: 3.4% 2010: 3.1% 2009: 2.9%

Number of Employees Taking Child Care Leave



Positive Action Projects and the Establishment of the Diversity Development Department

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

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

Major Measures to Assist Women's Careers

Proactive hiring of female employees

Increase the ratio of female new graduate hires, targeting 30% for the immediate future (the female hiring ratio in fiscal 2010: 16.4%)

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

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

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

Creating working environments that are comfortable for women

Responding to next-generation laws on gender equality in employment, childcare and nursing leave
Implementing the Yamaha Action Plans
Promoting the operation of a balanced support system and the revision and creation of structures

Changing workplace awareness and fostering a corporate culture

Conducting educational activities through training, conferences and pamphlets
Providing information through Net J Career, an intranet service operated by the Diversity Planning Department. Launched in January 2008 as a communication site designed to promote optimal balance between a career, work and family life.

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



Promoting efforts in the Yamaha Group

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

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

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

Measures to Prevent Harassment

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

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

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

In fiscal 2010, we conducted compliance seminars as well as compliance surveys. These initiatives are consistent with efforts to ensure broad and comprehensive awareness toward the prohibition of harassment in the workplace.

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

Health and Safety

Yamaha Group's Basic Policy on Health and Safety

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

Group Safety and Health Management Policies

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

Health and Safety Management Structure and Activity Guideline

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

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

Approximately 300 people participated in the regular Group-wide Health and Safety Convention held in April 2011. In addition, Health and Safety Committees were convened at each of our business locations to discuss Groupwide policies and address issues unique to each business venue.

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

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

Striving for Accident-Free Workplaces

1. Work-related accidents over the past three years

		2008	2009	2010
Yamaha Corporation	No. of accidents	13	7	3
	Prevention target	4	7	6
	Frequency	1.06	0.59	0.25
	Severity	0.03	-	0.01
Group companies in Japan	No. of accidents	25	21	28
	Prevention target	24	30	27
	Frequency	1.89	1.70	2.98
	Severity	0.02	0.01	0.02
Group companies overseas	No. of accidents	36	47	36

	Prevention target	-	-	-
	Frequency	1.36	1.62	1.08
	Severity	0.01	0.02	0.01

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

2. Primary Health and Safety Activities

(1) Risk assessment (mainly at Yamaha Corporation)

As the number of work-related accidents is on the decline, management should start emphasizing measures to prevent accidents from happening in the future instead of measures in response to specific accidents. At Yamaha Corporation, risk assessment is the fundamental tool used to prevent accidents from happening. In fiscal 2010, we revised our evaluation methods in order to more clearly identify risks in each work process, and held risk assessment seminars with the aim of establishing a standardized methodology Groupwide. Beginning in June, these seminars were held a total of 13 times, and 343 people participated including leaders and employees responsible for health and safety at their business locations.

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

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

The audits use a health and safety management analysis table designed to quantitatively assess the level of health and safety at each base, quantifying more than 100 items examined including the level of compliance with rules and standards, and it also clarifies health and safety management systems and policies. At bases with problems identified in the results of the audits, and at bases with frequent work-related accidents, we provide thorough guidance and instruction on all physical and intellectual aspects of health and safety and assist the bases in finding a solution to their own health and safety issues.

Ensuring Employee Health

The basic policy of our Eighth Three-Year Plan for Comprehensive Safety Management to promote health during fiscal 2009-2011 states that the Yamaha Group will strive to precisely assess workplace health risks to employees, and plan and execute measures to address these risks, in order to proactively protect the health of its employees and create comfortable and highly productive work environments.

(A) Health checkups

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

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

(B) Mental healthcare

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

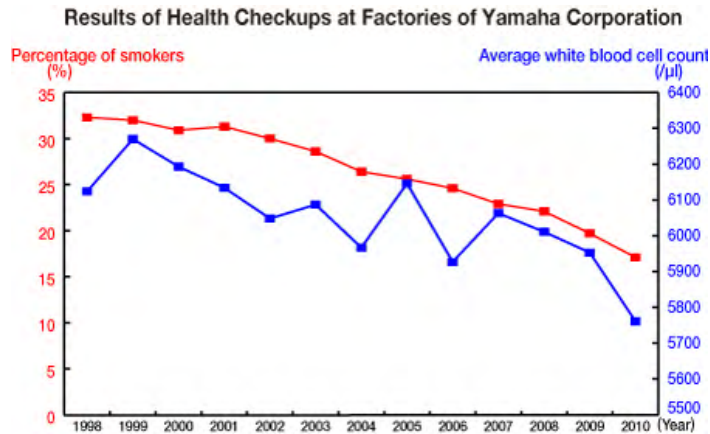
* EAP provides counseling to employees and their families for mental health issues, helps employees return to the workplace after leave for mental illness, and is also an employee support program that utilizes external specialists, such as ones that offer health-related training for managers in charge of production-line workers.

(C) No smoking policy

To protect the health of all of our workers, smokers and non-smokers alike, since 1998 Yamaha Corporation has continued to advise employees to stop smoking at their health checkups, reduce the number of designated smoking areas, promote no-smoking days, and help employees quit the habit.

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

As of April 2011, four out of ten business locations (including at some group companies) at Yamaha Corporation have prohibited smoking throughout their entire premises. As a result of these initiatives, the percentage of smokers at Yamaha factories has declined to 17% (20% of male employees), which is roughly half the national average. Health indicators have improved as a result of fewer employees smoking, and the average white blood cell count has steadily declined (see note).



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

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

Mutual Understanding with Business Partners

Adhering Strictly to Open and Fair Transactions

The Yamaha Group considers suppliers and subcontractors to be partners in its effort to live up to the Group's business philosophy. Accordingly, the Group strives to build relationships of growing mutual trust based on open and fair business dealings.

On this basis, the Group has worked diligently to incorporate this concept into its Compliance Code of Conduct and to implement education and training programs for its employees while gaining the understanding of business partners. These endeavors are aimed at avoiding any abuse of a dominant bargaining position and to ensure that transactions remain open and fair adhering strictly to statutory requirements as well as internal regulations and standards.

Making Public the Yamaha Material and Component Procurement Policy

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

- ⇒ [Yamaha Material and Component Procurement Policy](#)
- ⇒ [Yamaha Timber Procurement and Usage Guidelines](#)
- ⇒ [Green Procurement Standards](#)

CSR Procurement Activities

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

Drawing on the results of surveys, Yamaha Corporation requests that suppliers (including, in the case of trading companies the actual manufacturers in Japan and overseas) implement improvement measures when it has been determined that such measures are required. Yamahas has also added a rating of CSR-related initiatives to the list of criteria for determining whether to initiate business transactions with new suppliers. When requesting improvement measures, Yamaha meets directly with suppliers to explain and gain an understanding of its policies. These meetings also serve as an opportunity to provide feedback on survey score results. In fiscal 2010, the Company concluded contracts with suppliers who were not required to implement improvements.

With Society



Activities Grounded in Sound and Music

- Activities Aimed at Popularizing Music
- Proposing Solutions that Utilize Sound Technologies



With Local communities

- Contributions in those areas where Yamaha maintains a business base
- Local Involvement through Sports
- Support that Helps Foster the Next Generation



Social Welfare and Disaster Relief Activities

- Social Welfare Initiatives
- Disaster Relief and Aid

Activities Aimed at Popularizing Music

Conveying the joy of music to people throughout the world

In addition to its music school activities that help raise awareness toward music culture while promoting ongoing development both in and outside Japan, the Yamaha Group works diligently to support the aspirations of those engaged in musical studies through a wide range of initiatives. Through various endeavors focusing on universal design, the Group is striving to create an environment that allows each and every individual to enjoy the wonders of music.

Promoting the Music School Business

The Yamaha Group operates music schools both in and outside Japan as a part of efforts to popularize and develop musical culture. The music school business is essentially conducted by the Yamaha Music Foundation, which is responsible for providing a platform that develops a proficiency-oriented curriculum as well as teaching materials and texts, and helps nurture skilled and professional instructors, and Yamaha, whose activities extend to the actual operation of schools. To date, Yamaha music schools have catered to the needs of over 5,000,000 graduates in Japan alone putting in place lesson plans tailored to specific ages from young children through adolescents to adults and diverse objectives.

The Yamaha Group engages in the development and operation of music schools based on an overarching philosophy that focuses on efforts that help nurture the musical talents of people throughout the world. Our goal is to provide individuals with the opportunity to make the most of their skills and capabilities. By helping individuals to create music and to perform, we are endeavoring to convey the joy of music to an ever-increasing audience.

Since opening the Music Class for Pre-school Children in Tokyo in 1954, the Yamaha Group has provided music education to help enrich the development and growth of children for over five decades. In specific terms, the Yamaha Music Foundation has established and developed the Yamaha Music Education System, a unique education method that is distinguished by its three timely education, group lessons and emphasis on creativity features. Taking full advantage of this unique know-how, and in addition to Yamaha music schools for children that cater to the needs of one-year old infants through to junior high school students, Yamaha's Music Lessons for Adults are currently available both for music enthusiasts as well as individuals interested in learning to play a musical instrument as a hobby.



The Three Features for Nurturing Music Skills

Considerable emphasis is placed on creativity as one of three elements that comprise

the Yamaha Music Education System. This entails lessons that encompass a full range of musical pursuits including listening, singing, playing, reading and creating. Through these means, children are encouraged to express themselves by thinking freely. We work to help children acquire and enhance their sensitivity and imagination that will allow them to fully enjoy the pleasures that music can provide.

In order for children to enjoy music and to absorb and understand the given material easily, we believe it is best to give them appropriate guidance in accordance with the degree of their physical and mental development. Based on this concept of timely education, emphasis is placed on music fundamentals that focus on listening for pre-school children when hearing capabilities are rapidly developing. This learning process also helps children to more freely express themselves through music heightening interest and enjoyment.

The third and final element of the Yamaha Music Education System is the Group Lesson format. Group lessons have the advantage of allowing children to enjoy rich musical experiences while making friends in a social environment and developing a stronger sense of cooperativeness.

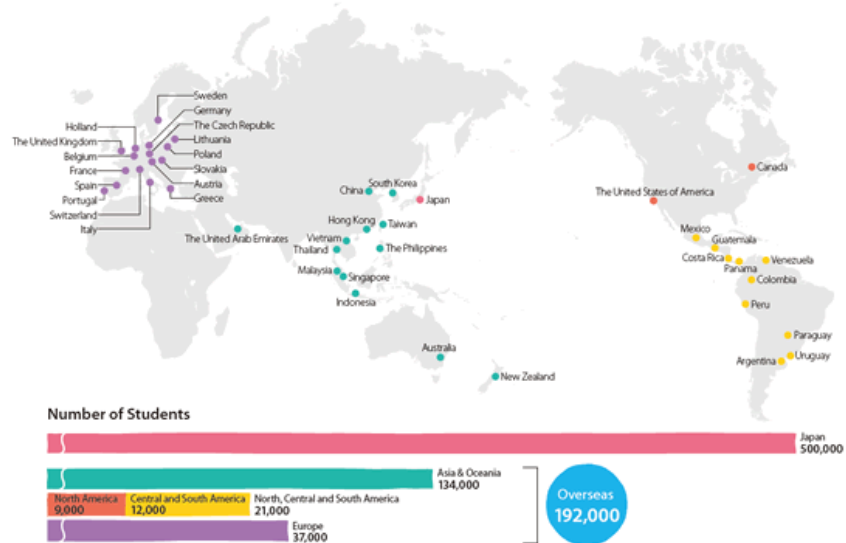


Engaging in Business Activities Across Over 40 Countries Worldwide While Catering to the Needs of Around 700,000 Students Globally

Yamaha Music School boasts a significant business scale with a network encompassing approximately 4,300 locations, 500,000 students, and 13,000 instructors in Japan as of June 2011. Graduates to date total more than 5,000,000 students.

Overseas, around 200,000 students attend Yamaha Music School operating in over 40 countries and regions around the world. In similar fashion to Japan, our overseas activities focus mainly on pre-school education as well as popular music courses that address demand from adults. As we work toward popularizing music, every effort is made to develop a common global philosophy and curriculum that takes into account and harmonizes the music culture and history of each individual country and region.

Countries in which Yamaha Music Schools Operate (2011)



Supporting People Engaged in Musical Pursuits

The Yamaha Group actively supports all individuals engaged in learning pursuits in their efforts to hone their musical skills and expand their musical endeavors. At the same time the Group strives to enrich community life through a variety of musical events as a part of

collective efforts to popularize and develop musical culture.

Local Events to Promote Music Culture

Each year, Yamaha holds “Hamamatsu Jazz Week” in cooperation with the city of Hamamatsu. In addition to concerts in auditoriums and on the street, activities including free lessons and booths, where participants were offered the opportunity to play instruments were conducted in May 2010. Moreover, Yamaha Music Osaka Co., Ltd. is a member of the planning committee for Kobe Motomachi Music Week, which is held every year in the Motomachi shopping district in Kobe. Through these and other means, the Yamaha Group actively supports the spread of music and culture in communities around Japan.



Hamamatsu Jazz Week



The Kobe Motomachi Music Week

Spreading the Joy of Wind-Instrument Music through Training Workshops

Yamaha Music & Electronics (China) Co., Ltd. held training workshops across 12 major cities in China in November 2010. The brass bands of leading schools in each region were invited to attend. Lectures were provided by prominent instructors to an aggregate total of 944 elementary, junior and senior high school students.



A lecture conducted by Mr. Li Tianchi

Supporting the Musical Pursuits of Artists

Yamaha Music Europe GmbH (YME) provides young musicians with opportunities to perform while supporting the musical pursuits of artists. YME Iberica Branch takes great pride in assisting Rafael Calderon, a well-known trumpeter with Down syndrome who performs in Spain. In fiscal 2010, the branch produced a magazine advertisement featuring Mr. Calderon.



Providing young musicians with opportunities to perform and the Musée d'Orsay



A magazine advertisement featuring Rafael Calderon

Promoting Universal Design

Yamaha Corporation is keen to help create an environment in which any and all people can enjoy the pleasures of music. With this in mind, we are considering the merits of incorporating the universal design concept into our products and services. In putting forward this concept, we participated as a sponsoring company in the 3rd International Conference

for Universal Design in HAMAMATSU 2010 held between October 30, 2010 and November 3, 2010 in Hamamatsu City in fiscal 2010. Based on the slogan and pledge of “music for you, music with all,” we showcased several universal design prototype products at the corporate exhibition corner of the Conference. Buoyed by this sponsorship and exhibition, the Yamaha Group will again consider adopting a universal design approach. Looking ahead, we will put forward proposals that take full advantage of the power and strength of music to help realize a society that is both rich in communication and that allows people of diverse backgrounds and attributes to live in harmonious comfort.



Proposing Solutions that Utilize Sound Technologies

The Yamaha Speech Privacy System™ that Helps Prevent Conversation Leakage

Yamaha Corporation has continued to create richly realized independent sound fields through the manufacture of its products while also engaging in sound research and the development of control systems that help establish sound listening environments.

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

The VSP-1 is equipped with Yamaha's proprietary informational masking technology. This technology uses a newly developed original disruptive masker synthesized from human speech, which is combined with a camouflage technology that encapsulates conversations for private consumption using environmental sound. This system can mask the information in people's conversations much more effectively than conventional energy masking.

In addition, Yamaha has developed a sound system that incorporates elements from nature including the babbling of a brook or birds singing together with the sounds produced by musical instruments to create an optimal sound environment that helps protect private conversations.

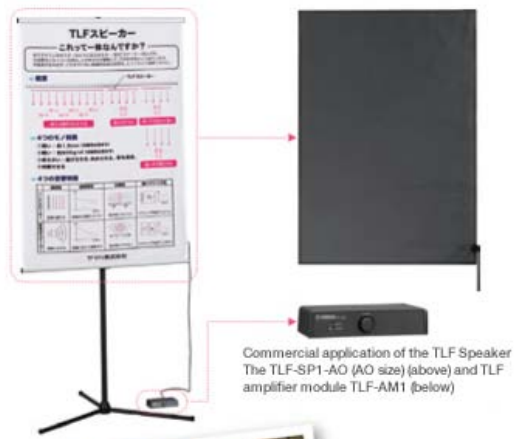


The Yamaha Speech Privacy System™ VSP-1

Sound Signage Helping to Enhance the Effectiveness of Information Displays Through Sound

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

In fiscal 2011, Yamaha plans to establish a Sound Signage business model drawing on the fruits of demonstration trials. Moving forward, the Company will continue to promote commercial application of its various technologies including TLF-SP.



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

Contributions in those areas where Yamaha maintains a business base

Tours of Grand Piano Manufacturing Process

Takegawa Factory, Yamaha Corporation

After shifting production processes for grand pianos from the factory at Yamaha Corporation's headquarters, we opened the Takegawa Factory for public tours from June 2010. We have since received a wide variety of visitors, including musicians, families, corporate trainees, and school groups. More than 10,000 people participated in the grand piano tour in fiscal 2010.

Visitors to the factory pass through Harmony Plaza, where we display an early model grand piano that has been recognized by the Ministry of Economy, Trade and Industry as part of Japan's Heritage of Industrial Modernization. In the factory we introduce them to the assembly process for modern grand pianos using the latest equipment and techniques, as well as our environmental protection initiatives including our cogeneration system.

Our goal in running these tours is to deepen the general public's understanding of Yamaha, and to arouse people's interest in instruments and music. We also take requests from schools for tours as part of school lessons. Students of all ages, from primary school to university, have visited the factory. We try to present different aspects to suit the perspectives of each group, with themes including factories, processes, manufacturing, marketing and others.



Visitors observe a grand piano being made at the Takegawa Factory



An exhibition at Harmony Plaza

Local Events to Promote Music Culture

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

(1) Hamamatsu Jazz Week

Since 1992, Yamaha has sponsored "Hamamatsu Jazz Week" in cooperation with the city of Hamamatsu, where the Company is headquartered. The event is designed to help Hamamatsu become a city that promotes music, creating "a city where music lives, and where music brings the city to life." This unique local cultural event, jointly organized by the public and private sectors, brings together people of all ages to enjoy jazz.

The 19th festival took place in May 2010. In addition to concerts in auditoriums and on the street, for the first time the events included free lessons—"jazz workshops"—where members of the public could refine technique in voice, piano, saxophone, and four other instruments, as well as booths where they could try playing instruments on their own, helping visitors both enjoy jazz and make it more familiar. Another aim of Hamamatsu Jazz Week is to offer new artists the opportunity to perform, and the program actively includes aspiring new artists alongside the veteran performers. These many activities, as well as the cooperation and support of music fans and musicians, have made Hamamatsu Jazz Week one of Japan's premier jazz music events.

The next festival will be held in October 2011.



A concert on the last day of the Yamaha Jazz Festival in Hamamatsu 2010



Elementary, junior high school and high school students from around Japan represented their schools in performances at the 2010 Student Jazz Festival in Hamamatsu.

(2) Kobe Motomachi Music Week

Yamaha Music Osaka Co., Ltd. is a member of the planning committee for the Kobe Motomachi Music Week, which is held every year in the Motomachi shopping district in Kobe, where a Yamaha store is also located. With the Kobe Motomachi Music Week celebrating its 13th year in 2010, Yamaha Music Osaka Co., Ltd. helped with planning the event as a committee member, auditioned musicians applying to perform street concerts, and sponsored concerts inside and in front of the Yamaha Kobe Shop.



Contributing to the Local Environment

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

⇒ [Environmental Initiatives / Regional Activities](#)

Local Involvement through Sports

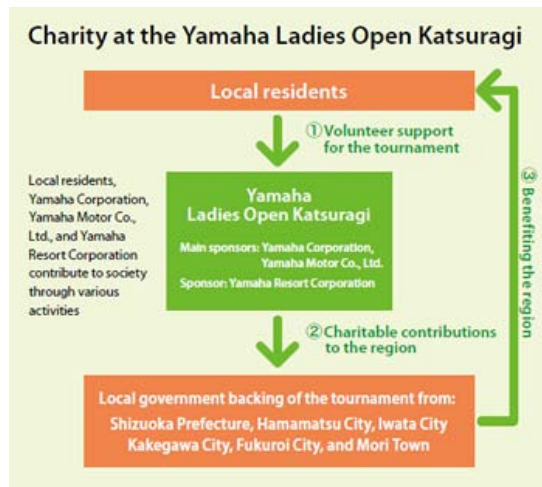
Contributing Locally through the Yamaha Ladies Open

Each year, Yamaha Corporation and Yamaha Motor Co., Ltd. jointly host the Yamaha Ladies Open Katsuragi golf tournament at the Katsuragi Golf Club operated by Yamaha Resort Corporation in Fukuroi, Shizuoka. This major event is made possible with the support of volunteer staff that record and carry out the tournament as well as prepare the gallery, and also the support of local residents and regional governments.

Since the 2008 tournament, Yamaha have given donations to local governments that have backed the tournament as a token of our appreciation to local residents for their cooperation and support of the event. At the 2010 tournament, we donated a total of ¥6 million, comprising ¥1 million each to Shizuoka Prefecture, Hamamatsu City, Iwata City, Kakegawa City, Fukuroi City, and Mori Town. These donations will be used to revitalize the region and improve social welfare, such as maintaining sports facilities and buying vehicles for volunteer activities.



Donations were received by government representatives after the tournament award ceremony



Local Exchange through Baseball Classes

In November 2010, the Yamaha Baseball Club invited 43 students from two schools for international students from South America, which rooted for the club at a major playoff, to the Yamaha Baseball Club's Toyooka baseball field for a mini baseball classroom event. After receiving some tips on the basics of catching the ball and batting, the students had an exciting and fun time playing a mini game with the baseball players.

In addition to this activity, the Yamaha Baseball Club periodically offers baseball classes to local youth baseball teams. It has held 26 such classes so far, and held three in fiscal 2010 including ones in Hamamatsu City and Kakegawa City. A total of 719 people have participated in these classes. Some of these classes also offered Baseball Health Examinations in cooperation with sports physicians and the baseball club's alumni association to do health checkups and instruct young baseball players on how to prevent injuries and accidents.



A mini baseball class was offered to students at an international school

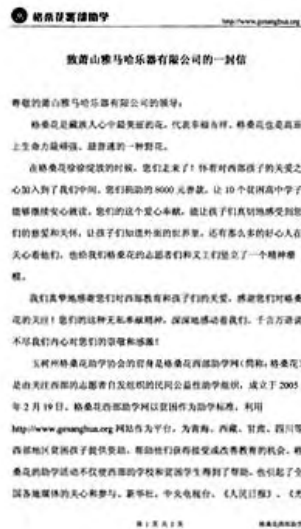
Support that Helps Foster the Next Generation

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

Xiaoshan Yamaha Musical Instrument Co., Ltd.

Xiaoshan Yamaha Musical Instrument Co., Ltd. has provided donations and engaged in related activities to help provide an education to impoverished children unable to go to school since 2006.

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



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

Yamaha Music Craft Corporation

As a part of the company's ongoing efforts to contribute to the local community, Yamaha Music Craft Corporation has accepted junior high school students from Hamamatsu City allowing them to gain on-the-job experience at its business premises since 2003. Since 2002, the company has also organized factory tours for local elementary school students. Both initiatives have continued on a yearly basis since inception. In fiscal 2010, three schools participated in on-the-job experience while two schools participated in factory tours for a total of approximately 130 students.

In addition to experiencing the joys and hardships of work life, students were instructed in workplace manner. This initiative aims to provide students with a sense of what it is like to have a career as well as a better outlook on life. Yamaha has received letters of appreciation from students with wide-ranging views and thoughts. Students have

commented that they now realize the art of craftsmanship involves much more than just making things. Other students were greatly impressed by the care and detailed effort put into making instruments that allow performers to excel. Students are therefore afforded significant benefits that can only be provided by a factory that manufactures musical instruments.

Factory tours help provide elementary students with a deeper understanding of the true nature and essence of a factory. As a local factory that manufactures instruments that students particularly like including guitars and marimbas, these tours help foster an attachment and affinity with the region.



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



Elementary school students participating in a factory tour

Social Welfare Initiatives

Charity Marathon in Support of the Battle Against Childhood Disease



Yamaha Corporation of America (YCA)

Yamaha Cares was launched at YCA as a way for employees to become charitable members of the communities in which they live and work in 2005. Centered on spreading the joy that music brings, Yamaha Cares enthusiastically takes on activities with themes in education, the arts, environment, and human health and well-being.

Continuing initiatives include support for efforts to combat childhood disease. One way in which Yamaha Cares does this is by donating funds raised through participation in the Southern California Half Marathon to the Children's Hospital of Orange County (CHOC) where research is being conducted into the cause and cure of Type 1 juvenile diabetes.

This is the third consecutive year that employees have entered the race for this cause, and have raised nearly \$25,000 in total. The CHOC Diabetes Center is the first pediatric diabetes program in Southern California to be recognized for meeting and maintaining American Diabetes Association (ADA) standards of care guidelines.

Yamaha Cares is active in fundraising efforts for many other programs, including the Special Olympics, college music scholarships, The Boys and Girls Club after school sports programs, The Susan G. Komen Foundation, American Cancer Society, and several other charities in support of children battling disease and poverty, such as the March of Dimes, Make a Wish Foundation, and Toys For Tots, to name just a few.



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

Charity Concert Raises Funds for Children's Welfare

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

In September 2010, Yamaha Corporation sponsored the Yamaha Gospel Night 2010 at the Pacifico Yokohama National Convention Hall, working with the non-profit Kids Earth Fund* to raise money.

Gospel Night is a concert featuring students of the Yamaha Adult Music Lesson program. Commemorating the 10th year of the concert, Yamaha sold corporate-branded merchandise and sponsored other fund-raising activities. The concert also featured a segment introducing the activities of the Kids Earth Fund on stage, as well as a lobby display of art drawn by children from around the world.

* Kids Earth Fund: A non-profit organization engaged in activities supporting child victims of disasters, diseases, and other hardships.



Art exhibit sponsored by the Kids Earth Fund
(children's art exhibit)

Flower-Viewing Parties for Nearby Hospital Patients

The Office at Yamaha Corporation's Headquarters

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

A total of 130 people participated in flower-viewing parties held on March 27 and April 3, 2010.



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

Disaster Relief and Aid

Support for Areas Devastated by the Great East Japan Earthquake

In the wake of the Great East Japan Earthquake that struck the nation on March 11, 2011, we wish to convey our sincerest condolences to those persons who lost their lives and to their families. We would also like to extend our heartfelt sympathies to the people living in devastated areas who continue to suffer from the aftereffects of the disaster. The Yamaha Group is doing everything in its power to bring smiles to the faces of those sufferers in affected areas as quickly as possible. In addition to donations by Group companies both in and outside Japan, the Group is promoting the inspection and repair of musical instruments through its network of dealers. The Group has also provided "Projectphone" web conference microphone speaker systems for use as communications infrastructure and is endeavoring to reopen music schools while conducting charity concerts across devastated areas together with other support activities.

Led by the Japan Musical Instruments Association, the School Music Revival Fund was established in July with the Company's president Mitsuru Umemura serving as chief promoter. Under the Fund, steps are being taken to inspect and repair the musical instruments of kindergartens, elementary, junior and senior high schools located in hard-hit areas.

⇒ [Support for Those Affected by the Great East Japan Earthquake](#)

Environmental Initiatives



Environmental Management

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



Environmentally Friendly Products

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



Environmentally Friendly Business Activities

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



Environmental Contribution Activities

- Forests/biodiversity Preservation Initiatives
- Regional Activities

Promotion of Environmental Management

As a part of its CSR activities, the Yamaha Group actively works to promote the regional environment by reducing the environmental burden of its business activities, products and services, and effectively using energy and natural resources under the Yamaha Group Environmental Policy.

Yamaha Group Environmental Policy

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

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

This new environmental policy was designed to satisfy ISO 14001 requirements, adding signatures by corporate representatives and other enhancements, with the ultimate aim of creating a better global environment under the slogan “Sustaining the Concerto of Yamaha with the Earth.”

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

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

Acquisition of Groupwide ISO 14001 Certification

In fiscal 1997, the Yamaha Group introduced its ISO 14001 environment management system as the centerpiece of its environmental protection initiative. By fiscal 2006, Yamaha Corporation and Group manufacturing companies both in Japan and overseas, as well as resort facilities and 27 major sales offices (representing 82% of total employees), had completed certification. These entities have worked diligently to protect the environment by setting environmental goals and targets in view of their unique business environments.

From fiscal 2010, we have been steadily advancing efforts at Group companies in Japan to integrate ISO 14001 environmental management systems at business offices that have already been certified, in the aim of promoting environmental preservation in our business activities and improving the efficiency of activities to protect the environment on a Groupwide basis. In November 2010, we received certification of our first steps at integration, and we plan to finish the unification at Group companies in Japan during fiscal 2011.

Environmental Management Systems

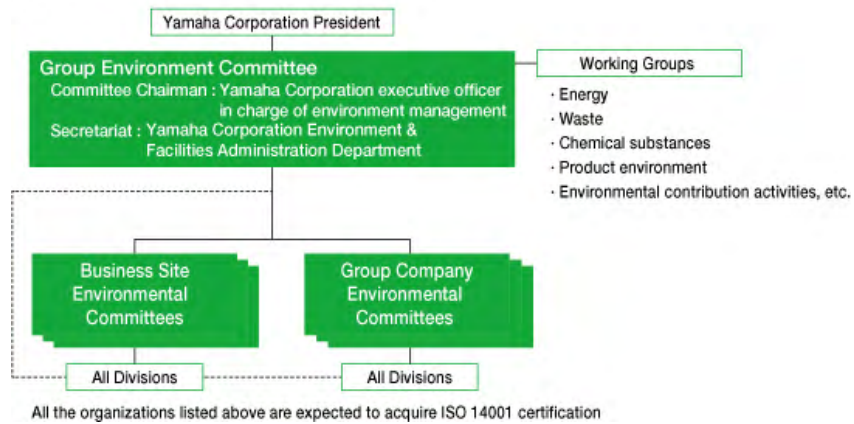
The Yamaha Group periodically convened the Environmental Management Promotion Committee as a part of its Groupwide environmental management system, to debate and reach decisions on key issues such as environmental strategy.

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

The Yamaha Group Environment Committee will convene once every quarter with the executive officer in charge of environment management at Yamaha Corporation as the committee chairman, and participants comprising persons in charge of environmental management at Group companies, business offices, and core business divisions, working

group leaders, and internal environmental audit team leaders. The minutes of the meetings, including debates and decisions, are communicated on our website and to core business divisions for everyone within the Group to share.

Environmental Management Structure



Setting Environmental Goals and Targets

Based on the long-term Groupwide environmental strategy, the Yamaha Group has worked to protect the environment by having each business office set their own environmental medium-term goals and fiscal year targets in accordance with their unique business conditions.

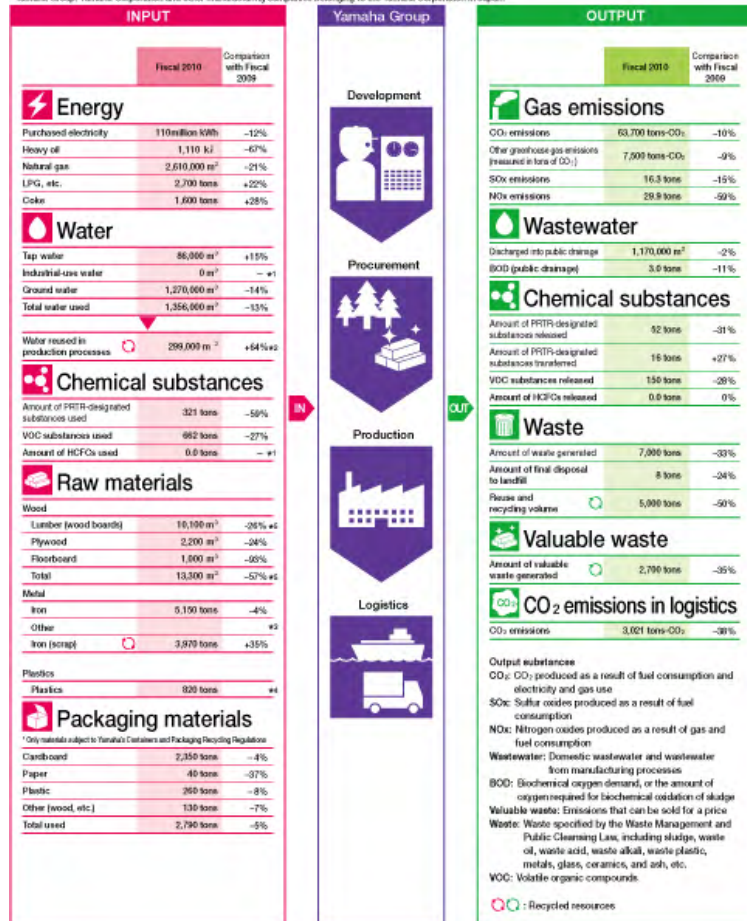
From fiscal 2010, we will create environmental goals and policies for the entire Group, in line with our updated environmental management system. Each business office will set environmental goals and targets within the scope of the Group's broader objectives, and also create individual targets as necessary.

Material Balance

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

Material Balance Performance in Fiscal 2010

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



>>Click to enlarge

*1 No use in fiscal 2009 as well

*2 Data through to fiscal 2009 for Yamaha Kagoshima Semiconductor Inc. only. Additional data for Yamaha Corporation, Toyooka Factory, Kakegawa Factory and Saitama Factory from fiscal 2010

*3 No aggregate data from fiscal 2010

*4 Implemented aggregate data from fiscal 2010

*5 Revisions undertaken with respect to fiscal 2009 data. Calculations based on revised data

INPUT

	Fiscal 2010	Comparison with Fiscal 2009
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Energy

Purchased electricity	110million kWh	-12%
Heavy oil	1,110 kℓ	-67%
Natural gas	2,610,000 m ³	-21%
LPG, etc.	2,700 tons	+22%
Coke	1,600 tons	+28%

Water

Tap water	86,000 m ³	+15%
Industrial-use water	0 m ³	- *
Ground water	1,270,000 m ³	-14%
Total water used	1,356,000 m ³	-13%

Water reused in production processes	299,000 m ³	+64%*2
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Chemical substances

Amount of PRTR-designated substances used	321 tons	-59%
VOC substances used	662 tons	-27%
Amount of HCFCs used	0.0 tons	- *

Raw materials

Wood		
Lumber (wood boards)	10,100 m ³	-26% *5
Plywood	2,200 m ³	-24%
Floorboard	1,000 m ³	-93%
Total	13,300 m ³	-57% *5

Metal		
Iron	5,150 tons	-4%
Other		*3
Iron (scrap)	3,970 tons	+35%

Plastics		
Plastics	820 tons	*4

Packaging materials

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

Cardboard	2,350 tons	-4%
Paper	40 tons	-37%
Plastic	260 tons	-8%
Other (wood, etc.)	130 tons	-7%
Total used	2,790 tons	-5%

Yamaha Group

Development



Procurement



Production



Logistics



OUTPUT

	Fiscal 2010	Comparison with Fiscal 2009
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Gas emissions

CO ₂ emissions	63,700 tons-CO ₂	-10%
Other greenhouse gas emissions (measured in tons of CO ₂)	7,500 tons-CO ₂	-9%
SO _x emissions	16.3 tons	-15%
NO _x emissions	29.9 tons	-59%

Wastewater

Discharged into public drainage	1,170,000 m ³	-2%
BOD (public drainage)	3.0 tons	-11%

Chemical substances

Amount of PRTR-designated substances released	52 tons	-31%
Amount of PRTR-designated substances transferred	16 tons	+27%
VOC substances released	150 tons	-28%
Amount of HCFCs released	0.0 tons	0%

Waste

Amount of waste generated	7,000 tons	-33%
Amount of final disposal to landfill	8 tons	-24%
Reuse and recycling volume	5,000 tons	-50%

Valuable waste

Amount of valuable waste generated	2,700 tons	-35%
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CO₂ emissions in logistics

CO ₂ emissions	3,021 tons-CO ₂	-38%
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Output substances

CO₂: CO₂ produced as a result of fuel consumption and electricity and gas use

SO_x: Sulfur oxides produced as a result of fuel consumption

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

Wastewater: Domestic wastewater and wastewater from manufacturing processes

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

Valuable waste: Emissions that can be sold for a price

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

VOC: Volatile organic compounds

: Recycled resources

IN

OUT

Goals and Achievements

○=Completed ×=Incomplete

	Goal	Achievements in FY2010	Status	Future Initiatives
Environmental Management System	Extend ISO14001 certification	Domestic Group companies acquired integrated ISO 14001 certification (Step 1) in November 2010	○	Complete ISO14001 integration throughout the Yamaha Group in Japan by fiscal 2011
	Expand the Yamaha Environment-Related Information System (Yecos)	Introduced a waste system	○	Initiate waste system operations
	Promote environmental training and education activities	Provided internal environmental auditor training	○	Continue to hold internal environmental auditor training seminars
		Held brush-up seminars for internal environmental auditors	○	Hold brush-up seminars for internal environmental auditors in response to ISO 14001 integration
		Conducted environmental seminars (370 participants) Theme: "Environmental Problems as Seen From Space:Defining the Human Sphere"	○	Continue to conduct environmental seminars
	Product development	Promote environmentally friendly product development	Implemented regular education incorporating environmentally friendly design	○
Continued to manage the recycling of				Continue to manage the recycling of

		certain products, such as used electronic musical instruments, and packaging materials	○	certain products, such as used electronic musical instruments, and packaging materials
	Comply with RoHS Directive and similar standards	Continued to manage compliance with RoHS Directive and similar standards	○	Respond to the expansion and revision of the RoHS Directive and similar regulations
Green procurement	Promote green procurement	Implemented management of hazardous chemical materials in products that could be subject to stricter international regulation (Implement new management systems capable of responding to charge)	○	Implement management of hazardous chemical materials in products that could be subject to stricter international regulation (Continue to implement new management systems capable of responding to charge)
Prevention of global warming	6% reduction in CO ₂ emissions on FY1990 levels by FY2010 *	CO ₂ emissions volume down 41% compared to FY1990 (63,700tons of CO ₂ per year; 10% reduction year on year)*	○	Consider targets for CO ₂ emissions reduction for FY2010 and beyond
	1% reduction in CO ₂ emissions per unit of sales on FY2009	CO ₂ emissions per unit of sales decreased by 3.3% year on year (to 231,000 tons-CO ₂ per year per ¥100 million)	○	1% reduction in CO ₂ emissions per unit of sales on FY2010
Waste reduction	Maintain Zero Emissions and improve recycling quality	Achieved 0.08% landfill disposal, compared to Zero Emissions target of under 1%	○	Maintain Zero Emissions and improve recycling quality
Protection of the ozone layer	Maintain elimination of CFCs and	Completely eliminated in April 2005, not	○	Maintain complete elimination

	HCFCs from manufacturing processes *	used since then		
Management of chemical substances	Reduce VOC emissions by 30% on FY2000 levels by FY2010*	VOC emissions volume reduced by 70% compared to FY2000 (150 tons per year, 28% reduction year on year)	○	Keep VOC emissions below FY2010 levels
Groundwater purification	Continue ongoing purification of groundwater (2 sites)	Report regarding purification completion at one base submitted to the relevant government authority	○	Continue using pumped water aeration and activated carbon absorption methods for groundwater purification
Biodiversity	Consider relationship between business activities and biodiversity	<ul style="list-style-type: none"> •Continued to promote procurement based on Timber Procurement and Usage Guidelines •Continued participation in Musicwood Campaign •Promoted internal education about biodiversity (held seminars) 	○	<ul style="list-style-type: none"> •Continue to promote procurement based on Timber Procurement and Usage Guidelines •Continue participation in Musicwood Campaign •Promote internal education about biodiversity
Social contribution	Conservation of forests outside of Japan: Implement tree-planting activities at Phase 2 of the "Yamaha Forest" in Indonesia between FY2010 and FY2014	Commenced tree-planting initiative as a part of Phase 2 of the "Yamaha Forest" in Indonesia	○	Consider further tree-planting activities in Indonesia
	Conservation of forests in Japan: Provide support for regeneration of the Enshunada coastal forest between	150 Yamaha employees and their families and volunteers from the general public planted 155 trees as part of		Continue support for the regeneration of the Enshunada coastal forest Plan next activity

	FY2007 and FY2011	the "Shizuoka Forests of the Future Supporter System" to support the regeneration of the Enshunada coastal forest	○	
	Conduct and participate in local cleanup campaigns	Approximately 940 people participated in local cleanup campaigns	○	Continue to engage in local cleanup campaigns
Environmental communication	Disclose information through CSR report and website	Disclose information by publishing a printed CSR Report introducing activities and a Web-based report containing full information on activities and data	○	Continue disclosing information by publishing a printed and a web-based CSR Report
	Disclose information through participation in various events	<ul style="list-style-type: none"> •Participated in "Shizuoka STOP Global Warming Action Campaign" •Continued "Kakegawa STOP Global Warming Partnership Agreement" (Kakegawa Factory) 	○	Disclose information through participation in various events

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

Environmental Accounting

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

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

Environmental Expenses

The Yamaha Group's environmental equipment investment in fiscal 2010 decreased by ¥106 million ¥80 million

Principal investments were for utility refinement due to factory integration and air conditioning system upgrades.

Environmental Expenses			million yen	
		Debit	Investment ^{*1}	Expenses ^{*2}
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	34.6	470.3
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	37.5	82.0
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	6.9	505.0
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	348.4
Management costs		Environmental education, ISO 14001, greening of premises, etc.	1.2	394.8
Research and development costs		Development of environmentally friendly products, prototypes, etc.	-	104.6
Social activity costs		Social contributions, etc.	0.0	31.6
Environmental damage costs		Groundwater purification, SOx levies, etc.	0.0	12.3
Total			80.2	1949.0
			(-105.7)	(-536.8)

|| 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).

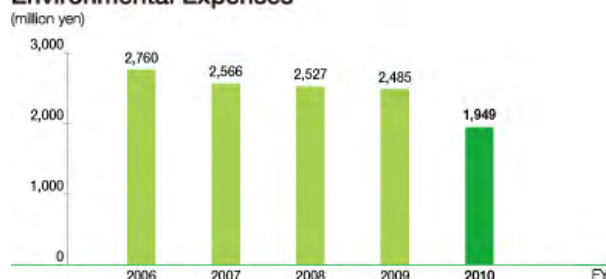
*2 Expenses refer to personnel and other costs expended for environmental conservation activities. Personnel expenses are calculated by multiplying the time spent on environmental conservation activities determined by the manager of each department by a common unit cost of personnel expenses set in each 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.

>>Click to enlarge

Environmental Investment



Environmental Expenses



Economic Effects

1. Environmental Conservation Effects

The Yamaha Group's CO₂ emissions fell by 7,400 tons compared with the previous fiscal year to 63,700 tons due to the Kakegawa integration of piano production processes and the elimination and consolidation of businesses.

Water consumption declined by 200,000 m³ year on year to 1,360,000 m³.

As a result of the Yamaha Group's efforts to achieve the target of Zero Emissions through reuse of resources and other measures, final disposal at landfills was approximately 7.7 tons, down by 2.4 tons from the previous fiscal year. Emissions of chemical substances

decreased by 23 tons to 52 tons.

Environmental Conservation Effects

Details	Unit	FY2009	FY2010	Reduction amount
CO ₂ emissions	10,000 tons-CO ₂	7.11	6.37	0.74
Greenhouse gas emissions	10,000 tons-CO ₂	0.82	0.75	0.07
Water consumption	10,000m ³	155	136	20
Waste treated or disposed of	tons	10.1	7.7	2.4
Chemical substances released* ³	tons	75	52	23
CFC substitutes emissions	tons	0.0	0.0	0.0

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

2. Economic Effects

Heating and lighting costs fell by roughly ¥270 million to ¥2,119 million compared with the previous fiscal year. Water costs fell by about ¥2 million to ¥18 million, and sewerage costs fell by roughly ¥9 million to ¥30 million. Waste disposal costs came to ¥194 million, representing a savings of around ¥81 million. This reduction was attributable to the variety of measures implemented aimed at conserving energy and resources as well as the sale of certain businesses.

As a result of the conversion of waste to valuable materials, the Company gained ¥250 million in income from the sale of valuable materials, resulting in a total economic effect of ¥610 million.

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

Economic Effects

Details	FY2009	FY2010	Savings
Total savings			360
Electricity and heating costs	2,391	2,119	272
Water costs	16	18	-2
Sewerage costs	39	30	9
Waste disposal costs	275	194	81
Income from sales of valuable wastes	161	250	250
Economic effects			610

Minus (-) indicates an increase.

- ⇒ Environmental Performance Data, Environmental Accounting (2): Resort Facilities
- ⇒ Environmental Performance Data, Environmental Accounting (3): Group Manufacturing Companies Located Overseas

Environmental Expenses

(million yen)

		Details	Investment* ¹	Expenses* ²
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	34.6	470.3
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Environmental Risk Management

Scheduled Monitoring and Compliance with Environmental Laws

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

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

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

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



Taking environmental measurements

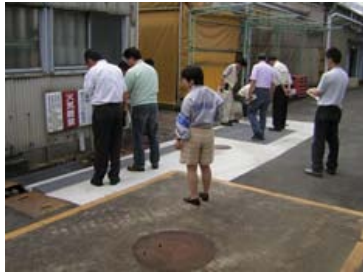
Environmental Audits

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

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

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





Conducting an environmental audit

Environmental Accidents/Litigation

During fiscal 2010, the Yamaha Group did not violate any laws, receive fines, pay fees, or be named in any lawsuits with respect to environmental concerns. The Yamaha Group did not experience any accidents having an effect on the outside environment, nor did we receive any significant complaints.

Emergency Response and Training

Under the provisions of the ISO14001 integrated management system, we assume an emergency situation to exist for events that may have a serious impact on the environment (leakage of hazardous substances or oil), or for leaks, etc. that have actually occurred in the past. Each Yamaha business location has put procedures, equipment, and tools into place to respond to such emergency situations. Each location also conducts emergency response training.



Emergency response training at the Toyooka Factory

Soil/Groundwater Cleanup and Management

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

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

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



Groundwater purification equipment at the Headquarters Factory

Protecting the Ozone Layer

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

Environmental Education and Training

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

Environmental Seminars

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

Past Environmental Seminars

FY 2010 (370 attendees)	“Environmental Problems as Seen From Space: Defining the Human Sphere” Lecturer: Mr. Takafumi Matsui, Director, Planetary Exploration Research Center, Chiba Institute of Technology
FY 2011 (330 attendees)	“Forests and Corporations: Toward an Era of Responsible Wood Procurement” Lecturer: Mr. Mutai Hashimoto, Forest Programme Officer, WWF Japan



Our fiscal 2010 environmental seminar, Environmental Problems as Seen From Space: Defining the Human Sphere

Specialized Training for Environmental Preservation Staff

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

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

Training and Brush-Up for Internal Environmental Auditors

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

Fifteen audit staff participated in the May 2010 seminar held at Yamaha headquarters. Since our first such training in March 1998, we have held 37 seminars, with more than 1,000 cumulative participants who are registered as internal environmental auditors.

With the migration to an ISO integrated management system during fiscal 2010, we held an Internal Environmental Auditor Brush-Up Seminar to improve the skill set of staff members responsible for internal audits. We held this seminar in May 2010 at the Yamaha headquarters, where 23 individuals were able to build stronger audit skills related to

environmental activities that are linked directly to our business.



Internal Environmental Auditor Brush-Up

Promoting Eco Initiatives among All Employees

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

(1) Household Eco-Account Book: Smart Life Guide

Since fiscal 2003, the Yamaha Group has worked in partnership with the Yamaha labor union to conduct the Eco-Account Book “Smart Life Guide” program. This program encourages employees to record household usage of electricity, natural gas, and gasoline. Recording these figures helps employees be aware their daily energy consumption and CO₂ emissions, promoting ways to prevent global warming on a personal level.

The Eco-Account book is a publication unique to Yamaha. The book features “Ecoron,” an original Yamaha cartoon character, which helps children become interested and involved in the program. Yamaha also distributes its own coloring page in which children can write their own ways to help the environment. As a result of Yamaha’s emphasis on this program, more than 2,000 households participate each year, with a cumulative 17,000 households having participated in the eight years since the start of the program.

In fiscal 2011, Yamaha introduced a new Smart Life in My Home Commitment, which each family can make according to their individual circumstances. Yamaha hopes that this new addition to the program will help families make more practical changes in their energy consumption habits by keeping records.



The Smart Life Guide Eco-Account Book and My Eco Commitment coloring page

(2) Promoting Green Eco Curtains in Employee Homes

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

In addition to providing how-to instructions, Yamaha distributed seeds for morning glories, Goya, and other hanging plants to those interested.

Yamaha will be featuring more information in the Company newsletter to encourage employees to provide updates of their progress.



Environmentally Friendly Products

The Yamaha Group has positioned efforts to develop technologies and provide products that are friendlier to the environment as major environment management theme under its environmental policy.

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

⇒ Management of chemical substances contained in products

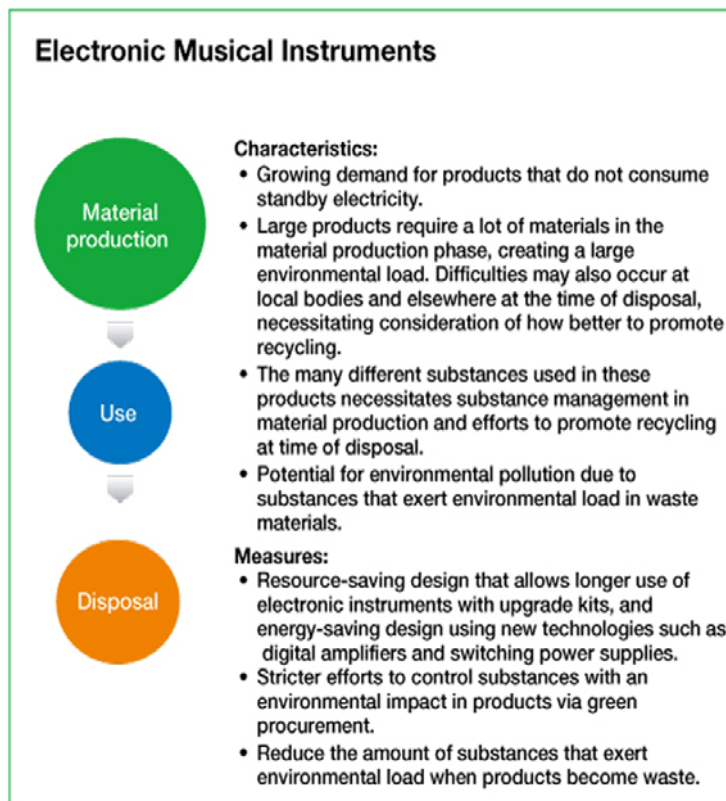
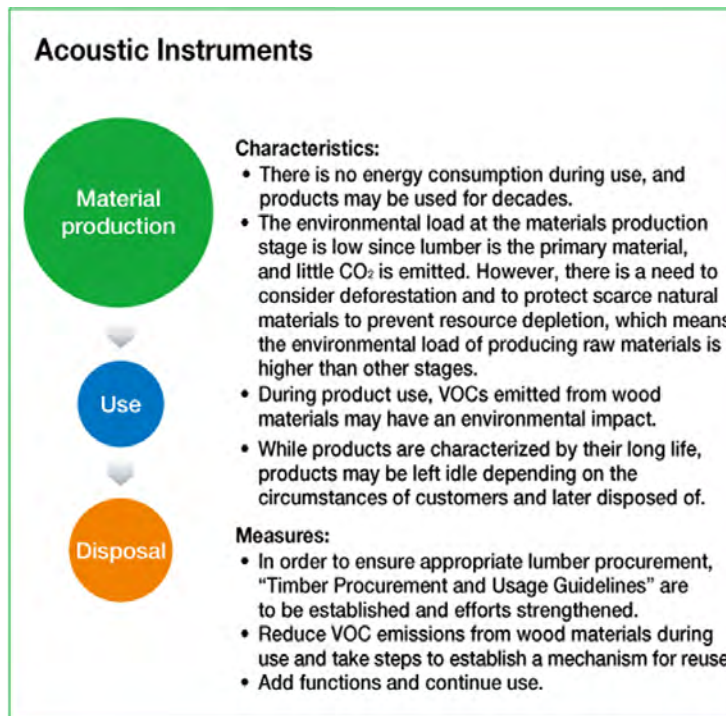
⇒ Green procurement

	Material production stage	Usage stage	Disposal stage	Product examples
Energy conservation		<ul style="list-style-type: none"> •Reduce power consumption •Reduce standby power consumption 		Routers, audio-visual products, electronic musical instruments
Resource conservation	<ul style="list-style-type: none"> •Miniaturization in design •Integrated design 	<ul style="list-style-type: none"> •Long-life design •Re-application utilizing added functions 	<ul style="list-style-type: none"> •Promotion of reuse •Promotion of recycling 	STAGEA, MOX6 and MOX8, YHT-S400
Resource maintenance	<ul style="list-style-type: none"> •Yamaha Timber Procurement and Usage Guidelines formulation •Reduce use of scarce materials 	<ul style="list-style-type: none"> •Long-life design 	<ul style="list-style-type: none"> •Promotion of reuse •Promotion of recycling 	RGX-A2, ROCK TOUR, Akusutaron™, white and black keys, A.R.E. products
Reducing substances with significant environmental loads	<ul style="list-style-type: none"> •Management of chemical substances in products •Promotion green procurement 	<ul style="list-style-type: none"> •Reduce VOC*1 emissions from products •Reduce direct contact of harmful substance with customers 	<ul style="list-style-type: none"> •Promotion of reuse •Promotion of recycling •Reduce the environmental load of substances in waste 	Wind instruments
Products that support the environment		<ul style="list-style-type: none"> •Reduce the environmental load generated by customer business sites •Reduce the environmental load created when using products manufactured by customers 		Micro-prober, helium leak tester

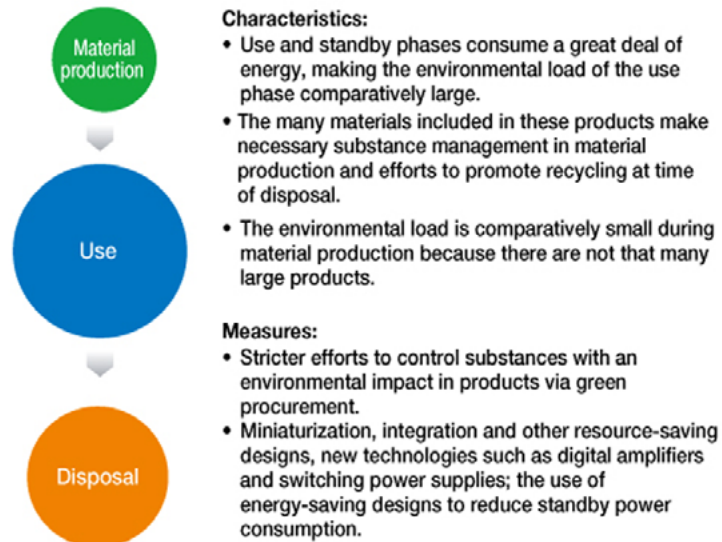
*1 VOC: Volatile organic compounds. When generated in large volumes, these substances can affect human health and the environment.

Primary Product Group Characteristics According to LCA Assessments, and Initiatives

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



AV Equipment, IT Equipment



Initiatives in Energy-Conserving Products

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

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

Examples of energy-conserving products

(1)Router



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

(2)AV product



In addition to developing AV models that keep energy consumption at 0.5W or below in standby mode, by using high-efficiency amps and a high-efficiency switching power supply, Yamaha's AV equipment also realizes reduced energy consumption when in operation. The RX-V471 AV receiver, for example, boasts standby energy consumption at a low 0.1W, while also being loaded with an automatic power-down feature to save energy when temporarily not in use. The energy savings realized by these products is significant compared to previous models. These functions also comply with ErP directives*.

(3)Electronic musical instruments



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

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

Initiatives in Resource-Conserving Products

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

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

Examples of resource-saving products

(1) STAGEA (Long-life)



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

(2) Refurbished Yamaha pianos (Long-life)

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

(3) Synthesizer/Workstation MOX6 and MOX8 (Lightweight)



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

(4) Home Theater Package YHT-S400 launched in 2009 (All-in-one design conserves resources)



This home theater system integrates an amp and subwoofer into a single unit as well as realizes an extremely slim single sound speaker that had previously required several components. Compared to our fiscal 2005 version amp and speaker package product, we have reduced the amount of materials used by 50%. Further, equipped with the latest energy-saving technologies, it utilizes 50% less energy when in use than our previous model.

Conservation and Effective Use of Wood Resources

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

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

Considering the large amount of timber used in our business operations, the Group established the Yamaha Timber Procurement and Usage Guidelines in fiscal 2007. The guidelines indicate the direction of our timber usage in order to better conserve this precious resource as well as ensure its availability for continued use.

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

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

Use of Timber Resources in Environmentally Friendly Products

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

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

Moreover, since no organic solvents or chemical substances are required, this technology reduces Yamaha's environmental load. Artists have also praised the A.R.E. technology for producing new instruments with well-used timbre.

Praised for these features, A.R.E. was presented with top honors by the Prime Minister of Japan at the third Monozukuri (Manufacturing) Nippon Grand Awards in 2009. Additionally, it was awarded the special prize at the nationwide Asahi Shimbun Invention Awards in 2010. Going forward, Yamaha plans to make wide use of A.R.E. technology.

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

Examples of Products Created in Response to Resource Depletion

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



The RGX A2 Series electric guitar



The ROCK TOUR series system drums

(2) Examples of Products Made Using Rare Wood Alternatives



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



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

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



The LL36ARE acoustic guitar



The BB2024 electric bass



The NCX2000FM electronic nylon string guitar



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

Reducing Substances with Significant Environmental Loads

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

Some chemical substances contained in products have an environmental impact and therefore require proper treatment on disposal. Other substances may have potential health impacts to their users depending on application. In recent years, countries around the world have taken steps to tighten the management and regulation of such substances.

For example, the Restriction of Hazardous Substances in Electrical and Electronic Equipment (RoHS Directive^{*1}), which came into force in Europe in 2006, bans six substances, including lead and hexavalent chromium, for use in products. Standards such as these have recently grown in prevalence in other countries as well. Meanwhile, REACH^{*2}, effective from 2007, calls for identification and management of specific chemical substances contained in products.

In response to these regulatory moves, the Yamaha Group established its own Standards for Chemical Content in Products in February 2003. These standards have been used to manage chemical substances in products during design and development and have helped facilitate legal compliance as well as minimize the environmental impact of products.

The standards undergo revisions as and when necessary, in response to legislative change, the accession of voluntary standards, and other factors. In fiscal 2010, with the aim of bolstering our compliance with environmental standards such as REACH, we undertook wide-ranging revisions.

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

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

Improving Chemical Substance Management Systems

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

In 2010, Yamaha renewed its chemical substance management system, adding compliance with AIS^{*3}, a standard industry format for the identification of chemical substances in products. The new system was likewise designed to comply flexibly with the European Union's ever-growing chemical substance regulations, such as SVHC^{*4} under REACH, for example, while simultaneously helping to reduce the work load of our suppliers.

Yamaha will hold briefing sessions in Japan and internationally to explain to and gain the cooperation of suppliers in implementing its new chemical management system.

⇒ [About green procurement activities](#)

^{*3} AIS: An abbreviation for Article Information Sheet. A basic communication sheet standardized by JAMP (Joint Article Management Promotion Consortium) for providing information on chemical substances contained in products. Parts makers can use the chemical information they receive from material makers to pass on to those they supply, ensuring the fluid transmission of information downstream.

^{*4} SVHC: An abbreviation for Substance of Very High Concern. Under the REACH regulations, if a product contains more than a certain amount of an SVHC-designated substance, there is an obligation to report and manage the product.

Example of a product with reduced environmental load

Wind instruments using lead-free soldering



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

Products that Support the Environment

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

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

Examples of Devices and Instruments that Support the Environment

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



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

(2) Helium Leak Tester



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

Green Procurement Activities

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

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

Putting in Place and Applying the Green Procurement Standard

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

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

In fiscal 2010, the Yamaha Group revised its Green Procurement Standard in line with revisions to the Standards for Chemical Content in Products that take into account the environmental regulations issued by the EU. Moving forward, the Group will consider further revisions as and when required.

→ [Green Procurement Standards](#)

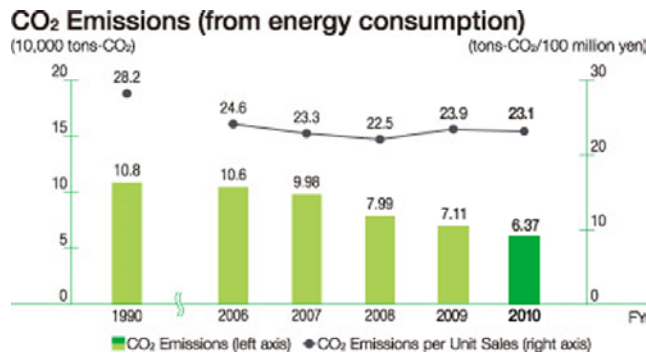
Measures to Address Global Warming

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

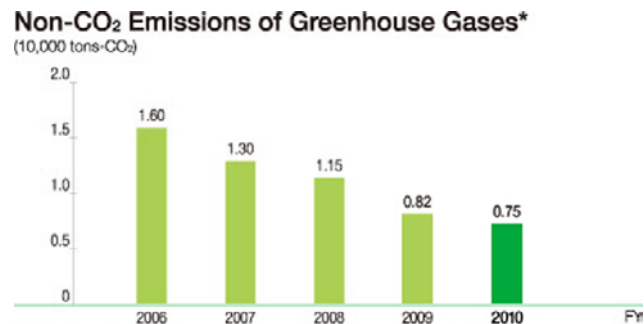
In December 2003, we set the target of reducing greenhouse gas emissions by 6% of fiscal 1990 levels by fiscal 2010, and we worked Group-wide to achieve this target.

Our CO₂ emissions in Japan during fiscal 2010 totaled 63,700 tons-CO₂, a reduction of 10% compared with the previous fiscal year. This represents a reduction of 41% versus fiscal 1990 levels, far greater than our 6% target. In addition to the measures described above, this achievement is attributable to the sale of certain businesses, and a decrease in production due to the worsening economy. We plan to formulate a new target for fiscal 2011 and beyond, while referring to relevant government targets.

We also aim to continuously reduce CO₂ emissions per unit of sales, and target a 1% or more reduction compared with the previous fiscal year. In fiscal 2010, we achieved our target, reaching 23.1 tons per ¥100 million, a decrease of 3.3% year on year. CO₂ equivalent emissions of other greenhouse gases totaled 7,500 tons, a reduction of 700 tons from the previous fiscal year.



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



* Primarily sulfur hexafluoride (SF₆) and perfluorocarbons (PFCs)

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

Environmental Effects of Consolidating Piano Production

Kakegawa Factory, Yamaha Corporation

Since fiscal 2006, Yamaha Corporation has been working to transfer production of grand pianos from its headquarters factory to its Kakegawa Factory, and in August 2010 the company completed consolidation of the production of upright pianos.

To counter the increased energy needs resulting from this consolidation, the factory introduced a cogeneration system, replacing the heavy-oil-fired boiler formerly used to supply heat with a natural-gas-fired boiler fueled by liquid natural gas (LNG), while also working to make the production process more energy-efficient.

Specifically, we concentrated production processes that were separated into five buildings at the headquarters factory into one building at the Kakegawa Factory by rebuilding the production line into a directly connected one. This reduced space requirements by about 33%. We realized energy savings in air conditioning, lighting and

transportation between lines, resulting in a reduction of more than 3,000 tons of CO₂ emissions annually.



LNG Satellite Facility

(Examples of energy-saving measures in the production process)

- (1) Emissions of internal conditioning air are reduced through the installation of an indoor dust collection system.
- (2) Effects of external air temperature on airlocks and shade film are mitigated.
- (3) The burden on compressors is mitigated through steps to prevent compressed air from leaking from production equipment.



(1)



(2)

Reducing CO₂ Emissions in Logistics

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

The Yamaha Group's total domestic transport volume in fiscal 2010 declined by 39% compared to the previous year, to 18.78 million ton-kilometers, and CO₂ emissions fell by 38%, to 3,021 tons-CO₂. The change in these figures was due in part to the above initiatives, but mainly to the sale of some business and a decline in the volume of products shipped due to the worsening economy.

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

Transport Volume

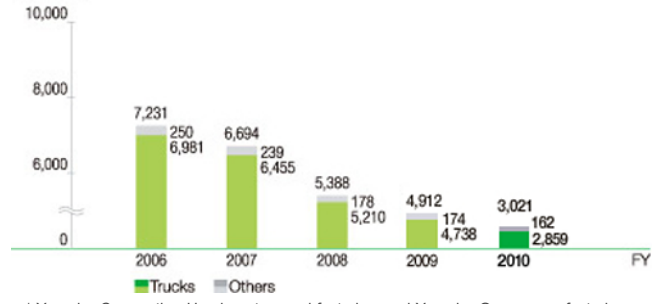
(10,000 tons/kilometers)



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

Logistics CO₂ Emissions

(tons-CO₂)



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

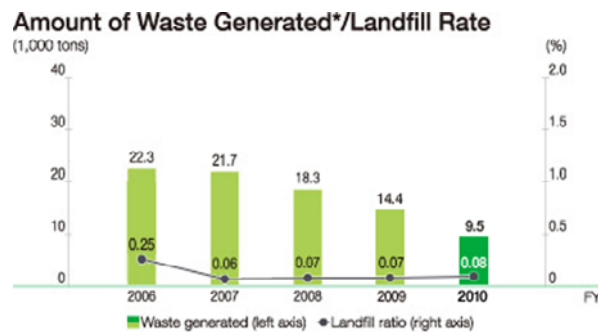
Waste Reduction and Resource Recycling

The Yamaha Group is engaged in the manufacture of a variety of acoustic and electric instruments, as well as other electronic devices and components used in automobile interiors. Naturally, we use a wide variety of raw materials, and we generate a wide variety of waste.

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

The total Yamaha Group domestic waste generated for fiscal 2010 amounted to 9,500 tons, which was a 4,800-ton reduction compared to the prior fiscal year. Meanwhile, waste going to land fill amounted to 0.08% of total waste generated, maintaining a zero-emission status for the Group*¹.

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



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

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

Waste Risk Management

The Yamaha Group adopted a waste information management system within our Yecos environmental information management system in fiscal 2005. This marked a major step in reducing various environmental risks related to waste processing.

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

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

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

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

Reducing Specially Controlled Industrial Waste in the Wind Instrument Manufacturing Process

Toyooka Factory, Yamaha Corporation

Yamaha's Toyooka Factory is working to reduce the levels of specially controlled industrial waste, including waste acids and waste alkali that are generated during the wind instrument manufacturing process. In November 2011, we put new vacuum concentration equipment into operation for targeted liquid waste. As a result, we were able to reduce

output by 40% compared to the previous fiscal year. For fiscal 2011 and beyond, we project an 80% reduction compared to fiscal 2009 levels. As well, we plan for output to fall below 50t, the level set for high-volume emission businesses as defined in the Waste Disposal Law.



Vacuum concentration equipment



Concentrated sludge

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

Kakegawa Factory, Yamaha Corporation

During September 2009, we installed more wastewater processing equipment to reduce waste and improve the disposal of organic matter at the Yamaha Kakegawa Factory. The additional equipment made it possible to treat wastewater (which includes glue that is left over from the piano manufacturing process) within the facility, reducing 900t of waste generated during fiscal 2010.

We also installed a Membrane Bioreactor^{*3} (MBR) behind the existing contact aeration vat of the wastewater treatment system, which has led to more stable wastewater processing.



Additional wastewater treatment equipment

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

Effectively Using Wood Scrap

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



Wood scraps segmented for sale

Hardboard Production Method



Other Case Studies

(1) Reusing wood scrap from piano shipping materials (skids) as planters for Green Eco-Curtains



Repeated use during piano shipment



Skids after useful life is over



Used in Green Eco-Curtains



Planters made from skid scrap wood

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



Briquettes made from sawdust left over from the piano manufacturing process



Pet litter (cat litter) made from sawdust briquettes

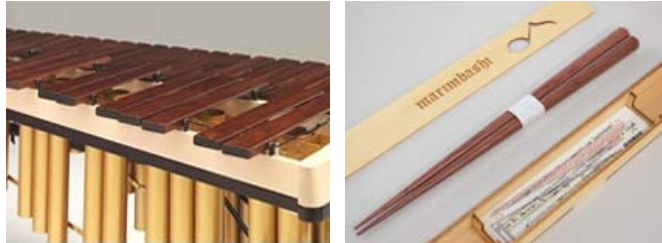
(3) Commemorative products for factory visitors made from wood scrap



Coasters made from guitar sound hole cutout scrap



Key chains made from piano hammer ends



Wood from marimba keys shaped into chopsticks

Management of Chemical Substances and Reduction of Emissions

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

At present, the chemical emissions that occur in the course of production processes at the Yamaha Group mainly consist of volatile organic compounds (VOCs)^{*2}. In fiscal 2006, the Group conducted a survey of the Yamaha Group's usage and emissions of VOCs, followed by the establishment of a reduction plan in fiscal 2008 with a set target of a 30% reduction in emissions by fiscal 2010 compared with fiscal 2000. Yamaha has remained committed to its efforts to substitute or reduce chemical substances throughout the Group.

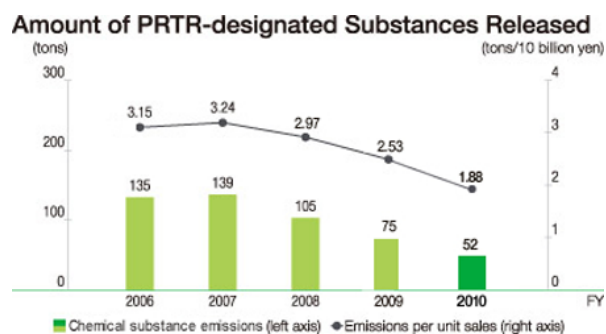
In fiscal 2010, the Group reduced its total usage volume of chemical substances designated by the PRTR Law by 59% compared to the previous fiscal year, while environmental emissions decreased by 23 tons to 52 tons. The Group's usage and emissions of VOCs also decreased by 28% compared to the previous fiscal year and 70% when compared to fiscal 2000, achieving well over the targeted 30% reduction goal. Contributing to these achievements were emission reduction measures such as rationalizing production processes and using alternative materials in addition to consolidating factories, which even included reducing production output.

From fiscal 2011 and into the future, the Yamaha Group will comply with the standards independently set by the Japan Musical Instruments Association, while continuing to take steps to consistently meet the target for a 30% reduction of emissions compared to fiscal 2000.

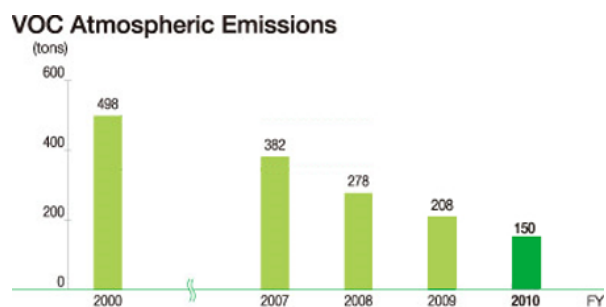
(For information about the management of chemical substances in products please visit the following [website](#).)

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

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



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



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

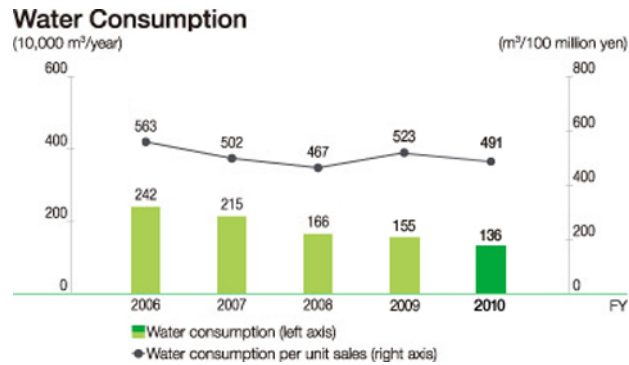
Environmental Effects of Piano Production Operations

Takegawa Factory, Yamaha Corporation

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

Effective Use and Conservation of Water Resources

The Yamaha Group has been using wastewater from production processes since the first half of the 1970s, recycling it as cooling water and using a reverse osmosis membrane (RO membrane) device, as well as actively pursuing a policy to prevent leakage. Through these and other initiatives, total water consumption in fiscal 2010 was 1.36 million cubic meters, a reduction of 12.6% year on year.



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

Major Activities

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

At Yamaha Corporation's Toyooka Factory, RO membranes and ion-exchange resins are used to remove impurities from wastewater discharged during the manufacture of wind instruments. As a result, the Company successfully reuses 70,000 cubic meters of wastewater annually. In addition, steps have been taken to relocate underground tanks and pipes above ground as a part of efforts to prevent well-water leakage used by the Factory.



Reverse osmosis (RO) membrane device(Toyooka Factory)

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

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



Wet painting booth(Kakegawa Factory)

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

Xiaoshan Yamaha Musical Instrument Co., Ltd.

In line with the relocation and new establishment of the Factory at Xiaoshan Yamaha Musical Instrument Co., Ltd., which manufactures wind instruments and piano parts, a newly installed state-of-the-art wastewater treatment facility came online in October 2010. These facilities enable the reuse of wastewater to a level equivalent to pure water. Over 90% of the Factory's wastewater is reused in manufacturing processes.



Wastewater treatment facility

Initiatives at Offices

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

Acquiring ISO 14001 Certification at Sales Offices

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

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

Initiatives to Reduce CO₂ Emissions Volume from Offices

The Yamaha Group cooperates with the Japanese Ministry of the Environment's efforts to address global warming, taking measures to reduce CO₂ emissions volume at offices. In addition to daily energy conservation activities, the Group has continued to participate in the "Cool Biz" initiative over the June to September summer period since fiscal 2005. Under this initiative, the Group sets 28 degrees Celsius as the minimum setting for air conditioning at offices, and encourages employees to adapt to the hotter weather by wearing lighter clothing and dispensing with neckties instead of relying on air conditioning. Similarly, since fiscal 2008, the Yamaha Group has participated in the "Warm Biz" initiative that runs through the winter period from November to March. Here, 20 degrees Celsius is the maximum setting for thermostats, and employees are encouraged to dress warmly and avoid relying on heaters.

The Group again undertook this campaign in fiscal 2010. Looking ahead, the Yamaha Group will continue to participate in this initiative. Steps have been taken to prepare and distribute posters with thermometers for intended use over the three-year period from fiscal 2011 to fiscal 2013.



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

Yamaha offices and facilities have participated on an individual basis in the Ministry of the Environment's Lights Down Campaign since fiscal 2006. Under this campaign, businesses are asked to turn off illuminated outdoor advertising.

In fiscal 2010, 12 Yamaha Group facilities took part. As a result, the Group was successful in cutting back electric power consumption by 330kwh while reducing CO₂ emissions by 125kg. The Yamaha Group plans to continue this initiative from the next fiscal year and beyond.



Lighting at regular times

During "Lights down"

Yamaha also conducts "Green Eco-Curtain" activities, planting "curtains" of morning glories and other vine-type plants along the windows and walls of office buildings in order to lower indoor temperatures in summer and conserve energy that would be consumed by air conditioning.

Individual offices had previously undertaken these activities on a voluntary basis. The “Green Eco-Curtain” initiative was then formally adopted Group-wide from fiscal 2009. Eight office locations participated in this effort in fiscal 2009. This number then grew to 12 office locations in fiscal 2010 which took up the additional challenge of using radiation thermometers to measure the heat reduction effect. Moving forward, the Group will continue these activities in the next fiscal year and beyond.



“Green Eco-Curtain”
(the office at Yamaha Corporation's
headquarters)



“Green Eco-Curtain”
(Saitama factory, Yamaha Corporation)



Forests/biodiversity Preservation Initiatives

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

- ⇒ [Yamaha Corporation Group CSR Policy](#)
- ⇒ [Yamaha Group Environmental Policy](#)

Yamaha Forest Phase II: Planting Trees in Indonesia



Yamaha Corporation and Six Local Indonesian Subsidiaries*1

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

Indonesia is a treasure trove of diverse world species. In recent years, however, that bounty of biodiversity has been in rapid decline. Phase I of the Yamaha Forest project involved planting of approximately 110,000 saplings over approximately 126 hectares of public land in Sukabumi, West Java, in efforts to restore the functionality of the forest. These activities have also been effective in educating local Yamaha subsidiary employees, elementary, and middle-school students in environmental issues.

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

In December 2010, we held a kick-off event at the activity site. Nearly 230 people attended, representing Yamaha Corporation, local Yamaha subsidiaries, the Indonesian government, the local community and local students. To commemorate the start of Phase II, one tree was planted for each person in attendance. Yamaha plans to plant approximately 50,000 trees through March 2015 in a number of local varieties that have been selected based on the ecological survey.



*1 Yamaha Indonesia, Yamaha Music Manufacturing Indonesia, Yamaha Music Indonesia (Distributor), Yamaha Music Manufacturing Asia, Yamaha Musical Products Indonesia, Yamaha Electronics Manufacturing Indonesia

Enshunada Coastal Forest Recovery Support

Yamaha Corporation

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

In October 2010, approximately 150 Yamaha Group employees, family members, local volunteers and others participated in a fourth year of tree-planting activities. The group planted a total of 155 trees representing six local species, including Ubame Oak, Camphor,

and Japanese hackberry.

At the end of the activity, Hamamatsu City employees conducted educational lectures on the shaping of the ecology through the segregation of organisms and the activity of the insects that caused the mass oak mortality^{*2}. The participants learned the importance of tree planting and preserving the ecology.

^{*2} Large-scale limb damage in the oak forest, caused by fungus that is transported by the ambrosia beetle



Regional Activities

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

Local Clean-Up Activities

Every June is "Environment Month" at the Yamaha Group's manufacturing bases in Japan, and during this month employees set out on a campaign to clean up the local area as a part of our efforts to preserve the environment and contribute to society. Every year, many employees and their families pick up trash and clean areas around Yamaha business offices and group companies. In fiscal 2010, 939 people participated at eight business locations.

Local Tree Planting Activities

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

- ⇒ [About the "Yamaha Forest" project to plant trees in Indonesia](#)
- ⇒ [About the "Shizuoka Forests of the Future Supporter System" for restoring coastal forests](#)

Working in Partnership with Local Communities to Help Prevent Global Warming

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

(1) Co-sponsor of Shizuoka Prefecture's "STOP Global Warming Action Campaign"

Since fiscal 2007, Yamaha Corporation has been a member of the executive committee for the "STOP Global Warming Action Campaign"-a participatory campaign in Shizuoka Prefecture involving citizen groups, individuals, corporations, and student clubs.

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



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

Yamaha's Kakegawa Factory has been a co-sponsor of Kakegawa City's Environmental Fund since fiscal 2007, as a part of our activities to contribute locally and preserve the environment. The Kakegawa Factory emits about 20 tons of waste paper annually, and this waste paper is given to an environmental organization that sells it, and the proceeds are given to the Environmental Fund.

The Environmental Fund was used to install solar power equipment at elementary and junior high schools in Kakegawa City. In February 2011, all 31 schools completed the installation, and in appreciation Yamaha and 13 other sponsor companies received a letter of thanks from the city.



Promoting Environmentally Conscious Events

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

«Environmentally Friendly Gold Tournament» Yamaha Corporation

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

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



Green Power Certification for the April 2010 tournament



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



Separating recyclables and waste at an eco-station

«Supporting the Project for Local Production and Local Consumption of Energy» Tsumagoi Co., Ltd.

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



Environmental Performance Data



Environmental Accounting

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



Environmental Data

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



Environmental Data by Site

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



ISO 14001-Certified Sites | →



History of Environmental Initiatives | →

(Environmental Accounting) Yamaha Group

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

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

Environmental Expenses

The Yamaha Group's environmental equipment investment in fiscal 2010 decreased by ¥106 million to ¥80 million.

Principal investments were for utility refinement due to factory integration and air conditioning system upgrades.

Environmental Expenses			Investment*	Expenses**
	Details		(million yen)	(million yen)
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	34.6	470.3
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	37.5	82.0
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	6.9	505.0
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	348.4
Management costs		Environmental education, ISO 14001, greening of premises, etc.	1.2	394.8
Research and development costs		Development of environmentally friendly products, prototypes, etc.	-	104.6
Social activity costs		Social contributions, etc.	0.0	31.6
Environmental damage costs		Groundwater purification, SOx levies, etc.	0.0	12.3
Total			80.2	1949.0
			(-105.7)	(-536.8)

) 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.

>>Click to enlarge

Environmental Investment

(million yen)



Environmental Expenses

(million yen)



Economic Effects

1. Environmental Conservation Effects

The Yamaha Group's CO₂ emissions fell by 7,400 tons compared with the previous fiscal year to 63,700 tons due to the Kakegawa integration of piano production processes and the elimination and consolidation of businesses.

Water usage declined by 200,000 m³ year on year to 1,360,000 m³. As a result of the Yamaha Group's efforts to achieve the target of Zero Emissions through reuse of resources and other measures, final disposal at landfills was approximately 7.7 tons, down by 2.4 tons

from the previous fiscal year. Emissions of chemical substances decreased by 23 tons to 52 tons.

Environmental Conservation Effects

Details	Unit	FY2009	FY2010	Reduction amount
CO ₂ emissions	10,000 tons-CO ₂	7.11	6.37	0.74
Greenhouse gas emissions	10,000 tons-CO ₂	0.82	0.75	0.07
Water consumption	10,000m ³	155	136	20
Waste treated or disposed of	tons	10.1	7.7	2.4
Chemical substances released* ³	tons	75	52	23
CFC substitutes emissions	tons	0.0	0.0	0.0

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

2. Economic Effects

Heating and lighting costs fell by roughly ¥270 million to ¥2,119 million compared with the previous fiscal year. Water costs increased by about ¥2 million to ¥18 million, and sewerage costs fell by roughly ¥9 million to ¥30 million. Waste disposal costs came to ¥194 million, representing a savings of around ¥81 million. This reduction was attributable to the variety of measures implemented aimed at conserving energy and resources as well as the sale of certain businesses.

As a result of the conversion of waste to valuable materials, the Group gained ¥250 million in income from the sale of valuable materials, resulting in a total economic effect of ¥610 million.

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

Economic Effects

(million yen)

Details	FY2009	FY2010	Savings
Total savings			360
Electricity and heating costs	2,391	2,119	272
Water costs	16	18	-2
Sewerage costs	39	30	9
Waste disposal costs	275	194	81
Income from sales of valuable wastes	161	250	250
Economic effects			610

Minus (-) indicates an increase.

- ⇒ Environmental Performance Data, Environmental Accounting (2): Resort Facilities
- ⇒ Environmental Performance Data, Environmental Accounting (3): Group Manufacturing Companies Located Overseas

Environmental Expenses

(million yen)

		Details	Investment* ¹	Expenses* ²
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	34.6	470.3
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	37.5	82.0
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	6.9	505.0
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	348.4
Management costs		Environmental education, ISO 14001, greening of premises, etc.	1.2	394.8
Research and development costs		Development of environmentally friendly products, prototypes, etc.	-	104.6
Social activity costs		Social contributions, etc.	0.0	31.6
Environmental damage costs		Groundwater purification, SOx levies, etc.	0.0	12.3
Total			80.2 (-105.7)	1949.0 (-536.8)

() 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).

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(Environmental Accounting)Resort Facilities

Resort Facilities

Environmental Expenses

In fiscal 2010, environmental capital investment decreased by ¥8.3 million compared with the previous fiscal year to ¥12.2 million. Principal investments were for electric carts at Katsuragi Golf Club and hot water plumbing at Katsuragi Kitanomaru. Environmental expenses primarily consisted of greening of facility premises.

Environmental Expenses		Details	Investment ¹⁾	Expenses ²⁾
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	10.5	19.3
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	1.2	1.0
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	0.4	30.1
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	1.2
Management costs		Environmental education, ISO 14001, greening of premises, etc.	0.2	89.2
Research and development costs		Development of environmentally friendly products and services, etc.	0.0	1.0
Social activity costs		Social contributions, etc.	0.0	0.7
Environmental damage costs		Groundwater purification, etc.	0.0	1.0
Total			12.2	157.6
			(8.3)	(-4.3)

() 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.

>>Click to enlarge

Environmental Investment

(million yen)



Environmental Expenses

(million yen)



(As for the past data, accuracy has been increased and recalculated figures are shown.)

Environmental Effects

1. Environmental Conservation Effects

In fiscal 2010, CO₂ emissions decreased by 3,600 tons, water usage increased by 67,000 m³ and the amount of disposed waste declined by seven tons.

Environmental Conservation Effects

Details	Unit	FY2009	FY2010	Reduction amount
CO ₂ emissions	10,000 tons-CO ₂	0.95	0.59	0.36
Water consumption	10,000m ³	56.6	6.34	-6.7
Waste treated or disposed of	10,000tons	0.201	0.194	0.007

Minus (-) indicates an increase.

2. Economic Effects

In fiscal 2010, electricity and heating costs decreased by approximately ¥70.5 million, water costs also decreased by approximately ¥5.7 million and waste disposal costs declined

by approximately ¥5.0million. Income from the sale of valuable wastes came to ¥0.4 million resulting in a total economic effect of ¥81.6 million.

Economic Effects

(million yen)

Details	FY2009	FY2010	Savings
Total savings			81.1
Electricity and heating costs	278.1	207.6	70.5
Water costs	87.2	81.5	5.7
Sewerage costs	0.0		—
Waste disposal costs	24.1	19.1	81
Income from sales of valuable wastes	0.3	0.4	250
Economic effects			610

Minus (-) indicates an increase.

Environmental Expenses

(million yen)

		Details	Investment*1	Expenses*2
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	10.5	19.3
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	1.2	1.0
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	0.4	30.1
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	1.2
Management costs		Environmental education, ISO 14001, greening of premises, etc.	0.2	99.2
Research and development costs		Development of environmentally friendly products and services, etc.	0.0	1.0
Social activity costs		Social contributions, etc.	0.0	0.7
Environmental damage costs		Groundwater purification, etc.	0.0	1.0
Total			12.2 (8.3)	157.6 (-4.3)

() 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 Accounting) Group Manufacturing Companies Located Overseas

Group Manufacturing Companies Located Overseas

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

Target 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 fiscal 2010 was ¥14.9 million. Major investments included dust filters and waste wood-fired boilers. Environmental expenses amounted to ¥53.5 million.

Environmental Expenses		Details	Investment*	Expenses**
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	14.7	23.2
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	0.0	0.1
Waste, etc.		Waste recycling, resource saving, conservation of water, etc.	0.1	19.6
		Recycling of products, improvements in logistics, etc.	0.0	4.5
Upstream/downstream costs		Environmental education, ISO 14001, greening of premises, etc.	0.1	4.9
Management costs		Development of environmentally friendly products, models, etc.	0.0	0.0
Research and development costs		Social contributions, etc.	0.0	1.3
Social activity costs		Groundwater purification, etc.	0.0	0.0
Environmental damage costs			14.9	53.5
Total			(-8.8)	(-70.0)

|) indicates comparison with the previous year

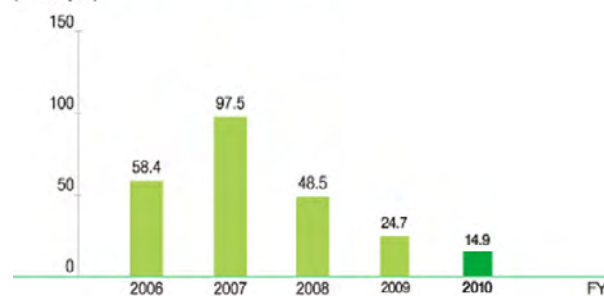
*1 Equipment investment refers to investment in factories and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose to the whole purpose of the purchase of such equipment (e.g., 0.5, 0.8, 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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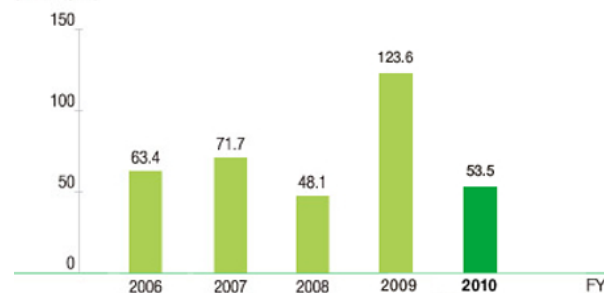
Environmental Investment

(million yen)



Environmental Expenses

(million yen)



Environmental Effects

1. Environmental Conservation Effects

CO₂ emissions, water usage and the amount of disposed waste increased by 8,500 tons, 2,000 m³, 60 tons, respectively, compared with the previous fiscal year.

Environmental Conservation Effects

Details	Unit	FY2009	FY2010	Reduction amount
CO ₂ emissions	10,000 tons-CO ₂	3.08	3.93	-0.85
Water consumption	10,000m ³	26.8	27.0	-0.2
Waste treated or disposed of	10,000tons	0.56	0.62	-0.06

Minus (-) indicates an increase.

2. Economic Effects

Electricity and heating costs increased by ¥70.7 million, while water costs climbed by ¥66.0 million, sewerage costs grew by ¥1.3million and waste disposal costs were ¥1.9 million higher than the previous fiscal year. Added income from the sale of valuable wastes amounted to ¥9.8 million resulting in a total negative economic effect figure of ¥130.7 million.

Economic Effects

(million yen)

Details	FY2009	FY2010	Savings
Total savings			-140.5
Electricity and heating costs	305.0	375.6	-70.7
Water costs	25.4	92.0	-66.6
Sewerage costs	6.7	8.0	-1.3
Waste disposal costs	7.4	9.4	-1.9
Income from sales of valuable wastes	15.7	9.8	9.8
Economic effects			-130.7

Minus (-) indicates an increase.

Environmental Expenses

(million yen)

		Details	Investment* ¹	Expenses* ²
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	14.7	23.2
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	0.0	0.1
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	0.1	19.6
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	4.5
Management costs		Environmental education, ISO 14001, greening of premises, etc.	0.1	4.9
Research and development costs		Development of environmentally friendly products, models, etc.	0.0	0.0
Social activity costs		Social contributions, etc.	0.0	1.3
Environmental damage costs		Groundwater purification, etc.	0.0	0.0
Total			14.9 (-9.8)	53.5 (-70.0)

() 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.

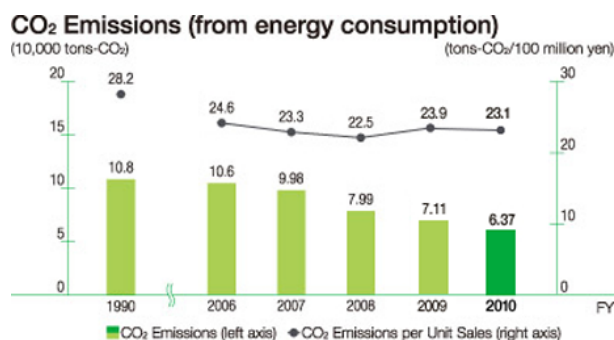
(Environmental Data)Yamaha Group(1)

Yamaha Corporation and Group Manufacturing Companies in Japan

CO₂ Emissions (from energy consumption)

CO₂ emissions of the Yamaha Group in Japan declined by 7,400 tons of CO₂ compared with the previous fiscal year to 63,700 tons of CO₂ in fiscal 2010. This was 41% lower than levels recorded in fiscal 1990, substantially surpassing the established reduction target of 6%. In addition to a host of measures encompassing the integration of headquarters factory grand piano manufacturing processes to the Kakegawa Factory, this result is largely attributable to the drop in production volume due mainly to the sale of certain businesses and deterioration in the economic environment.

In addition, CO₂ emissions per unit of sales were 23.1 tons of CO₂ per ¥100 million, a decrease of 3.3% compared with the previous fiscal year.

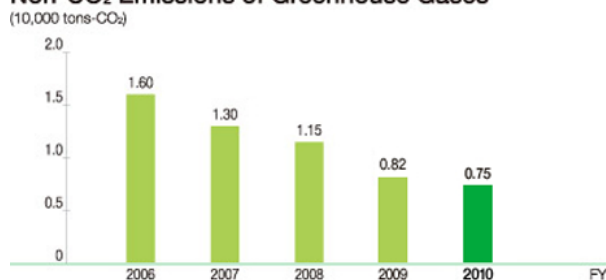


Non-CO₂ Greenhouse Gas Emissions*¹

Emissions of greenhouse gases other than CO₂ were 7,500 tons in fiscal 2010, a 700 ton reduction compared with the previous fiscal year. The major factors behind this reduction were the decrease in production, introduction of processing equipment, and changes in processing methods.

*1 Primarily sulfur hexafluoride and perfluorocarbon.

Non-CO₂ Emissions of Greenhouse Gases*



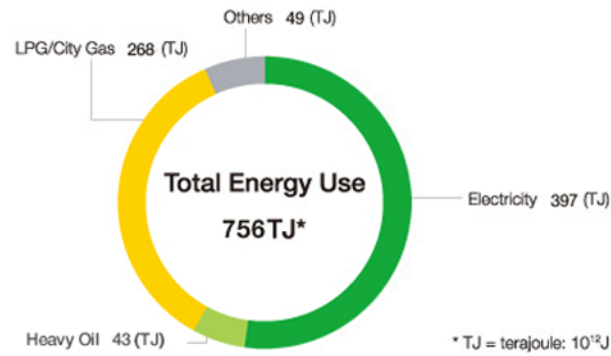
* Primarily sulfur hexafluoride (SF₆) and perfluorocarbons (PFCs)

Breakdown of Energy Consumption

Energy use in fiscal 2010 fell 136 TJ compared with the previous fiscal year to 756 TJ.

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

Breakdown of Energy Consumption (Group Companies in Japan)



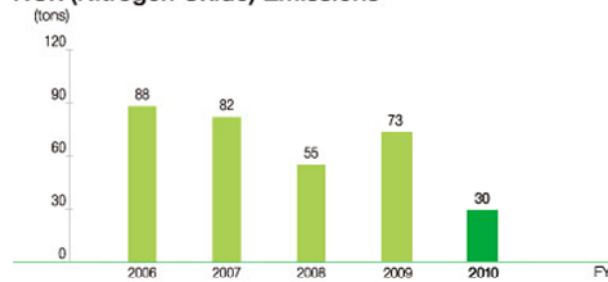
Amount of HCFCs Used

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

NOx (nitrogen oxide) Emissions

NOx is generated by the burning of fuels such as heavy oils, coke, and LPG. In fiscal 2010, Yamaha Group NOx emissions in Japan decreased by 43 tons compared with the previous fiscal year to 30 tons. The primary factor was the sale of certain businesses.

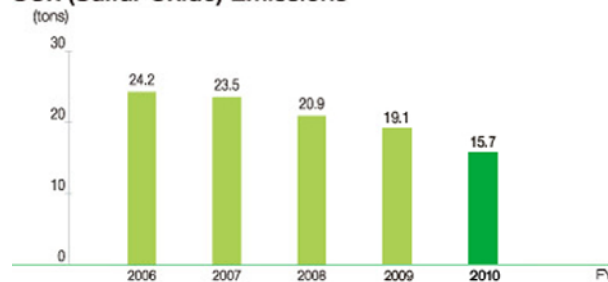
NOx (Nitrogen Oxide) Emissions



SOx(sulfur oxide) Emissions

SOx is generated primarily through the burning of heavy oil, coke, and other fuels. Because the sulfur content of fuel contributes to these emissions, the Yamaha Group in Japan has adopted low-sulfur fuels. In fiscal 2010, emissions fell by 3.4 tons compared with the previous fiscal year to 15.7 tons.

SOx (Sulfur Oxide) Emissions



Complying with the PRTR*3 Law

In fiscal 2010, the Yamaha Group handled a total of 322 tons of substances designated under the PRTR Law, a decrease of 59% compared with the previous fiscal year. The major reasons for this decline were changes to applicable substances following revisions to relevant laws, a drop in production and the sale of certain businesses. The amount of PRTR substances released into the environment fell by 23 tons compared with the previous fiscal year to 52 tons.

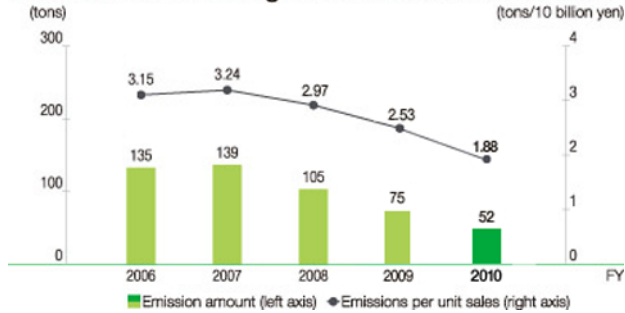
Of the 52 tons released into the environment, about 86% comprises styrene, toluene, and xylene from painting processes. Going forward, Yamaha will continue efforts to reduce

VOC emissions.

*3 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 (FY2010)

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	By use on facility premises	To sewerage system	Waste transferred	
1	240	Styrene	249.6	27.4	0.0	0.0	0.0	0.0	1.0	221.2
2	374	Hydrogen fluoride and its water-soluble salts	15.0	0.3	0.7	0.0	0.0	0.0	0.1	14.0
3	300	Toluene	13.1	12.9	0.0	0.0	0.0	0.0	0.1	0.1
4	232	N,N-dimethylformamide	12.2	0.0	0.0	0.0	0.0	0.0	4.5	7.7
5	20	Monoethanolamine	6.5	0.0	0.0	0.0	0.0	0.0	6.2	0.2
6	80	Xylene	4.4	4.1	0.0	0.0	0.0	0.0	0.2	0.1
7	384	1-Bromopropane	4.0	3.0	0.0	0.0	0.0	0.0	0.0	1.0
8	309	Nickel compound	2.3	0.0	0.0	0.0	0.0	0.0	0.3	2.0
9	308	Nickel	1.9	0.0	0.0	0.0	0.0	0.0	0.0	1.9
10	53	Ethylbenzene	1.8	1.8	0.0	0.0	0.0	0.0	0.0	0.0
11	354	Di-n-butyl phthalate	1.4	0.0	0.0	0.0	0.0	0.0	1.0	0.5
12	82	Silver and its water-soluble compounds	1.4	0.0	0.0	0.0	0.0	0.0	0.0	1.4
13	355	Bis (2-ethylhexyl) phthalate	1.3	0.0	0.0	0.0	0.0	0.0	0.9	0.4
14	420	Methyl methacrylate	1.2	0.2	0.0	0.0	0.0	0.0	0.0	1.0
15	144	Inorganic cyanide compounds (except complex salts and cyanates)	1.1	0.0	0.0	0.0	0.0	0.0	0.0	1.1
16	87	Chromium and chromium (III) compounds	0.7	0.0	0.0	0.0	0.0	0.0	0.7	0.0
17	132	Cobalt and its compounds	0.7	0.6	0.0	0.0	0.0	0.0	0.0	0.1
18	356	Butyl benzyl phthalate	0.6	0.0	0.0	0.0	0.0	0.0	0.5	0.0
19	297	1,3,5-trimethylbenzene	0.5	0.5	0.0	0.0	0.0	0.0	0.0	0.0
20	448	Methylenebis(4-phenylene)-diisocyanate	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.2
21	349	Phenol	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.1
22	411	Formaldehyde	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
23	405	Boron and its compounds	0.2	0.1	0.1	0.0	0.0	0.0	0.0	0.0
24	59	Ethylene diamine	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
25	258	1,3,5,7-Tetraazatricyclo [3.3.1.1.] decane	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
26	88	Chromium (VI) compounds	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
27	407	Polycyethylene alkyl ether	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
28	276	3,6,9-triazadecane-1,11-diamine	0.1	0.0	0.0	0.0	0.0	0.0	0.1	0.0
		Total	321.3	51.0	0.8	0.0	0.0	0.1	15.6	253.8

Note: The above list includes those of the 351 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.

>>Click to enlarge

VOCs (Volatile Organic Compounds) Atmospheric Emissions

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

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

VOC Atmospheric Emissions



PRTTR Results (FY2010)

(tons)

Class 1 Designated Chemical Substances			Total amount handled	Amount released into the environment				Amount transferred		Others
Order	Ordinance No.	Substance name		Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	Consumption, products, etc.
1	240	Styrene	249.6	27.4	0.0	0.0	0.0	0.0	1.0	221.2
2	374	Hydrogen fluoride and its water-soluble salts	15.0	0.3	0.7	0.0	0.0	0.0	0.1	14.0
3	300	Toluene	13.1	12.9	0.0	0.0	0.0	0.0	0.1	0.1
4	232	N.N.dimethylformamide	12.2	0.0	0.0	0.0	0.0	0.0	4.5	7.7
5	20	Monoethanolamine	6.5	0.0	0.0	0.0	0.0	0.0	6.2	0.2
6	80	Xylene	4.4	4.1	0.0	0.0	0.0	0.0	0.2	0.1
7	384	1-Bromopropane	4.0	3.0	0.0	0.0	0.0	0.0	0.0	1.0
8	309	Nickel compound	2.3	0.0	0.0	0.0	0.0	0.0	0.3	2.0
9	308	Nickel	1.9	0.0	0.0	0.0	0.0	0.0	0.0	1.9
10	53	Ethylbenzene	1.8	1.8	0.0	0.0	0.0	0.0	0.0	0.0
11	354	Di-n-butyl phthalate	1.4	0.0	0.0	0.0	0.0	0.0	1.0	0.5
12	82	Silver and its water-soluble compounds	1.4	0.0	0.0	0.0	0.0	0.0	0.0	1.4
13	355	Bis (2-ethylhexyl) phthalate	1.3	0.0	0.0	0.0	0.0	0.0	0.9	0.4
14	420	Methyl methacrylate	1.2	0.2	0.0	0.0	0.0	0.0	0.0	1.0
15	144	Inorganic cyanide compounds (except complex salts and cyanates)	1.1	0.0	0.0	0.0	0.0	0.0	0.0	1.1
16	87	Chromium and chromium (III) compounds	0.7	0.0	0.0	0.0	0.0	0.0	0.7	0.0
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19	297	1,3,5-trimethylbenzene	0.5	0.5	0.0	0.0	0.0	0.0	0.0	0.0
20	448	Methylenebis(4,1-phenylene)=diisocyanate	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.2
21	349	Phenol	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.1
22	411	Formaldehyde	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
23	405	Boron and its compounds	0.2	0.1	0.1	0.0	0.0	0.0	0.0	0.0
24	59	Ethylenediamine	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
25	258	1,3,5,7-Tetraazatricyclo [3.3.1.1.] decane	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
26	88	Chromium (VI) compounds	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
27	407	Polyoxyethylene alkyl ether	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
28	276	3,6,9-triazaundecane-1,11-diamine	0.1	0.0	0.0	0.0	0.0	0.0	0.1	0.0
		Total	321.3	51.0	0.8	0.0	0.0	0.1	15.6	253.8

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)Yamaha Group(2)

Yamaha Corporation and Group Manufacturing Companies in Japan

Amount of Waste Generated*¹, Landfill Rate

The Yamaha Group in Japan generated 9,500 tons of waste in fiscal 2010, a 4,800 ton decrease compared with the previous fiscal year. This decrease was largely attributable to efforts to promote the in-house treatment of such waste materials as sludge acid and waste alkali utilizing internal effluent treatment facilities as well as valuable wastes through thoroughgoing sorting activities, measures aimed at reducing waste by enhancing extraction rates and the drop in production volume due to the sale of certain businesses and deterioration in the economic environment. The overall landfill rate was 0.08%, thanks in part to the ongoing implementation of the Zero Emissions*² initiative by Yamaha Corporation and Group manufacturing companies in Japan.

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

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

Amount of Waste Generated*/Landfill Rate

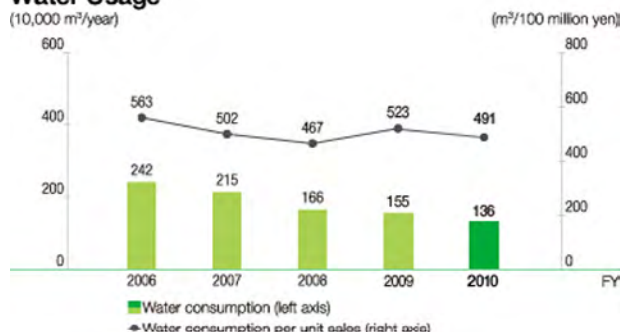


* Waste generated includes industrial waste, general waste (except that contracted by the government) and valuable items.

Water Usage

Domestic water use in fiscal 2010 was 1.36 million cubic meters, representing a reduction of 12.6% compared with the previous fiscal year. In addition to efforts such as water-saving activities at factories and thorough implementation of management methods, this decrease was largely attributable to the sale of certain businesses.

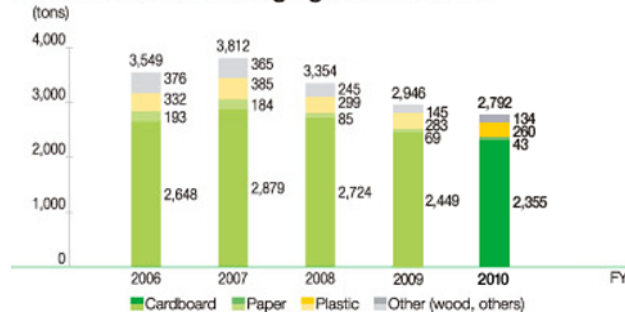
Water Usage



Containers and Packaging Material Used

Yamaha Corporation used 2,792 tons of containers and packaging materials in FY2010, a 153 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 in Japan contained 3.0 tons of BOD, which represents a 0.4 ton decrease compared with the previous fiscal year.

BOD (Biochemical Oxygen Demand) Emissions



Logistics-related CO₂ Emissions

In fiscal 2010, transportation volume for the Yamaha Group in Japan was down 39% compared with the previous fiscal year to 18.78 million tons-kilometers. CO₂ emissions in fiscal 2010 amounted to 3,021 tons of CO₂, a 38% decrease compared with the previous fiscal year. In addition to the continuous review of transportation routes, the use of an optimal mix of transportation routes, improvements in container loading rates, efforts to rationalize loading and warehouse locations, joint transportation with other companies, and measures aimed at disposing of discarded products locally, a variety of other factors including the sale of certain businesses and deterioration in the economic environment contributed to a drop in the volume of products shipped. Overseas, the Yamaha Group is also promoting several initiatives including the changeover from air to sea transportation between international destinations.

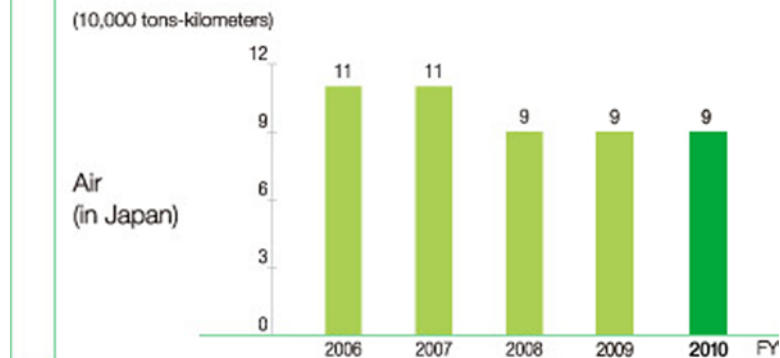
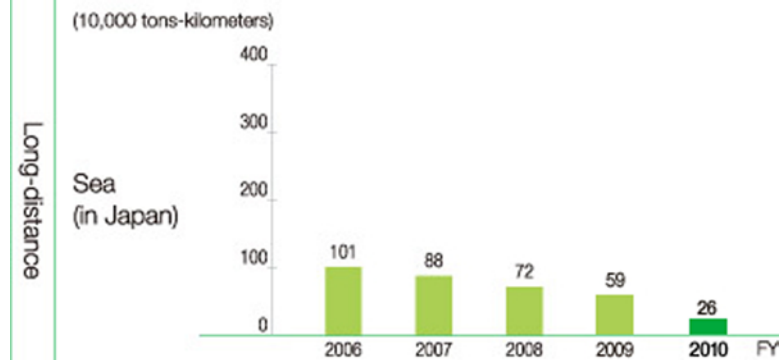
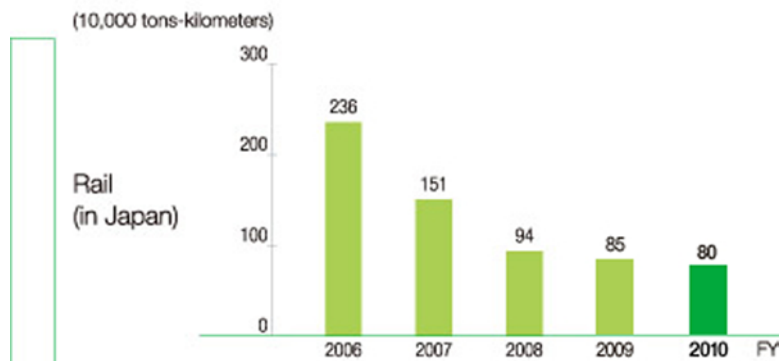
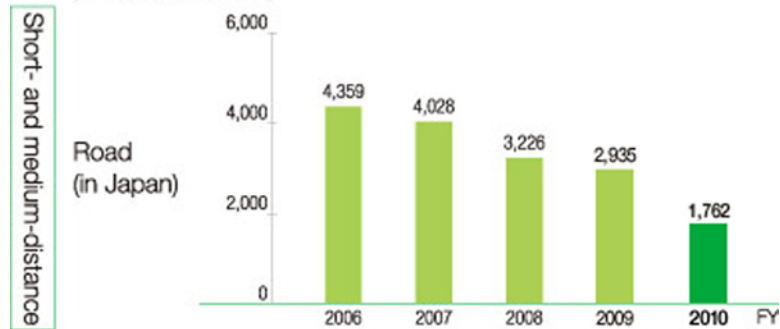
Transportation Volume

(10,000 tons-kilometers)

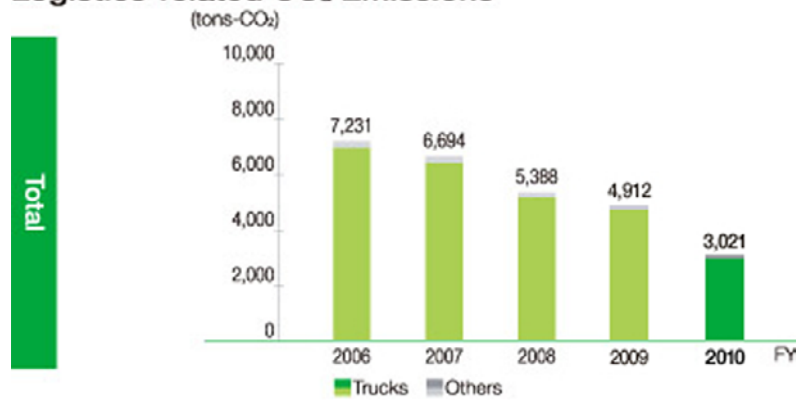


Breakdown

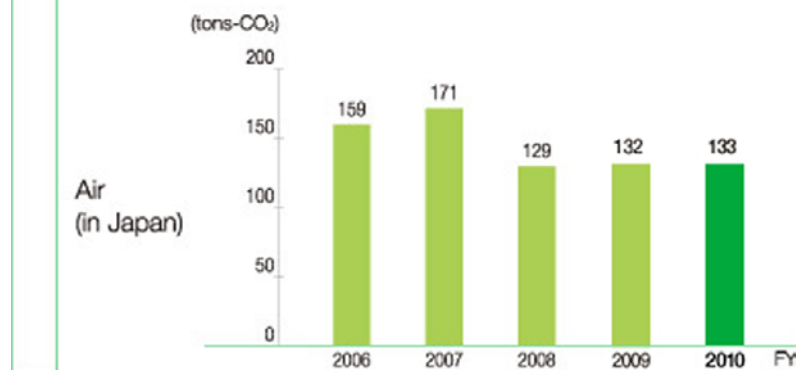
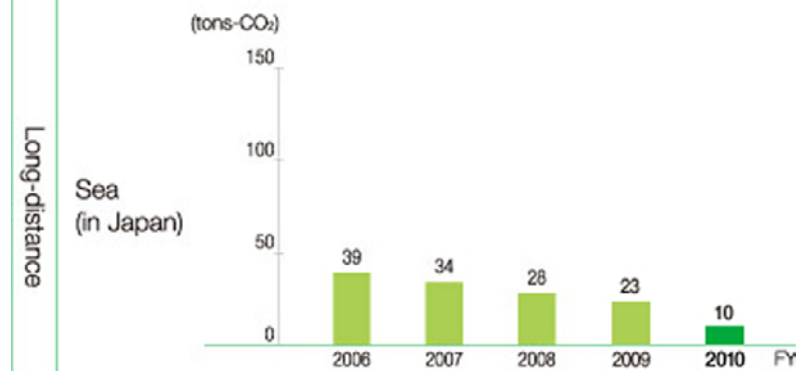
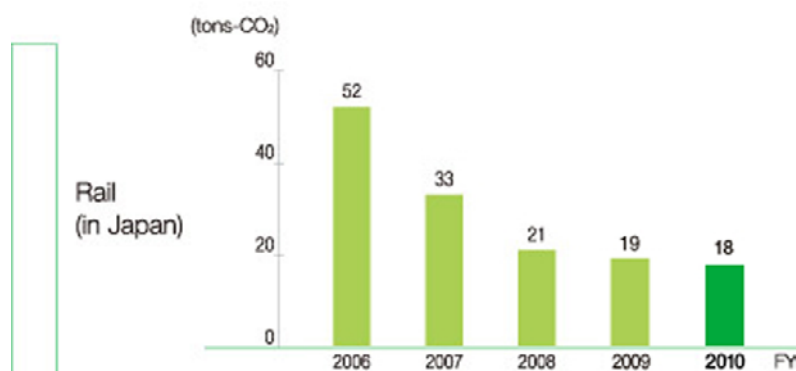
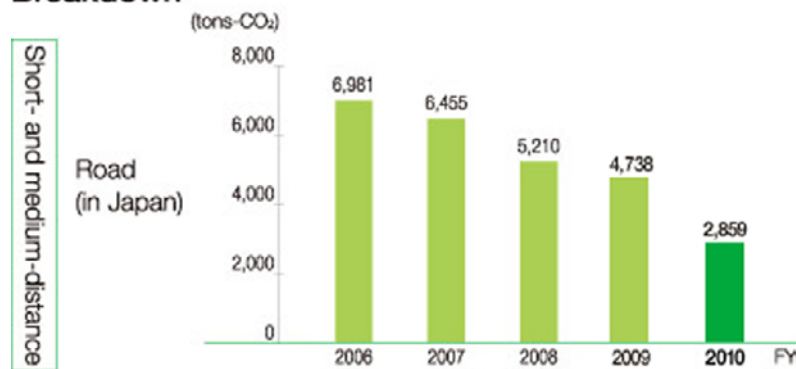
(10,000 tons-kilometers)



Logistics-related CO₂ Emissions

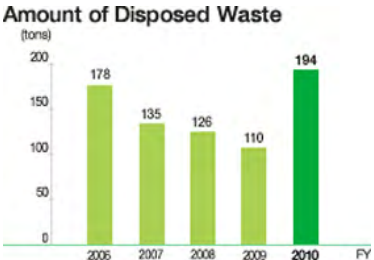
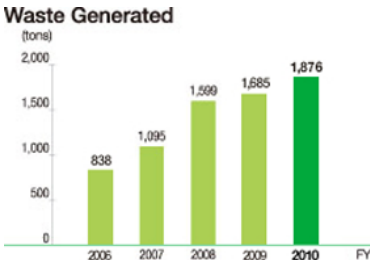
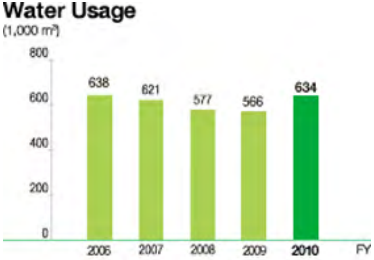
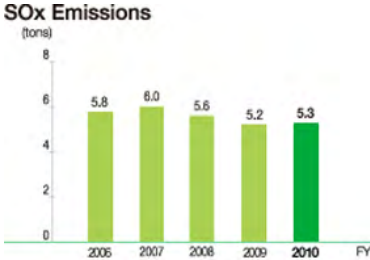
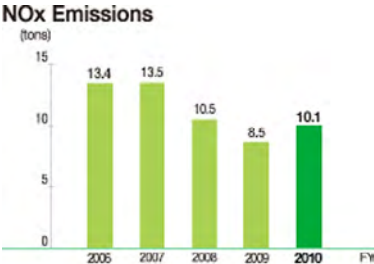
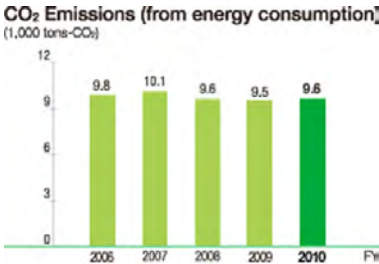


Breakdown



(Environmental Data)Resort Facilities

Resort Facilities



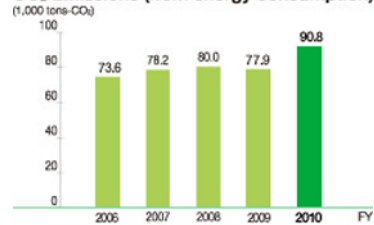
* As for the past data, accuracy has been increased and recalculated figures are shown.

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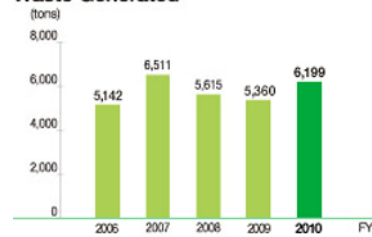
(Environmental Data)Group Manufacturing Companies Located Overseas

Group Manufacturing Companies Located Overseas

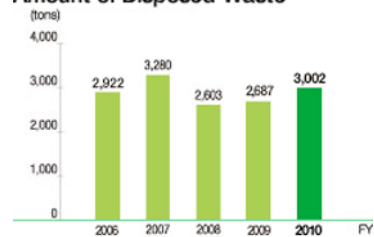
CO₂ Emissions (from energy consumption)



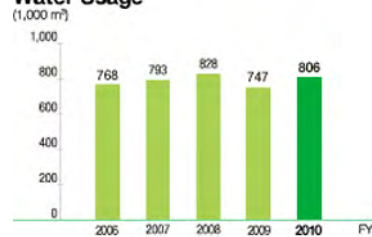
Waste Generated



Amount of Disposed Waste



Water Usage



(Environmental Data by Site)(1)

Headquarters Area

Including Yamaha Travel Service Co. Ltd., Yamaha Ai Works Co., Ltd., Yamaha Labor Union and various other organizations

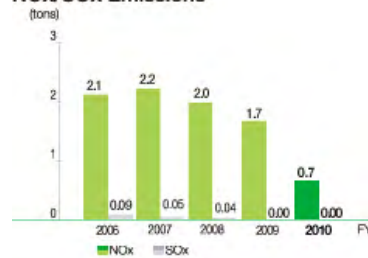
Business lines	Development, design and sales of audio visual equipment, ICT devices, electronic devices, string and percussion instruments, PA equipment, and sound proof chambers; and administrative functions
Location	Hamamatsu City, Shizuoka Prefecture
No. of Employees	2,985
Site area	225,600m ²

< Summary of Environmental Data >

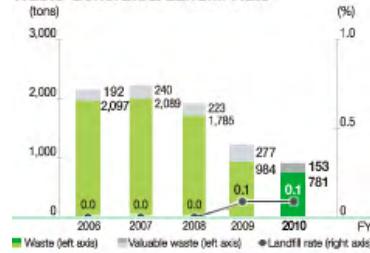
CO₂ Emissions (from energy consumption)



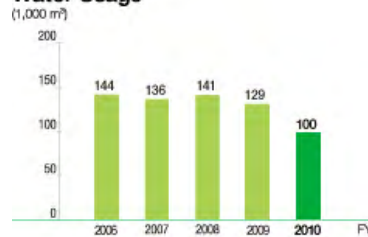
NOx/SOx Emissions



Waste Generated/Landfill Rate



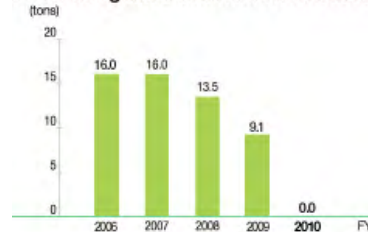
Water Usage



BOD (Biochemical Oxygen Demand) Emissions



PRTR-designated Substances Released



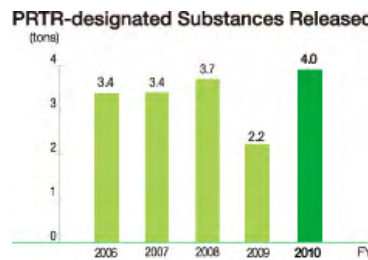
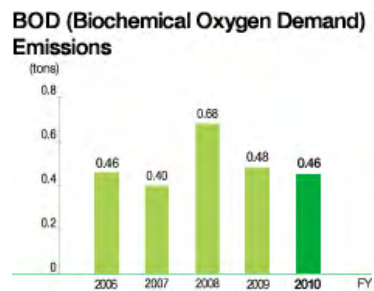
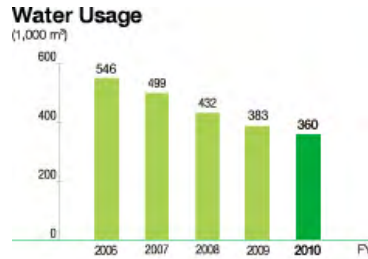
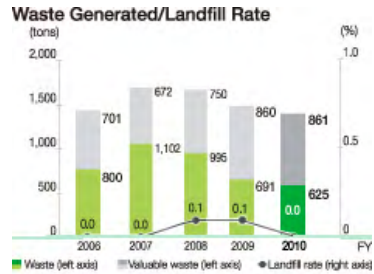
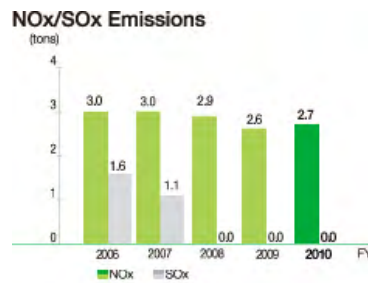
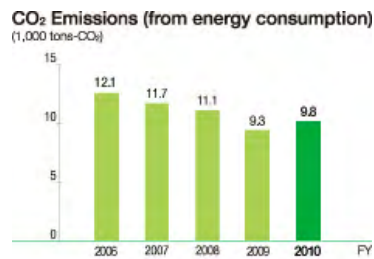
PRTR Results (FY2010)

There are no notifications under the PRTR Law.

Toyooka Factory

Business lines	Manufacture of electronic instruments, wind, string and percussions instrument, PA equipment and electronic components
Location	Iwata City, Shizuoka Prefecture
No. of Employees	1,775
Site area	184,197m ²

< Summary of Environmental Data >



PRTR Results (FY2010)

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 grounds	To sewerage system	Waste transferred	
384	1-Bromopropane	2.6	2.0	0.0	0.0	0.0	0.0	0.0	0.1
355	Bis (2-ethylhexyl) phthalate	1.2	0.0	0.0	0.0	0.0	0.9	0.0	0.4
80	Xylene	1.1	0.8	0.0	0.0	0.0	0.2	0.0	0.1
82	Silver and its water-soluble compounds	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
	Others	5.8	1.2	0.1	0.0	0.0	1.4	0.0	3.1
	Total	11.8	4.0	0.1	0.0	0.0	2.5	0.0	5.2

>>Click to enlarge

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

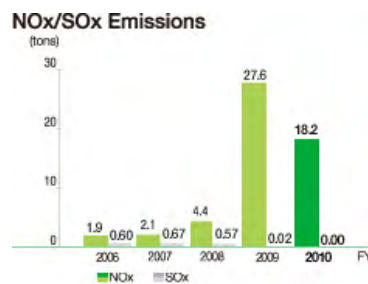
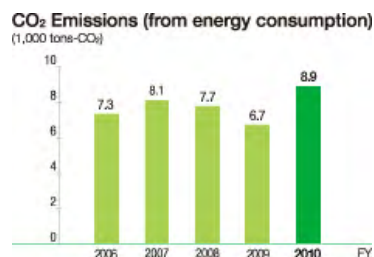
Business lines Manufacture of pianos, hybrid pianos, electric pianos and piano parts; manufacture of piano frames; and manufacture of furniture and wood products

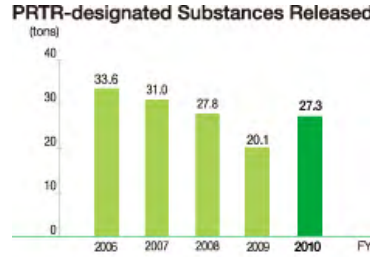
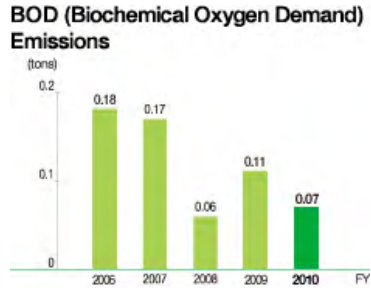
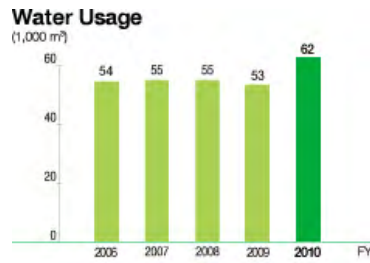
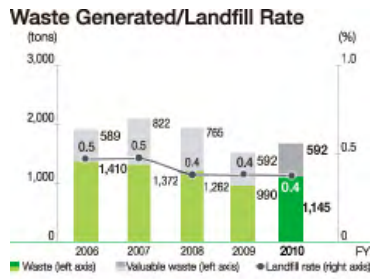
Location Kakegawa Factory : Kakegawa City, Shizuoka Prefecture
Iwata Factory : Iwata City, Shizuoka Prefecture

No. of Employees 977

Site area Kakegawa Factory:222,410m² ; Iwata Factory:47,855m²

< Summary of Environmental Data (Kakegawa Factory) >



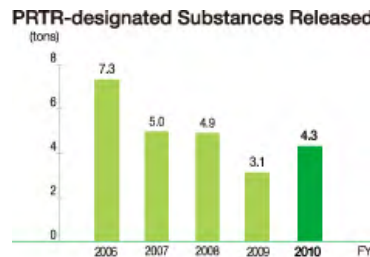
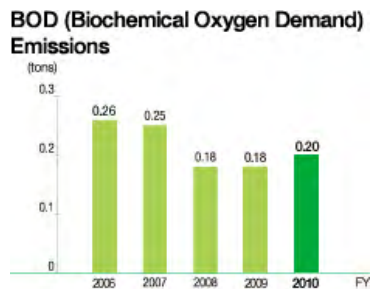
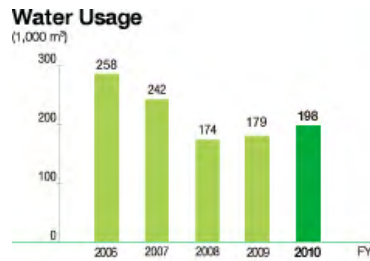
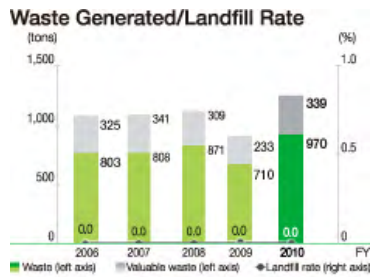
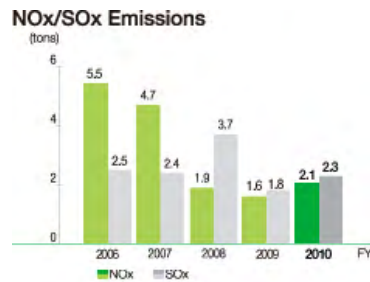
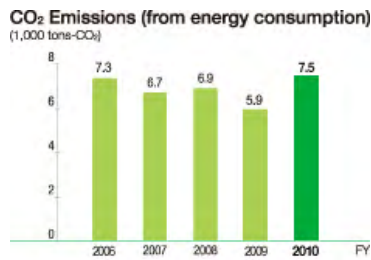


PRTR Results (FY2010)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment					Amount transferred		Others
			Into air	Into public water	Into sea	Buried on factory premises	To sewerage system	Waste transferred	Consumed products, etc.	
240	Styrene	96.0	16.9	0.0	0.0	0.0	1.0	0.0	78.1	
300	Toluene	7.3	7.2	0.0	0.0	0.0	0.0	0.0	0.0	
80	Xylene	2.2	2.2	0.0	0.0	0.0	0.0	0.0	0.0	
309	Nickel compound	1.7	0.0	0.0	0.0	0.0	0.2	0.0	1.5	
308	Nickel	1.6	0.0	0.0	0.0	0.0	0.0	0.0	1.6	
354	Di-n-butyl phthalate	1.4	0.0	0.0	0.0	0.0	0.9	0.0	0.4	
420	Methyl methacrylate	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	
	Others	1.8	0.9	0.0	0.0	0.0	0.1	0.0	0.7	
	Total	113.0	27.3	0.0	0.0	0.0	2.2	0.0	83.4	

>>Click to enlarge

< Summary of Environmental Data (Iwata Factory) >



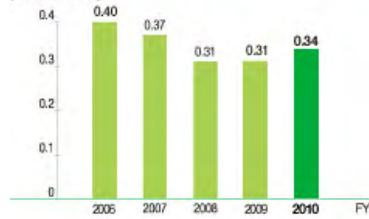
PRTR Results (FY2010)

Ordinance No.	Class I 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	Waste transferred	
240	Styrene	2.7	0.9	0.0	0.0	0.0	0.0	0.0	1.8
300	Toluene	2.7	2.7	0.0	0.0	0.0	0.0	0.0	0.0
	Others	0.9	0.6	0.0	0.0	0.0	0.0	0.0	0.3
	Total	6.4	4.3	0.0	0.0	0.0	0.0	0.0	2.1

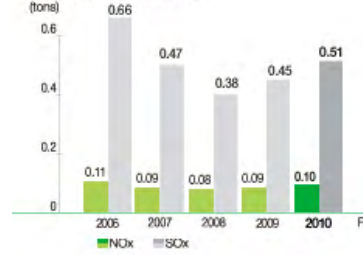
>>Click to enlarge

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

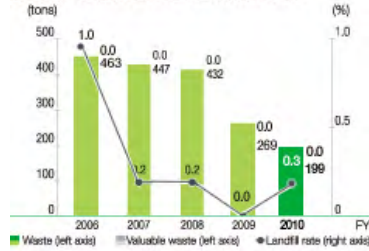
CO₂ Emissions (from energy consumption)
(1,000 tons-CO₂)



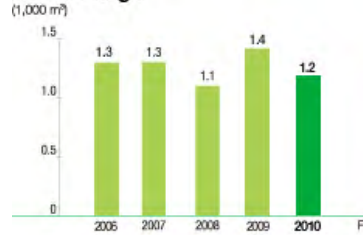
NOx/SOx Emissions
(tons)



Waste Generated/Landfill Rate
(tons)



Water Usage
(1,000 m³)



BOD (Biochemical Oxygen Demand) Emissions

The company did not discharge any BODs into public watersheds.

PRTR-designated Substances Released
(tons)



PRTR Results (FY2010)

Ordinance No.	Class I 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	Waste transferred	
240	Styrene	1.6	0.4	0.0	0.0	0.0	0.0	0.0	1.2
	Others	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
	Total	1.7	0.6	0.0	0.0	0.0	0.0	0.0	1.2

>>Click to enlarge

Saitama Factory

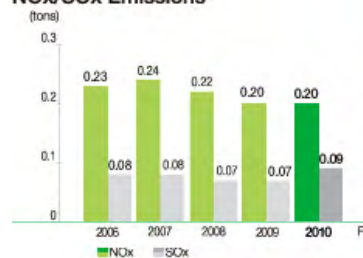
Business lines Manufacture of wind instruments
Location Fujimino City, Saitama Prefecture
No. of Employees 174
Site area 18,602m²

< Summary of Environmental Data >

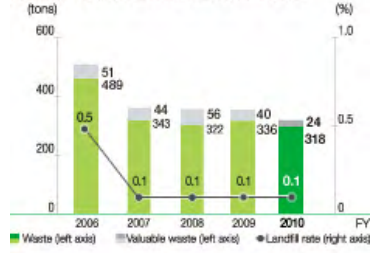
CO₂ Emissions (from energy consumption)
(1,000 tons-CO₂)



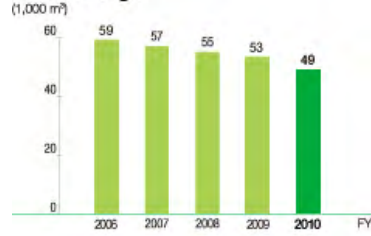
NOx/SOx Emissions
(tons)



Waste Generated/Landfill Rate



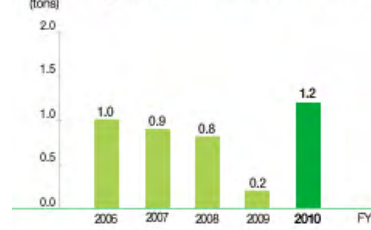
Water Usage



BOD (Biochemical Oxygen Demand) Emissions



PRTR-designated Substances Released



PRTR Results: FY2010

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	Being on facility grounds	To sewerage system	Waste transferred	
384	1-Bromopropane	1.4	1.1	0.0	0.0	0.0	0.0	0.0	0.3
	Others	1.2	0.2	0.0	0.0	0.0	0.0	0.1	0.9
	Total	2.6	1.2	0.0	0.0	0.0	0.0	0.1	1.3

>>Click to enlarge

Saitama Prefecture Life Environment Preservation Ordinance

No.	Substance	Volume	PRTR-designated Substance
384	1-Bromopropane	1.4	PRTR-designated Substance
61	Sulfuric acid (including sulfuric acid trioxide)	20.9	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
7	Hydrogen chloride (including hydrochloric acid)	3.2	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
25	Nitric acid	0.8	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
	Total	26.3	

>>Click to enlarge

PRTR Results (FY2010)

(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	
384	1-Bromopropane	2.6	2.0	0.0	0.0	0.0	0.0	0.0	0.1
355	Bis (2-ethylhexyl) phthalate	1.2	0.0	0.0	0.0	0.0	0.9	0.0	0.4
80	Xylene	1.1	0.8	0.0	0.0	0.0	0.2	0.0	0.1
82	Silver and its water-soluble compounds	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
	Others	5.8	1.2	0.1	0.0	0.0	1.4	0.0	3.1
	Total	11.8	4.0	0.1	0.0	0.0	2.5	0.0	5.2

PRTR Results (FY2010)

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	Consumption, products, etc.
240	Styrene	96.0	16.9	0.0	0.0	0.0	1.0	0.0	78.1
300	Toluene	7.3	7.2	0.0	0.0	0.0	0.0	0.0	0.0
80	Xylene	2.2	2.2	0.0	0.0	0.0	0.0	0.0	0.0
309	Nickel compound	1.7	0.0	0.0	0.0	0.0	0.2	0.0	1.5
308	Nickel	1.6	0.0	0.0	0.0	0.0	0.0	0.0	1.6
354	Di-n-butyl phthalate	1.4	0.0	0.0	0.0	0.0	0.9	0.0	0.4
420	Methyl methacrylate	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
	Others	1.8	0.9	0.0	0.0	0.0	0.1	0.0	0.7
	Total	113.0	27.3	0.0	0.0	0.0	2.2	0.0	83.4

PRTR Results (FY2010)

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	Consumption, products, etc.
384	1-Bromopropane	1.4	1.1	0.0	0.0	0.0	0.0	0.0	0.3
	Others	1.2	0.2	0.0	0.0	0.0	0.0	0.1	0.9
	Total	2.6	1.2	0.0	0.0	0.0	0.0	0.1	1.3

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

(tons)

No.	Substance	Volume	
384	1-Bromopropane	1.4	PRTR-designated Substance
61	Sulfuric acid (including sulfuric acid trioxide)	20.9	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
7	Hydrogen chloride (including hydrochloric acid)	3.2	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
25	Nitric acid	0.8	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
	Total	26.3	

(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, development, manufacture and sale of factory automation (FA) equipment, development of golf products, and business activities based mainly on production technologies for the Yamaha Group as a whole
Location	Hamamatsu City, Shizuoka Prefecture
No. of Employees	837
Site area	182,829m ²

< Summary of Environmental Data >

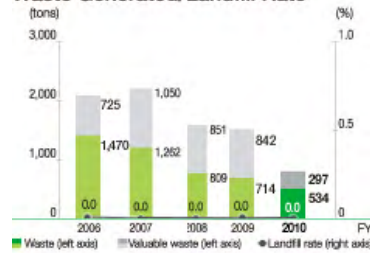
CO₂ Emissions (from energy consumption)
(1,000 tons-CO₂)



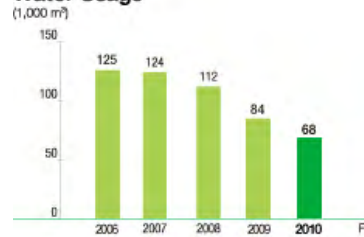
NOx/SOx Emissions
(tons)



Waste Generated/Landfill Rate



Water Usage
(1,000 m³)



BOD (Biochemical Oxygen Demand) Emissions
(tons)



PRTR-designated Substances Released
(tons)



PRTR Results(FY2010)

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	Slutted on facility grounds	To sewerage system	Waste transferred	
240	Styrene	148.7	9.0	0.0	0.0	0.0	0.0	0.0	139.8
300	Toluene	1.1	1.1	0.0	0.0	0.0	0.0	0.0	0.0
	Others	1.1	1.1	0.0	0.0	0.0	0.0	0.0	0.0
	Total	150.9	11.1	0.0	0.0	0.0	0.0	0.0	139.8

>>Click to enlarge

Yamaha Kagoshima Semiconductor Inc.

Business lines	Manufacturing of LSI's for specific semiconductor applications
Location	Aira-gun, Kagoshima Prefecture
No. of Employees	480
Site area	56,000m ²

< Summary of Environmental Data >

CO₂ Emissions (from energy consumption)

Non-CO₂ Greenhouse Gas Emissions*

(1,000 tons-CO₂e)



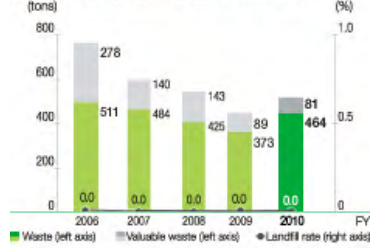
* Primarily sulfur hexafluoride and perfluorocarbon.

NOx/SOx Emissions

(tons)



Waste Generated/Landfill Rate



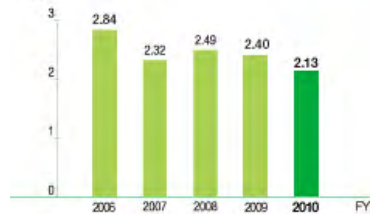
Water Usage

(1,000 m³)



BOD (Biochemical Oxygen Demand) Emissions

(tons)



PRTR-designated Substances Released

(tons)



PRTR Results FY2010

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others (Concentration, production, etc.)
			Into air	Into public water	Into soil	Stored on facility premises	To sewerage system	Waste transferred	
375	Hydrogen fluoride and its water-soluble salts	14.4	0.3	0.7	0.0	0.0	0.1	0.0	13.4
232	N,N-dimethylformamide	12.2	0.0	0.0	0.0	0.0	4.5	0.0	7.7
20	Monoethanolamine	6.2	0.0	0.0	0.0	0.0	6.2	0.0	0.0
	Others	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
	Total	32.9	0.3	0.7	0.0	0.0	10.8	0.0	21.1

>>Click to enlarge

D.S. Corporation

Business lines Manufacture of printed circuit board products, audio, visual, and instrument related devices, and ICT device products
Location Fukuroi City, Shizuoka Prefecture
No. of Employees 202
Site area 8,900m²

< Summary of Environmental Data >

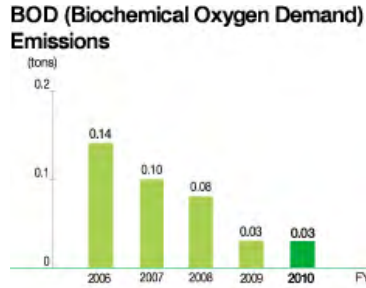
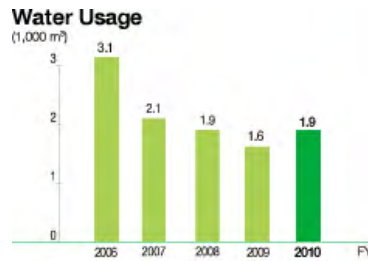
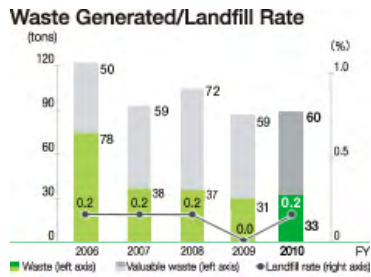
CO₂ Emissions (from energy consumption)

(1,000 tons-CO₂e)



NOx/SOx Emissions

The company did not emit any NOx or SOx.

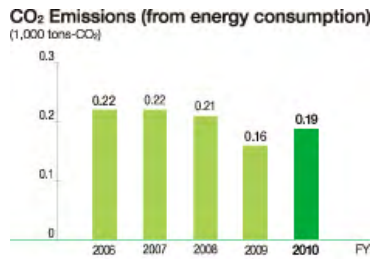


PRTR Results (FY2010)
There are no notifications under the PRTR Law.

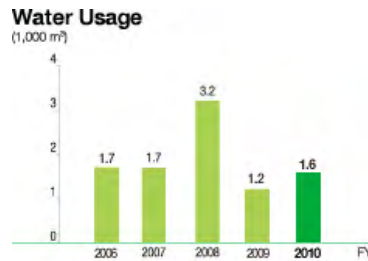
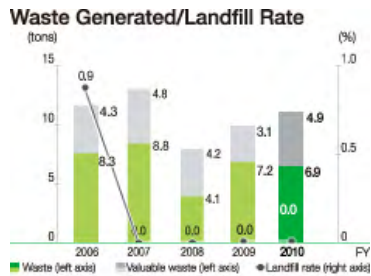
Yamaha Music Winds Corporation

Business lines Processing, assembly, packing and shipping of wind instrument parts
Location Iwata City, Shizuoka Prefecture
No. of Employees 119
Site area 4,742m²

< Summary of Environmental Data >



NOx/SOx Emissions
The company did not emit any NOx or SOx.



BOD (Biochemical Oxygen Demand) Emissions
The company did not discharge any BODs into public watersheds.

PRTR Results (FY2010)
There are no notifications under the PRTR Law.

Yamaha Music Craft Corporation

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

< Summary of Environmental Data >

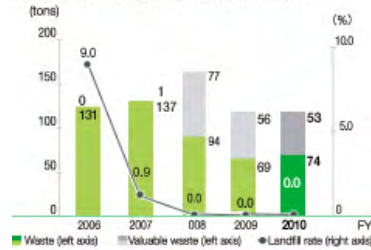
CO₂ Emissions (from energy consumption)
(1,000 tons-CO₂)



NOx/SOx Emissions
(tons)



Waste Generated/Landfill Rate



Water Usage



BOD (Biochemical Oxygen Demand) Emissions

The company did not discharge any BODs into public watersheds.

PRTR Results (FY2010)

There are no notifications under the PRTR Law.

Sakuraba Mokuzaï Co., Ltd.

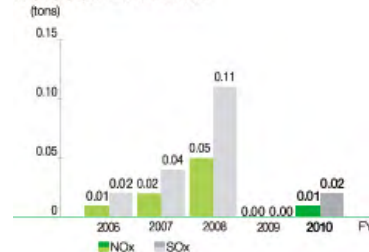
Business lines	Lumber manufacturing for musical instruments, processing of wooden parts, and manufacturing of other woodwork
Location	Kitaakita City, Akita Prefecture
No. of Employees	55
Site area	52,854m ²

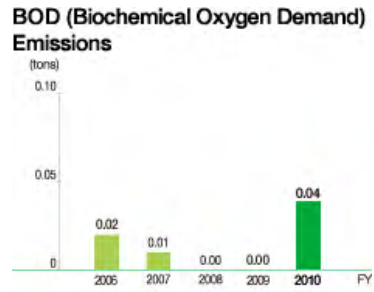
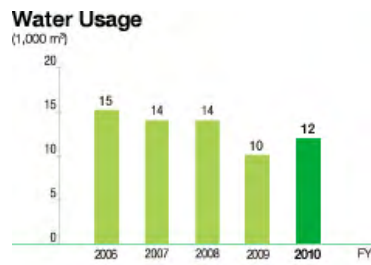
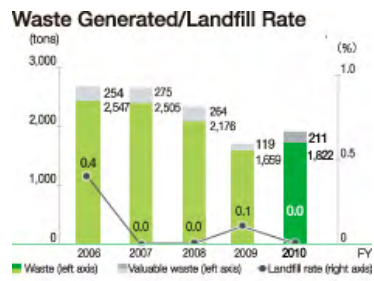
< Summary of Environmental Data >

CO₂ Emissions (from energy consumption)
(1,000 tons-CO₂)



NOx/SOx Emissions
(tons)





PRTR Results (FY2010)

There are no notifications under the PRTR Law.

PRTR Results (FY2010)

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	Consumption, products, etc.
375	Hydrogen fluoride and its water-soluble salts	14.4	0.3	0.7	0.0	0.0	0.1	0.0	13.4
232	N.N. dimethylformamide	12.2	0.0	0.0	0.0	0.0	4.5	0.0	7.7
20	Monoethanolamine	6.2	0.0	0.0	0.0	0.0	6.2	0.0	0.0
	Others	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
	Total	32.9	0.3	0.7	0.0	0.0	10.8	0.0	21.1

(Environmental Data by Site)Resort Facilities

Yamaha Resort Corporation — Tsumagoi™ —

Business lines	Operation of lodging facilities, restaurants, relaxation and related facilities
Location	Kakegawa City, Shizuoka Prefecture
No. of Employees	278
Site area	1,290,000m ²

CO₂ Emissions (from energy consumption)
(1,000 tons-CO₂)



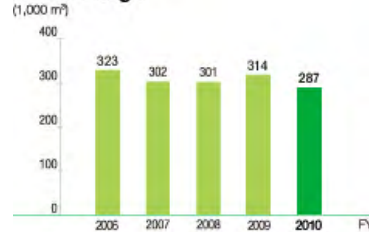
NOx/SOx Emissions
(tons)



Amount of Waste and Valuable Resources Generated
(tons)



Water Usage
(1,000 m³)



* As for the past data, accuracy has been increased and recalculated figures are shown.

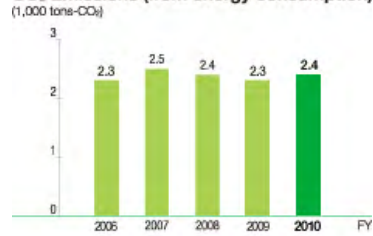
BOD (Biochemical Oxygen Demand) Emissions
(tons)



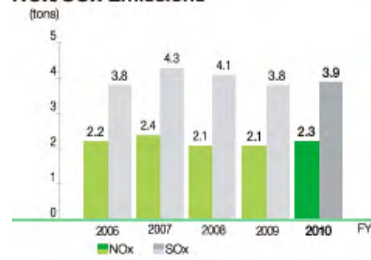
Yamaha Resort Corporation — Katsuragi™ —

Business lines	Operation of lodging facilities, restaurants, golf courses and related facilities
Location	Fukuroi City, Shizuoka Prefecture
No. of Employees	232
Site area	1,380,000m ²

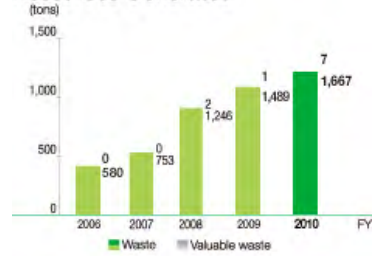
CO₂ Emissions (from energy consumption)



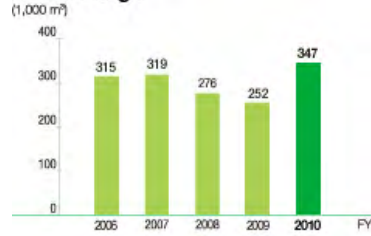
NO_x/SO_x Emissions



Amount of Waste and Valuable Resources Generated



Water Usage



BOD (Biochemical Oxygen Demand) Emissions



(Environmental Data by Site)Sales Offices,Overseas

Main Sales Offices of Yamaha Corporation

Office Name	Unit	Tokyo Office	Osaka Office	Nagoya Office
Location		Mitoh-ku, Tokyo, Japan	Osaka, Japan	Nagoya, Aichi, Japan
Business		Sales of musical instruments, semiconductors, golf products, educational systems, 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	647	172	81
Site Area	m ²	6,664	2,195	600
CO ₂ Emissions	10,000 tons/year	0.05	0.01	0.03
Waste Generated	Tons/year	34	9	7
Water Usage	10,000 m ³ /year	0.8	—	0.2

Group Manufacturing Companies Located Overseas

Office Name	Unit	Tianjin Yamaha Electronic Musical Instruments, Inc.
Location		China
Business		Manufacture of electronic musical instruments
Employees	People	1,480
Site Area	m ²	30,729
CO ₂ Emissions	10,000 tons/year	1.5
Waste Generated	Tons/year	136
Water Usage	10,000 m ³ /year	10.6

Office Name	Unit	Xiaoshan Yamaha Musical Instruments Co., Ltd.	Yamaha Electronics (Suzhou) Co., Ltd.	Hongzhou 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	453	1,200	2,157
Site Area	m ²	58,000	120,000	150,000
CO ₂ Emissions	10,000 tons/year	0.7	0.4	2.1
Waste Generated	Tons/year	435	71	1,849
Water Usage	10,000 m ³ /year	4.1	2.9	24.9

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	1,050	2,393	3,983
Site Area	m ²	58,500	22,500	120,000
CO ₂ Emissions	10,000 tons/year	0.6	0.7	1.7
Waste Generated	Tons/year	244	2,263	312
Water Usage	10,000 m ³ /year	11.1	4.6	8.6

Office Name	Unit	PT. Yamaha Indonesia	PT. Yamaha Electronics Manufacturing Indonesia	Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.
Location		Jakarta, Indonesia	East Java, Indonesia	Cheriton, Malaysia
Business		Manufacture of pianos	Manufacture of AV equipment (speakers)	Manufacture of AV products, manufacture and sale of AV service parts
Employees	People	1,458	249	1,300
Site Area	m ²	19,542	50,000	106,610
CO ₂ Emissions	10,000 tons/year	0.6	0.3	0.5
Waste Generated	Tons/year	868	12	9
Water Usage	10,000 m ³ /year	3.1	2.9	7.9

>>Click to enlarge

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, 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	647	172	81
Site Area	m ²	6,664	2,195	600
CO ₂ Emissions	10,000 tons/year	0.05	0.01	0.03
Waste Generated	Tons/year	34	9	7
Water Usage	10,000 m ³ /year	0.8	—	0.2

Group Manufacturing Companies Located Overseas

Office Name	Unit	Tianjin Yamaha Electronic Musical Instruments, Inc.
Location		China
Business		Manufacture of electronic musical instruments
Employees	People	1,460
Site Area	m ²	30,729
CO ₂ Emissions	10,000 tons/year	1.5
Waste Generated	Tons/year	136
Water Usage	10,000 m ³ /year	10.6

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	453	1,200	2,157
Site Area	m ²	56,000	120,000	150,000
CO ₂ Emissions	10,000 tons/year	0.7	0.4	2.1
Waste Generated	Tons/year	435	71	1,849
Water Usage	10,000 m ³ /year	4.1	2.9	24.9

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	1,090	2,393	3,983
Site Area	m ²	58,500	22,500	120,000
CO ₂ Emissions	10,000 tons/year	0.6	0.7	1.7
Waste Generated	Tons/year	244	2,263	312
Water Usage	10,000 m ³ /year	11.1	4.6	8.6

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	1,458	249	1,300
Site Area	m ²	19,542	50,000	106,610
CO ₂ Emissions	10,000 tons/year	0.6	0.3	0.5
Waste Generated	Tons/year	868	12	9
Water Usage	10,000 m ³ /year	3.1	2.9	7.9

ISO 14001-Certified Sites

Yamaha Corporation Factories in Japan

Site	Acquisition Date	Integration Date
Kegegawa Factory (including Iwata Factory and Yamanashi Kogei Co., Ltd.)	Nov. 1998	Nov. 2010
Saitama Factory	Sep. 1999	
Toyooka Factory	Jun. 2000	
Headquarters area*	Feb. 2001	

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

Group Manufacturing Companies in Japan

Site	Acquisition Date	Integration Date
Yamaha Kagoshima Semiconductor Inc.	Nov. 1997	Aug. 2011
Yamaha Music Craft Corporation	Jul. 2000	Nov. 2010
D.S. Corporation	Feb. 2001	
Yamaha Fine Technologies Co., Ltd.*	Mar. 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

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
PT. Yamaha Music Manufacturing Asia	Jul. 2002
PT. Yamaha Electronics Manufacturing Indonesia	Jan. 2003
Xiaoshan Yamaha Musical Instruments Co., Ltd.	Apr. 2003
Yamaha Electronics (Suzhou) Co., Ltd.	Mar. 2004

Main Sales Offices of Yamaha Corporation

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

Resort Facilities

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

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 Tenryu Factory begins
FY1983	■ Hamanako Lake Clean Brigade begins
FY1990	■ Use of trichloroethylene and tetrachloroethylene eliminated
FY1993	■ Use of specified CFCs and trichloroethane eliminated ■ The "Smart Plan"™, an instrument designed specifically for the residential environment, released. This was the first of a series of Smart™ 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	■ 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 ■ Kakegawa Factory acquires ISO 14001 certification ■ Yamaha Electronics Manufacturing Malaysia (YEM) becomes the first of the Group's manufacturing companies located overseas to receive ISO 14001 certification
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 Tenryu Factory halted
FY2002	■ Green Procurement Standards and Standards for Chemical Content in Products issued ■ VOC filtering equipment installed at Tenryu Factory ■ Group companies (manufacturing companies) in Japan and overseas acquire ISO 14001 certification
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 ■ Gas emissions treatment equipment installed at Yamaha Kagoshima Semiconductor Inc. ■ All Group resort facilities acquire ISO 14001 certification ■ Toyooka Factory is the first Yamaha Corporation factory to achieve Zero Emissions
FY2004	■ Exhaust/effluent filtering devices at Yamaha Kagoshima Semiconductor Inc. upgraded ■ Second set of VOC filtering equipment installed at Tenryu Factory ■ Fuel for boiler at factory at Yamaha headquarters switched from heavy oil to natural gas ■ Photovoltaic power generating system installed in the factory at Yamaha Headquarters ■ Use of HCFC eliminated from all manufacturing processes in the Yamaha Group
FY2006	■ All Yamaha Corporation factories achieve Zero Emissions ■ The Tokyo office becomes the first Yamaha Group sales office to acquire ISO 14001 certification ■ Yamaha Corporation and Yamaha Motor Co., Ltd. begin collaboration on the "Yamaha Forest" project in Indonesia ■ Exhaust/effluent filtering devices at Yamaha Kagoshima Semiconductor Inc. installed ■ Yamaha Livingtec Corporation installs a cogeneration system
FY2006	■ Logistics Energy Conservation Working Group established ■ Wastewater treatment system at Sabana Factory upgraded ■ All major sales offices complete ISO 14001 certification ■ The entire Yamaha Group completes compliance with the RoHS directive ■ Transition to lead-free production of wind instruments completed ■ Cogeneration system installed at the Tenryu Factory ■ Gas emissions treatment equipment installed at Yamaha Kagoshima Semiconductor Inc. ■ VOC Emission Reduction Working Group established ■ Completion of ISO 14001 certification for support businesses
FY2007	■ Yamaha Timber Procurement and Usage Guidelines enacted ■ Green Power Certification introduced at Yamaha Resort Tsumagoi ■ Yamaha joins the STOP Global Warming Campaign in Shizuoka ■ Provision of support for Ensho-nado's coastal forests began with the establishment of a support system for participating in a scheme run by Shizuoka Prefecture in aid of its forest ■ Yamaha joins Musicwood Campaign (Greenpeace) ■ All factories of the Yamaha Group in Japan achieve Zero Emissions of waste ■ Fuel for boiler at Toyooka Factory switched from heavy oil to natural gas ■ "Project Phone" teleconferencing system developed ■ On-site disposal system for used Elactone™ keyboards begins operation ■ Acoustic guitar developed using the A.R.E. (Acoustic Resonance Enhancement) low-environmental impact wood retorting 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 Eco-Products 2008 ■ Yamaha exhibits at "Shizuoka Environment and Forests Fair" for the first time ■ Natural gas cogeneration system installed at the Kakegawa Factory ■ Gas emissions treatment equipment installed at Yamaha Kagoshima Semiconductor Inc. ■ Purification of groundwater contamination by chlorinated organic solvents at the Toyooka Factory completed ■ Kakegawa Factory receives an honorable mention in the fiscal 2008 PRTR Awards competition
FY2008	■ The Yamaha Ladies Open Katsuragi golf tournament introduces Green Power certification ■ Yamaha concludes the fifth and final year of the "Yamaha Forest" project in Indonesia ■ Yamaha Group CSR Policy formulated ■ Yamaha Environmental Policy formulation (Yamaha's Policy on the Environment revised to make it suitable for ISO 14001 certification) ■ Introduction of a system to manage chemical substances in products (to comply with the E.U. REACH Directive and other regulations)
FY2010	■ Certified green power supplied under the Project for Local Production and Local Consumption of Energy promoted by Kakegawa City used for the ap bank fes '10 event held at Yamaha Resort Tsumagoi ■ Yamaha Group companies in Japan acquire integrated (step 1) ISO 14001 certification ■ Stage 2 Yamaha Forest tree-planting activities commenced in Indonesia (five-year plan) ■ Kakegawa Factory receives letter of appreciation from the City of Kakegawa acknowledging the Factory's support for the Kakegawa City Environment Fund
FY2011	■ Our smart life pledge commenced (shift from the household accounting smart life guide) ■ Certified green power supplied under the Project for Local Production and Local Consumption of Energy promoted by Kakegawa City used for the ap bank fes '11 event held at Yamaha Resort Tsumagoi ■ Yamaha Group companies in Japan acquire integrated ISO 14001 certification (domestic integration completed)

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FY1974	<ul style="list-style-type: none"> Environment Management Division established
FY1975	<ul style="list-style-type: none"> Company-wide rationalization of energy consumption begins Local clean-up activities start
FY1981	<ul style="list-style-type: none"> Wood-waste fueled electric power generation at Tenryu Factory begins
FY1983	<ul style="list-style-type: none"> Hamanako Lake Clean Brigade begins
FY1990	<ul style="list-style-type: none"> Use of trichloroethylene and tetrachloroethylene eliminated
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FY2006	<ul style="list-style-type: none"> Logistics Energy Conservation Working Group established Wastewater treatment system at Saitama Factory upgraded All major sales offices complete ISO 14001 certification The entire Yamaha Group completes compliance with the RoHS directive Transition to lead-free production of wind instruments completed Cogeneration system installed at the Tenryu Factory Gas emissions treatment equipment installed at Yamaha Kagoshima Semiconductor Inc. VOC Emission Reduction Working Group established Completion of ISO 14001 certification for support businesses
FY2007	<ul style="list-style-type: none"> Yamaha Timber Procurement and Usage Guidelines enacted Green Power Certification introduced at Yamaha Resort Tsumagoi Yamaha joins the STOP Global Warming Campaign in Shizuoka Provision of support for Enshunada's coastal forests began with the establishment of a support system for participating in a scheme run by Shizuoka Prefecture in aid of its forest Yamaha joins Musicwood Campaign (Greenpeace) All factories of the Yamaha Group in Japan achieve Zero Emissions of waste Fuel for boiler at Toyooka Factory switched from heavy oil to natural gas "Project Phone" teleconferencing system developed On-site disposal system for used Electone™ keyboards begins operation Acoustic guitar developed using the A.R.E. (Acoustic Resonance Enhancement) low-environmental impact wood reforming technology
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FY2011	<ul style="list-style-type: none"> Our smart life pledge commenced (shift from the household accounting smart life guide) Certified green power supplied under the Project for Local Production and Local Consumption of Energy promoted by Kakegawa City used for the ap bank fes '11 event held at Yamaha Resort Tsumagoi Yamaha Group companies in Japan acquire integrated ISO 14001 certification (domestic integration completed)

Third-Party Opinion

The Yamaha Group believes that better communication with stakeholders is vital in meeting the host of challenges that arise with respect to corporate social responsibility (CSR). This year, Mr. Hiroaki Satoh shares his opinion on how the Group can improve its performance in this area.



Hiroaki Satoh
Head of the Shizuoka Center for
Climate Change Actions
(Professor Emeritus and Former President,
Shizuoka University)

Responding to the Great East Japan Earthquake

Looking at the Yamaha Group's sensitivity and endeavors in the wake of the Great East Japan Earthquake of March 11, 2011, it is clear that the Group's actions epitomized its philosophy of "Creating 'Kando' Together." Among a host of initiatives, the Group was quick to provide donations and essential items in support of relief efforts. In addition to the implementation of holiday shifts as a measure to conserve electric power, the Group conducted charity concerts across devastated areas. With the Company's president Mitsuru Umemura serving as chief promoter, the School Music Revival Fund was established. Under the Fund, steps were taken to inspect and repair the musical instruments of kindergartens, elementary, junior and senior high schools. Complementing the Group's individual efforts, Yamaha also collaborated with the music industry to assist in reconstruction endeavors.

In Partnership With the Global Compact

The decision by the Company to become a signatory to and participating company of the United Nations' Global Compact, an internationally recognized CSR initiative, in June 2011, was indeed a major milestone. This clearly indicates Yamaha's voluntary commitment to incorporating the 10 principles of the Compact, encompassing the four broad fields of human rights, labour, the environment and anti-corruption, into its business activities. The purpose and purport of the Yamaha Corporation Group CSR Policy formulated in 2010 also runs in concert with the Global Compact. The Yamaha Group is to be commended for endeavoring to further enhance its philosophy and principles and to tackle not only the challenges that confront local communities, but also such global-scale issues as global warming and biodiversity.

Toward Smart Management

I look forward to further improvements in the Group's collective management endeavors and a more unified approach toward environmental concerns following steps taken to move away from the acquisition of ISO 14001 environmental management system certification by individual business sites to consolidated Group-wide certification in Japan. In this context, and in renewing the Yamaha Group Environmental Policy, the Group as a whole has adopted the slogan of "Sustaining the Concerto of Yamaha with the Earth" as a part of efforts to help create a truly affluent society and a better global environment. This is indeed a clear indication that the Yamaha Group is striving to assimilate 21st century smart management into its business activities, and placing the utmost emphasis on realizing a sustainable ecosystem and society based on a philosophy filled with color and sound as well as concern for the environment.

I am impressed by this concentration on adopting smart management within the confines of the Group's roots and unique association with sound and music. This commitment is reflected in the Group's strict adherence to environmental lifecycle assessment (LCA) encompassing the entire product lifecycle from raw material procurement through

manufacture to transportation, use, and disposal, as well as the Group's efforts to develop technologies and deliver products with minimal environmental load.

Steadily Promoting CSR Utilizing the PDCA Cycle

It is vital that the Yamaha Group consistently monitors the status of its compliance with the principles of the Global Compact as well as its related policies and guidelines. It is equally important that the Group review the tone and nature of its concerto as applied to its CSR activities, and employ a PDCA cycle that incorporates frontline concerns to better visualize the results of its endeavors. Through these means, we will gain a true indication of the Group's commitment and performance.

(September 2011)

Response to the Third-Party Opinion



Tsutomu Sasaki
Senior Executive Officer in charge of the
Corporate Administration Group
Yamaha Corporation

Carrying on from the previous year, we are again grateful in 2011 to receive third-party feedback from Hiroaki Satoh, one of many distinguished individuals active in promoting the "STOP Global Warming Action Campaign" in Shizuoka Prefecture, an area where the Company locates its head office.

Dr. Satoh has commented on the Group's efforts in response to the recent earthquake disaster and Yamaha's decision to become a signatory to the Global Compact. We are particularly glad to have obtained his high evaluation on our initiative to integrate ISO 14001 certification and LCA endeavors aimed at reducing the environmental load of our business activities.

The Yamaha Group has continued to engage in activities that both reflect and exploit its defining attributes. Among a host of endeavors, the Group has worked diligently to contribute to the local community while at the same time popularizing music through wide-ranging initiatives including tree-planting. Looking ahead, we will continue to promote activities that are consistent with the Yamaha Corporation Group CSR Policy and Global Compact.

Moreover, we will take particular note of Dr. Satoh's comments on monitoring the status of compliance with respect to the principles of the Global Compact, the Group's policies, and guidelines, as well as the importance of better visualizing the results of our CSR activities. Taking into account the critical nature of steadfastly employing a PDCA cycle to review our operations, we will take steps to better clarify the progress and results of our CSR endeavors and address the issue of establishing an across-the-board framework.