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# Management Emphasis on CSR



**Message from the President** | ➔



**Management Emphasis on CSR** | ➔



**Yamaha Corporation Group CSR Policy** | ➔



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

- ➔ Corporate Governance
- ➔ Compliance

# Message from the President

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President and Representative Director,  
Yamaha Corporation

**Mitsuru Umemura**

## Yamaha Group CSR

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Through business activities founded on sound and music, the Yamaha Group strives to achieve its corporate objective of "Creating 'Kando\*' Together." Yamaha Group's philosophy of management is customer-oriented and quality-conscious, transparent and sound, values people and is in harmony with society, and we work to fulfill this philosophy in our activities. We consider corporate activities in alignment with this philosophy to be CSR-oriented management. In February 2010, we established the Yamaha Corporation Group CSR Policy, a summary of the Group's approach to CSR. Based on this policy, we intend to work as a whole to further promote CSR activities.

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

In April 2010, we launched our new medium-term management plan, "Yamaha Management Plan 125" (YMP125), under which we will aim to create the foundations for future growth in the lead up to Yamaha's 125th anniversary in 2013. We also established a vision for what Yamaha should be: a trusted and admired brand, with operations centered on sound and music, and an achiever of growth through both products and services. Promoting CSR-oriented management is a crucial component of our effort to be a trusted and admired brand.

CSR-oriented management as practiced by the Yamaha Group is distinguished by the fact that we contribute to the development of musical culture and the enrichment of society through our business activities themselves, not as an afterthought. By making the most of Yamaha's strengths to provide products and services that satisfy all customers who love music, we can contribute to the development of musical cultures and enrich lives worldwide.

In tandem, as the Yamaha Group develops operations on a global scale, we believe it is vital to do our part to address the issues faced by local communities, as well as worldwide concerns such as global warming and biodiversity. The Yamaha Group will continue promoting efforts to address social problems in a variety of ways, focusing on those activities best suited to the particular nature of our businesses. 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 production activities. We will also support forest revitalization as a company that utilizes wood materials to manufacture its products.

## 2010 CSR Report

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This fiscal year, our CSR Report includes features an effective utilization of wood materials and tree-planting, representing Yamaha's relationship to trees in our quest to achieve a sustainable society. We also offer examples of social contribution through sound and music, contributions to local communities, and environmental conservation initiatives, among others. The policies and systems underlying these activities, as well as environmental data and other basic information, can be found in the digital version of the report available on Yamaha's corporate website. We welcome any opinions or suggestions you may have.

September 2010

President and Representative Director,  
Yamaha Corporation



# Management Emphasis on CSR

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

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



# Yamaha Corporation Group CSR Policy

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

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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

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

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

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

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As of June 25, 2010, Yamaha has five directors, including two outside directors. In order to accelerate decision-making by the Board of Directors and enhance supervisory functions, in fiscal 2011 we have decreased the number of directors serving concurrently as executive officers by four, and added one outside director. Outside directors also act as members of the Corporate Governance Committees and serve to ensure transparency of management decision-making. The Board convenes once monthly in principle, and is responsible for the Group's management functions, including proposing Group strategy and the monitoring and directing of business execution carried out by the divisions. In order to clarify responsibilities, directors are appointed for a term of one year.

Yamaha also employs an executive officer system, with the purpose of strengthening consolidated Group management and business execution functions by divisions. As of June 25, 2010, the executive officer system comprises 16 executive officers, including two managing executive officers, who are allocated 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.

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

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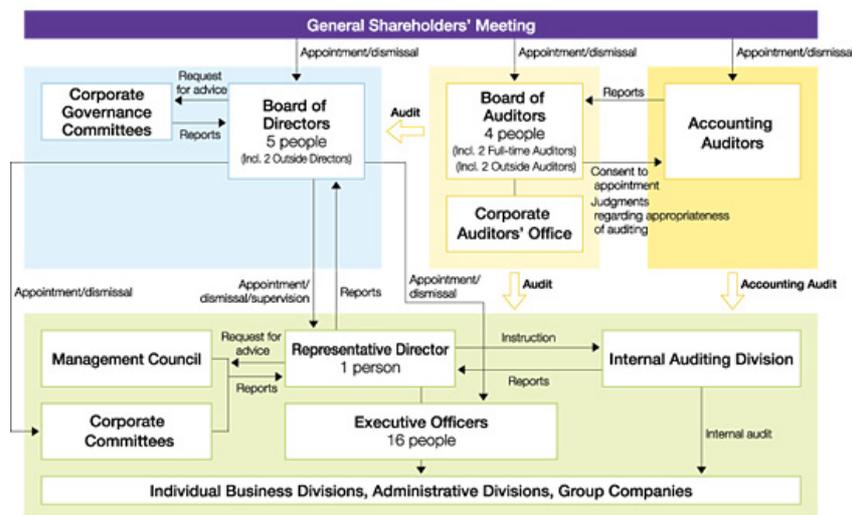
Yamaha is a company with a Board of Auditors as defined under Japanese law, and has worked to enhance governance functions by introducing an executive officer system, as well as by setting up Corporate Governance Committees and an internal control system. These actions, in conjunction with consistent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

As of June 25, 2010, 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 25, 2010) as a dedicated staff for the auditors, to 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 25, 2010) 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. The evaluation results are then used to provide information for the formulation of suggestions and proposals for rationalization and improvement. In parallel, Yamaha strives to boost audit efficiency by encouraging close contact and coordination among the corporate auditors and the accounting auditors.

## Corporate Governance Structure

As of June 25, 2010



>>Click to enlarge

## Registration of Independent Officers

Yamaha has registered outside director Haruo Kitamura and outside auditor Kunio Miura as independent officers in accordance with the stipulations of the Tokyo Stock Exchange.

## Fiscal 2009 Activities by Outside Director and Outside Corporate Auditors

Outside director Takashi Kajikawa attended 13 of the 14 meetings of the Board of Directors held in fiscal 2009. Utilizing his ample experience and considerable insight as a representative director of a publicly owned company, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside corporate auditor Kunio Miura attended 12 of the 14 meetings of the Board of Directors held in fiscal 2009. He also attended 12 of the 15 Board of Auditors' meetings, and made statements mainly from his specialist standpoint as an attorney.

Outside corporate auditor Yasuharu Terai attended all 14 of the meetings of the Board of Directors held in fiscal 2009. He also attended all 15 Board of Auditors' meetings, making statements based primarily on his experience and insight as a management executive.

Outside corporate auditor Haruo Kitamura attended 10 of the 11 meetings of the Board of Directors held after his appointment. He also attended all 10 of the Board of Auditors' meetings held during his term, and made statements based primarily on his experience and insight as a chartered accountant.

## 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, including by providing information, supplying materials, listening to opinions, and supporting research and data collection.

## Fundamental Concept of the Internal Control System

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

The Yamaha Group has defined an internal control 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)**

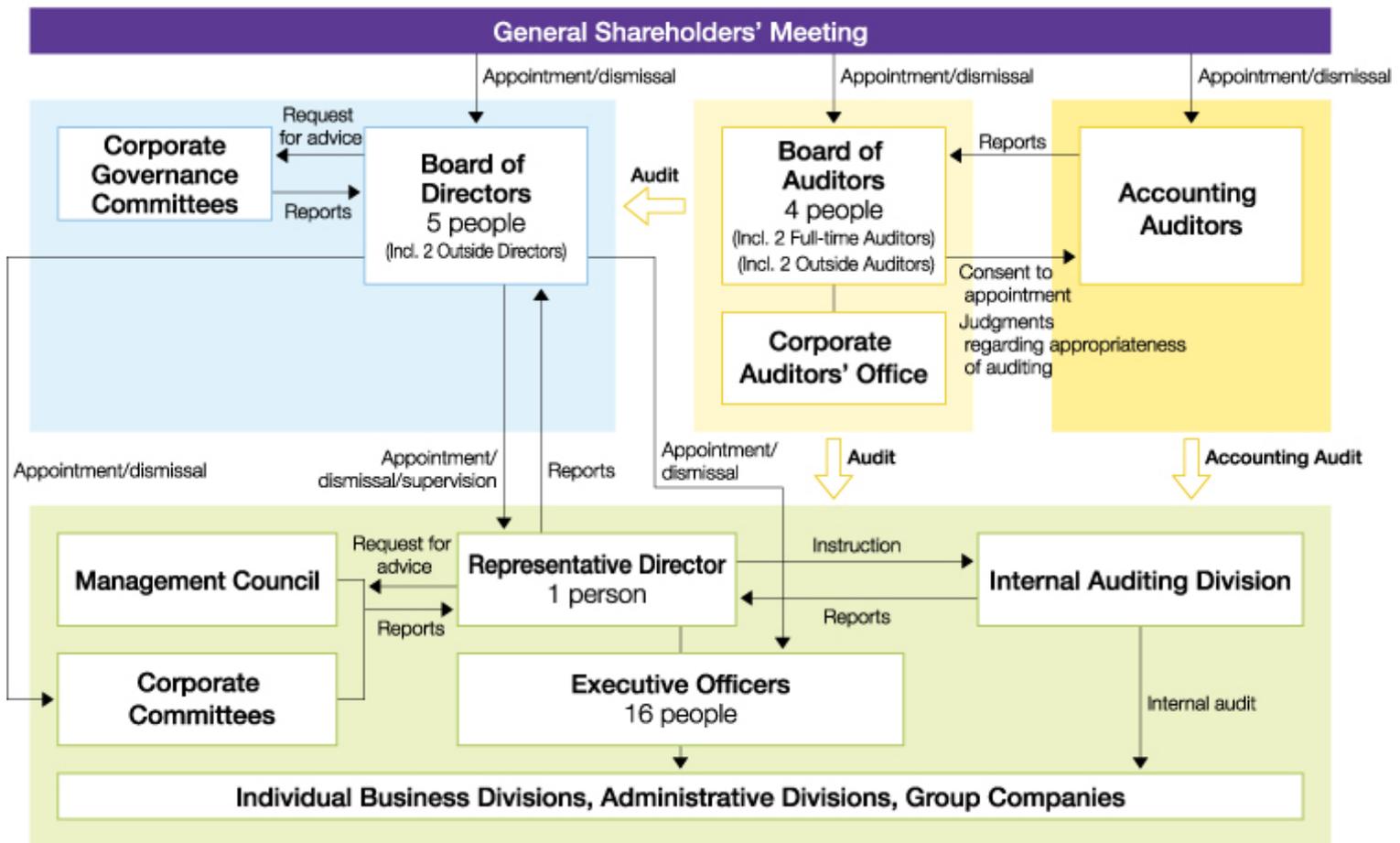
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From fiscal 2008, Yamaha has embarked on the development of a Business Continuity Plan (BCP), designed to enable it to quickly resume operations in the event of an earthquake in Japan's Tokai region or other major natural disasters that could cause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

In April 2009, Yamaha established and initiated activities by the Corporate Committee, chaired by the President and Representative Director. 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.

# Corporate Governance Structure

As of June 25, 2010



# 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

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

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

In fiscal 2009, we pushed compliance forward with the slogan "Compliance and Communication: Creating a Corporate Culture of Doing the Right Thing in High Spirits." In June 2010, we reorganized the companywide Governance Committees and the compliance activities are now steered by the newly set-up Risk Management Committee through its CSR and Compliance Subcommittee.

For details on Compliance Initiatives, see:

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

## Fiscal 2009 Compliance Measures

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

The results of the Fourth Compliance Survey conducted in fiscal 2008 showed the need to fostering a healthy organizational culture and promote communication. Based on this recognition, from fiscal 2009, Yamaha has been conducting compliance promotion activities based on the keywords above.

#### <FY2009 first half>

Feedback was provided to various divisions and Group companies on the aspects of their organizational culture and compliance issues that came to light during the fiscal 2008 survey. The Compliance Committee (Secretariat) subsequently conducted follow-up interviews with the responsible managers, in order to reconfirm the features of the organizational culture and promote the resolution of individual issues.

#### <FY2009 second half>

Starting with a lecture in Compliance Promotion Month (October), Yamaha has implemented the following initiatives to promote communication in the workplace.



### (1) 4th Compliance Seminar (Lecture)

In addition to the 345 participants who attended the original lecture, a DVD recording of the lecture was screened at all workplaces, allowing a total of around 2,000 employees, mainly managers and executives, to benefit from the seminar.



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

This e-learning program incorporates the concept of "assertion" as it encourages participants to think about ways of communication when faced with compliance issues.

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

### (3) Group Compliance Meetings

Approximately 70 responsible managers and others in charge of compliance at key divisions and domestic Group companies participated in the Compliance Meeting to share understanding of and information about compliance promotion activities. Participants both reviewed initiatives to date and were requested to provide training for all employees at their places of work.

### (4) Transparent and Correct Compliance Meetings (Training for all employees)

The committee secretariat provided training tools, including presentation materials, for this training, which had been held 224 times as of April 2010, training a total of 3,340 employees. The secretariat is providing individual support for all workplaces that have yet to hold the training, and working to ensure that all workplaces implement it successfully.

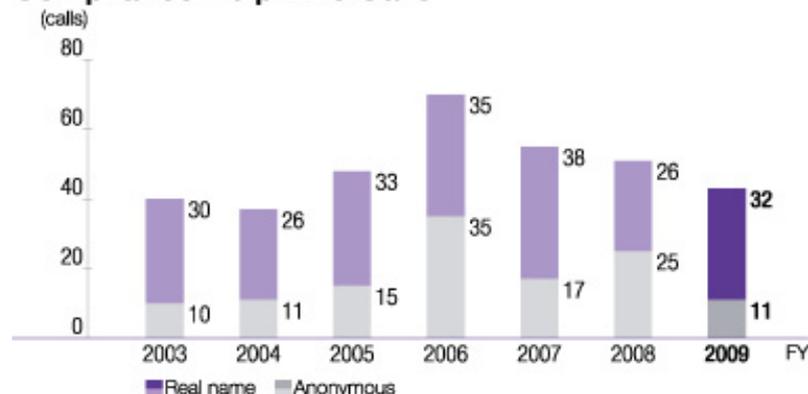
#### Overseas Initiatives

- Yamaha Music (Russia) LLC established in 2007) formulates a compliance code of conduct
- Conducted compliance survey (self-administered progress check) at overseas subsidiaries

### Compliance Help Line (April 2009 to March 2010)

A total of 43 communications were received throughout the year, 8 fewer than in the previous year. Of these, 37% were reports, and three came from overseas subsidiaries (one from Indonesia and two from Russia). There have been 344 communications over the past 7 years.

#### Compliance Help Line Calls



# With Our Customers



## Group-wide Quality Assurance Structure

- Quality Management System
- Quality Risk Management
- Quality Improvement Measures



## Stronger Customer Support System

- Improving Convenience by Standardizing Customer Helpdesks

# Quality Management System

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

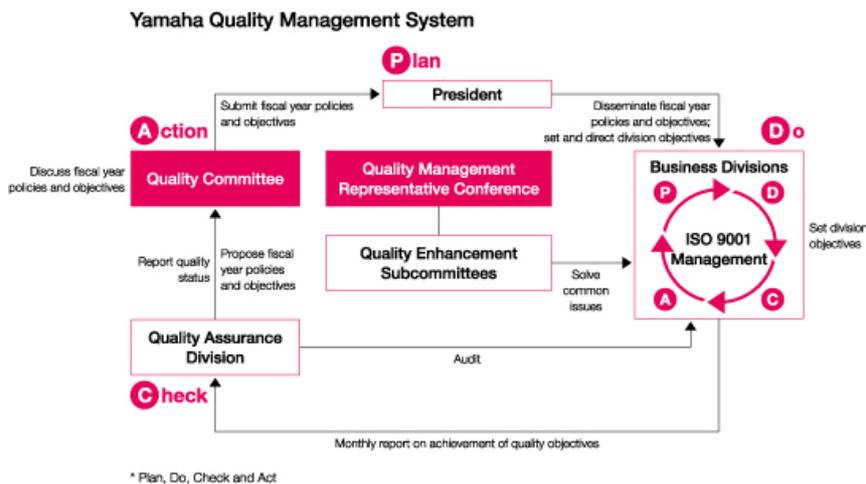
Under the Company-wide quality management system, quality policies and targets and important quality-related measures are deliberated by the Quality Committee, and then issued from the president to the operating divisions.

Each business division is responsible for the quality of its own products and establishes its own divisional targets in line with the quality policies and objectives set by the president. Each business division follows ISO 9001 international standards for quality management systems and conducts activities designed to achieve quality targets.

The Quality Assurance Division, established in April 2010, audits whether the quality assurance systems of each operating division and the quality of their 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.

The Quality Management Representatives conference comprises people in charge of quality management for the operating divisions and works to disseminate Company-wide quality policies, targets and important quality-related measures. The conference also conducts joint research with the operating divisions on improvement case studies.

In January 2010, in order to enhance the effectiveness of the Company-wide quality management system, the Yamaha Group established Product Quality Guidelines, which stipulate the level of quality which all Yamaha products should meet.

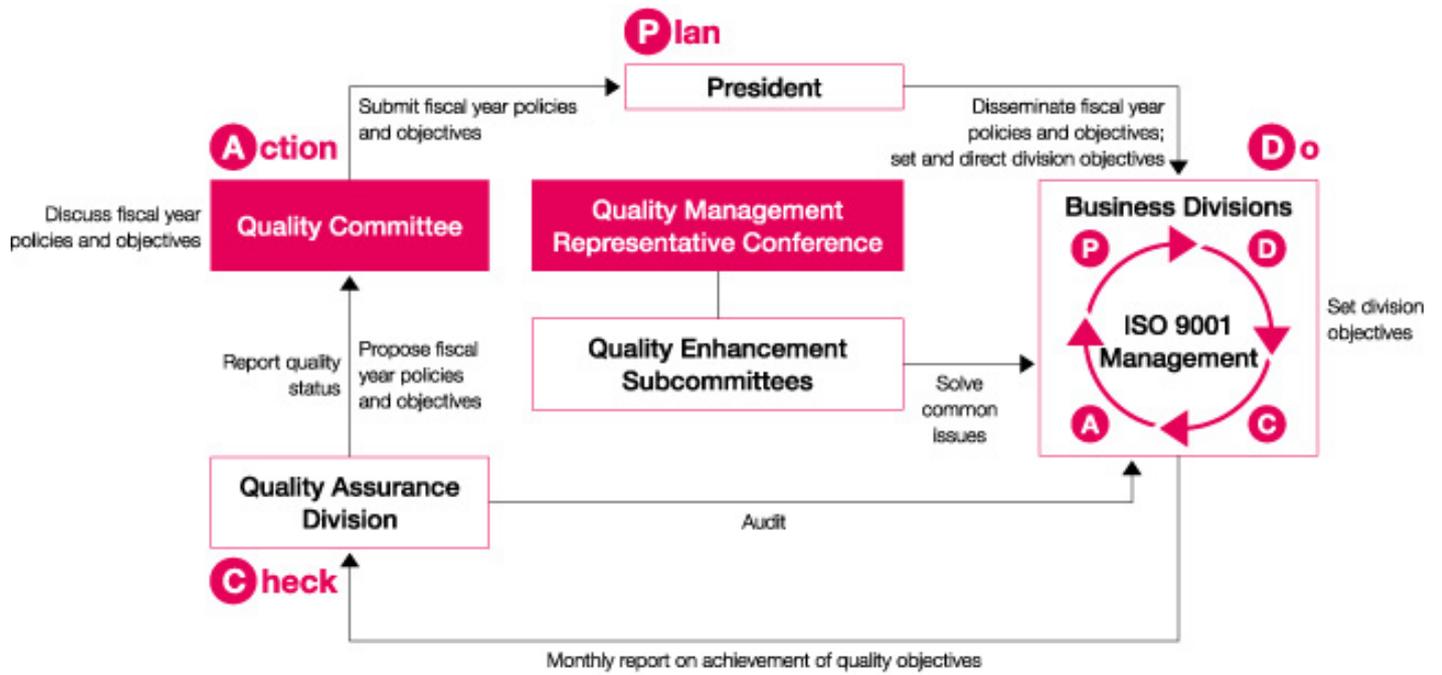


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## Acquiring ISO 9001 Certification

As of March 31, 2010, the Yamaha Group had acquired certification under the ISO9001 international standards for quality management systems at 25 business divisions, covering approximately 63% of the workforce on a consolidated basis.

# Yamaha Quality Management System



\* Plan, Do, Check and Act

# Quality Risk Management

## Measures to Prevent Product - Safety Issues

The Yamaha Group takes precautions during the development, design, and production stages to prevent any product safety issues. Development and design divisions have also tightened their design reviews concerning product safety while production divisions have introduced measures to strengthen FMEA (Failure Mode and Effects Analysis) during production processes.

The Yamaha Group has put in place a system that enables faster responses to ensure the safety of customers. For example, a product safety information database has been developed. In the event of a product safety issue in the marketplace, this database allows employees receiving information on a safety problem to report it immediately to the applicable department and the head of the Quality Assurance Division, who convenes an Emergency Action Committee Meeting\*. The committee then advances instructions on necessary inspections and corrective measures, decides a proper response with respect to customers, and notifies top management of the situation.

In fiscal 2009, we decided to directly notify customers and repair free of charge possible defects in one product that could have potentially resulted in injury to customers, filing a recall report with Japan's Ministry of Economy, Trade and Industry.

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

## Conformance 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, and environmental protection. Under this structure, the Company is able to collect information on regulations and standards in each country and to respond quickly to these regulations or issues that may arise. In addition, to monitor the status of legal compliance while developing products that conform to standards, Yamaha Corporation's headquarters includes a quality evaluation facility equipped with an array of measuring, analytical, and evaluation devices, including state-of-the-art electromagnetic wave-measuring facilities.



Anechoic chamber used for electromagnetic wave measurement

# Quality Improvement Measures

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The Yamaha Group strives to ensure product safety and improve quality. At the same time, the Yamaha Group works to strengthen quality management training, while pursuing quality, ease of use and convenience in order to satisfy customers.

## Quality Management Training

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

In fiscal 2009, approximately 150 people took courses offered in various areas, including Quality Engineering and FMEA/FTA\*1. Furthermore, the Yamaha Group revised its training program in order to enhance the training system geared to enhancing safety and environmental awareness and skills.

\*1 FMEA : Failure Mode and Effect Analysis

FTA : Fault Tree Analysis

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

## Measures to Improve Usability

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The Yamaha Group always makes an effort to develop products from the customer's perspective. For example, employees act as product testers, and the results of their tests are reflected into product specifications. In this and other ways, Yamaha is working to improve usability.

### Piano Division, Yamaha Corporation

Yamaha's Piano Division is developing new types of pianos that incorporate digital technologies into a traditional piano. Examples include the Disklavier™ E3 player piano released in 2009, as well as silent pianos and hybrid pianos.

The Disklavier in particular actively incorporates new functions such as Internet connection and simultaneous video recording and playback, offering users a multitude of ways to enjoy the product. The most important question for any product, however, is whether such functions are easy for customers to use and operate.

The Piano Division is conducting usability tests\*2, with the aim of making the Disklavier a more approachable and user-friendly product. These tests involve not only the product development division, but also sales divisions and the Quality Assurance Division. Sharing issues with each other facilitates a rapid response to any problems by the relevant division.

For usability tests, the division creates a situation in which testers can try all the functions included in the Disklavier. Test subjects operate the products or prototypes in a special testing room. Representatives from the various divisions watch the test subjects from a separate room, taking notes. Observers pay particular attention to details such as hand movements, which are recorded on video, and following the test they analyze and verify the results. This type of testing identifies unanticipated problems and allows the relevant divisions to modify specifications in order to enable more user-friendly, natural operation by customers.

\*2 Usability tests: In-house tests to confirm product usability have employees operate the product on a trial basis.

<The Disklavier™ E3 was developed taking usability into account>



<A usability test in progress>



# Improving Convenience by Standardizing Customer Helpdesks

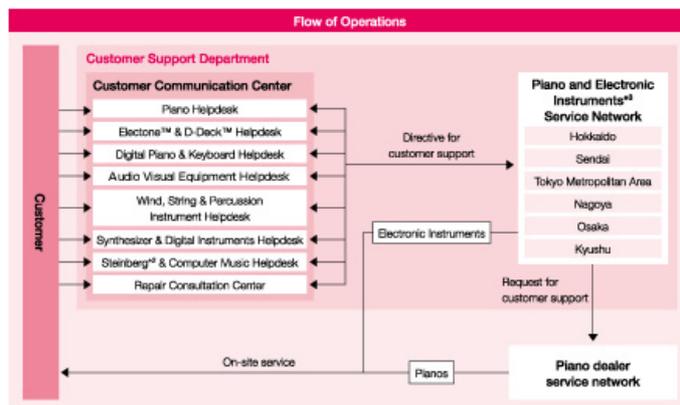
## Customer Support Department, Domestic Sales & Marketing Division, Yamaha Corporation

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

Moreover, in fiscal 2008, we took steps to improve our support structure, building a unified nationwide support system by clarifying helpdesk names and installing a standardized phone system using navi-dial,\*1 among other means. For customers, these changes have resulted in more intuitive helpdesks for each product, and enabled a smoother customer service response. In fiscal 2009, we overhauled our phone management system by transitioning to a cloud model, supervising phone response service levels and strengthening system maintenance. Through these and other initiatives, we are constantly working to improve the system.

At the same time, in order to improve the level of service, we have attached numerical values for various aspects of service quality, such as ease of reaching a representative by telephone and the speed of response to e-mail inquiries, and we are managing service based on these indicators. Through steady efforts in operator training and creating databases of the details of customer inquiries, we are continuously striving to improve the indicators for service quality.

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



\*2 Steinberg: Music production software

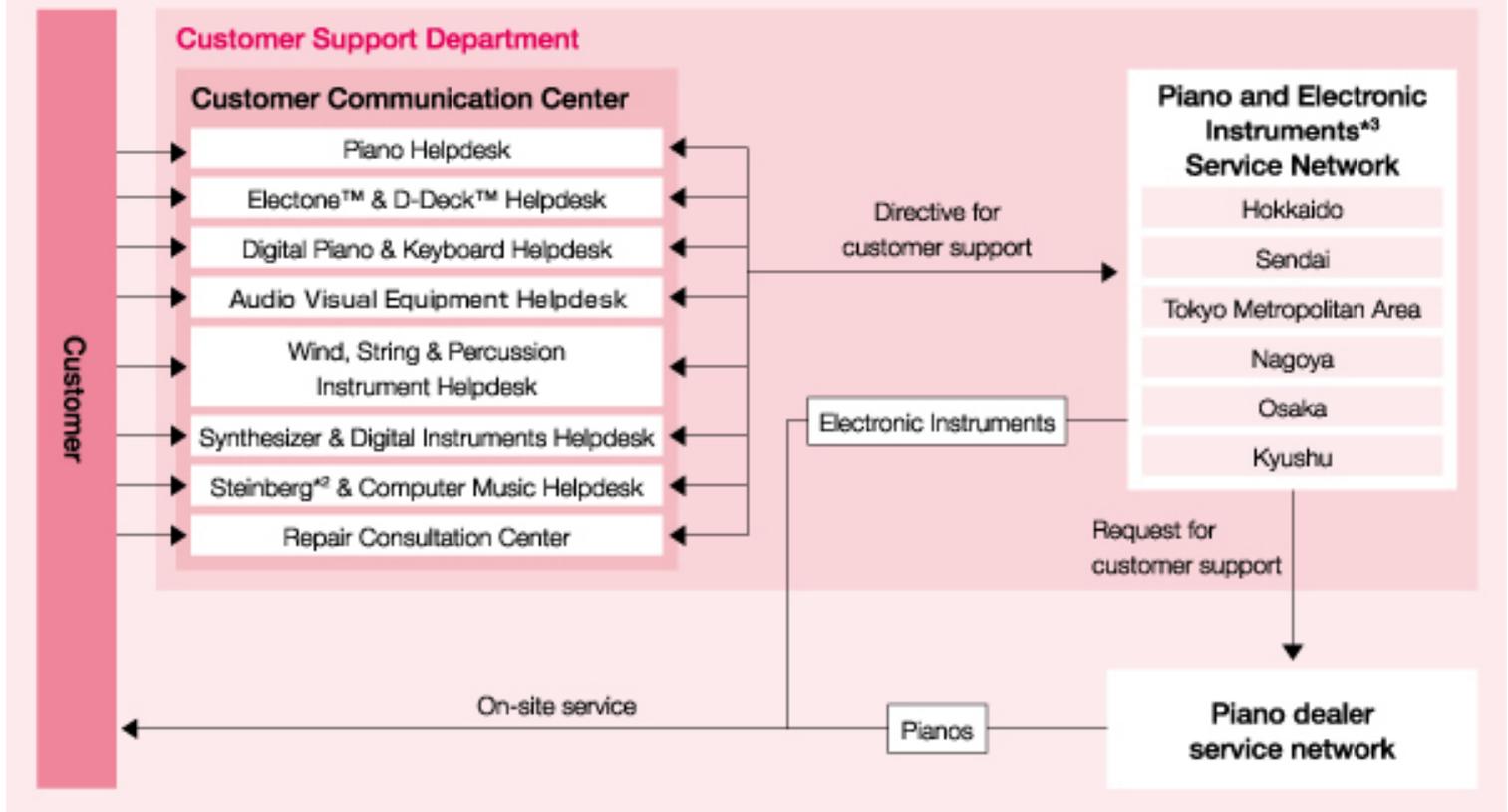
\*3 Electronic instruments includes electronic and electric acoustic instruments

>>Click to enlarge



Staff field calls at the Customer Communication Center

## Flow of Operations



\*2 Steinberg: Music production software

\*3 Electronic instruments includes electronic and electric acoustic instruments

## 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

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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 Yamaha'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%. We also apply information gained from shareholders and investors to the management of our businesses, with the aim of improving corporate and shareholder value always in mind. Personnel responsible for investor relations support management by supplying top management with opinions and suggestions gathered through communication with market participants, institutional investors and shareholders.

# Proactive Investor Relations Efforts to Promote Understanding of the Company

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Yamaha Corporation adheres to a 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 for individual business segments as well as factory and facility tours on occasion. For institutional investors in other countries, along with making available English translations of all information provided to institutional investors in Japan, we visit investors overseas several times a year to foster mutual understanding through direct communication.

For individual shareholders Yamaha runs a special benefit plan designed to encourage more shareholders to become active proponents of Yamaha's products and philosophy. Additionally, we utilize our website to provide corporate information in an easy-to-understand format, distribute an e-mail magazine with important information, and are stepping up other activities, including Yamaha's active participation in events for individual shareholders.

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

## Major IR Activities in FY2010.3.31

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### Regularly Scheduled Events

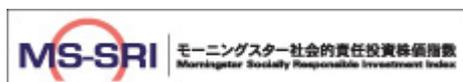
Quarterly results conferences	Each quarter (4 annually)
One-on-one meetings	200 times
Visits to overseas investors	3 times annually (U.S., U.K., Asia)

### Other Events

Conference for mid-term management plan	Briefing on the musical Instruments business	Tour of facilities
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## 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.

### Credit Ratings (As of March 31, 2010)

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

# For the People We Work with



## Initiatives for Employees

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



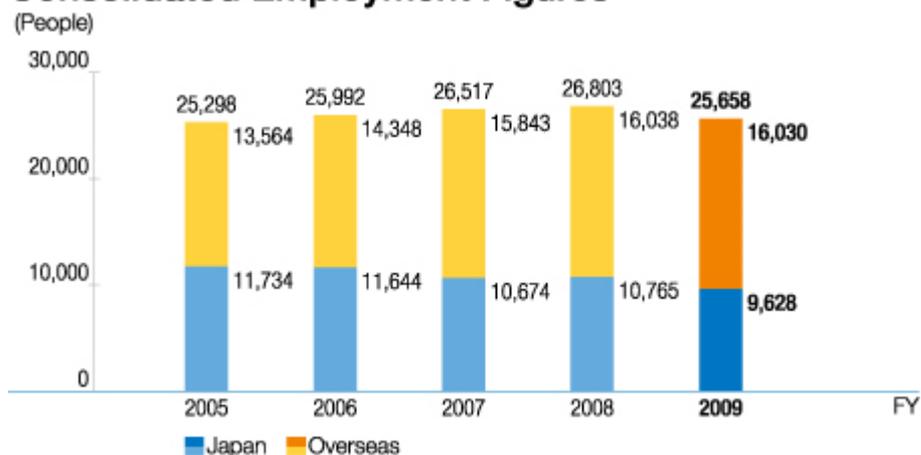
## Initiatives for Business Partners

- Fair Evaluation and Selection in Partner Relationships
- Survey of CSR Measures of Business Partners

# Basic Policy on Hiring and Employment

The Yamaha Group observes employment and labors 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.

## Consolidated Employment Figures



## Utilizing the Senior Partner System

Yamaha Corporation instituted an employment extension program in April 2004 called the Senior Partner System that provides willing employees with the opportunity to work beyond age 60, the normal retirement age. There were 195 people working under the system as of the end of March 2010. 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. Group companies have also established similar programs in an effort to provide employment to people beyond the normal retirement age.

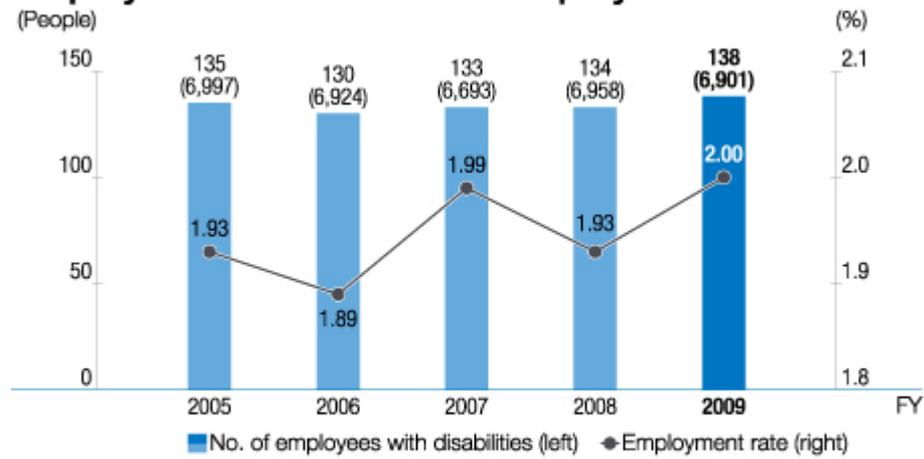
## Employing People with Disabilities

Yamaha Corporation established a special subsidiary\*1 in 1989, Yamaha Ai Works Co., Ltd, to promote employment for people with disabilities and the development of conducive working conditions. An application was made in fiscal 2008 for Yamaha Business Support Corporation under the Group Application system\*2 and the scope 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

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Yamaha 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: Strategic Personnel Development, Function-Specific Training, Stratified Training, and Self-Development Education.

The Strategic Personnel Development program includes the flagship Yamaha Global Institute, which aims to mold the personnel who will be the backbone of the Company in the future, both in Japan and overseas. Another program designed to cultivate the next generation of core employees is the Yamaha Advanced Skill School, held at production facilities in Japan. The Function-Specific Training program trains employees in core technologies, *Monozukuri* Education seminars and international awareness. The Stratified Training program, meanwhile, provides training at career turning points, such as when an employee has been promoted or made a manager. Finally, in the Self-Development Education program, Yamaha provides support for employees' self-directed studies, including through the Yamaha Business School, a distance learning-based program.

Yamaha also provides employees approaching the age of 50 opportunities and information to help them consider their individual life paths, and offers "Life Design Seminars" to support their future careers.

Going forward, Yamaha will further strengthen its programs for providing each employee 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.

# Systematic Transmission of Skills

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Many highly skilled employees in manufacturing positions have been reaching the retirement age in recent years. Moreover, over the next several years, around 100 employees a year will be leaving the production floor. Given this state of affairs, Yamaha Corporation has been conducting skill transmission initiatives to ensure that core production skills are faithfully passed down to younger workers.

In order to develop a framework for skill transmission and personnel development, in 1996 we first registered the skills possessed by the Company using the Skill Registration System, which was created for that purpose. Registered skills are categorized and prioritized, and the data is used to make lists of essential skills and who possesses them and to design programs for their transmission.

The From-To Program was created to aid in the transmission of especially important skills in a very practical way. Under the program skilled veterans pair up with younger workers on a man-to-man basis (sometimes in groups depending on the skill) and provide systematic training in order to pass down their skills. To date, around 150 sets of workers have completed training. Workers in their thirties and forties who received training when the program was initiated are now in the position of conveying their knowledge to younger workers and are doing their best to maintain and pass down their skills. In recent years, more and more employees in their teens and twenties who have only been with the Company for a short time are succeeding our veteran employees, so the program is also helping to foster a younger generation of employees who will support production activities in the years to come.

We will continue to promote skill transmission initiatives and develop our personnel with the goal of being a world-leading manufacturer in our core field of sound and music.

# Initiatives for a Better Work-Life Balance

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

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

## Basic Policy on Work-Life Balance

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

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

## Self-Directed and Highly Productive Work Styles (Reduced working hours)

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

In fiscal 2007, we re-introduced a system allowing employees to take their accumulated paid vacation time all at once, which increased the average number of holidays taken by all employees during the year by two days. In fiscal 2008, we added an initiative that mandates at least one "No Overtime" day per week throughout the entire Company, in an effort to further reduce the number of hours worked. We have continued these efforts, including reducing overtime and holiday working hours, maintaining the "No Overtime" day, and prohibiting work past 10 p.m., and as a result, the total number of hours worked per employee in fiscal 2009 declined by 64.4 hours year on year.

## A Dynamic Organization with Flexible Working Conditions (Building and improving work-life balance support systems responsive to the diverse circumstances of individual employees)

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In response to the enactment in 2003 of the Act for Measures to Support the Development of the Next Generation, Yamaha created a three-year action plan starting in fiscal 2005 and submitted it to the Ministry of Health, Labour and Welfare. Through consultations with labor, the Company established concrete goals for the three-year period, and began working to achieve its objectives, receiving Ministry recognition of its efforts in 2008.

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

Yamaha will continue to pursue measures to develop its corporate culture and

implement programs responsive to the varied situation of individual employees, promoting the establishment of a friendlier work environment and seeking to create a truly dynamic organization.



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

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

### Fiscal 2005

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

Flexible work hours introduced for employees raising small children.

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

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

### Fiscal 2006

#### Extensive revision to employee benefit programs

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

### Fiscal 2007

#### Introduction of Company-wide vacation

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

### Fiscal 2008

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

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

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

Introduction of an Employee Assistance Program (EAP)

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

## Childcare Leave for Male Employees

Development Management Group  
Production Technology Department  
Digital Musical Instruments Division

### Daisuke Suzuki



I took one month of childcare leave when my first child was born in 2007 and when my next was born in 2009. The company has been encouraging male employees to take childcare leave, and I got on board with the idea. I wanted it to be my wife and I who raised our children and did not want to depend on my parents. I also wanted to go on record as taking childcare leave because I believe that an increase in childcare leave for men would make it easier for people raising children to work, for both men and women.

Taking this leave time, although shorter than the amount of childcare leave generally taken by women, allowed me to care for my children with my wife and gave me a real understanding of how hard it is, something I only had an abstract understanding

of before. I also think I was able to partially share in how my wife was feeling, as she had to leave, albeit temporarily, a workplace where she was a key member.

More and more male employees at our company are taking childcare leave, and I got the sense when I took time off for my second child that everyone's acceptance had progressed from the time I took the leave time for my first child. I think for future generations, it will be the norm for fathers to take the time to help raise their children like this.

## Balancing Work and Caring for a Loved One

CP Production Management Section  
CP Business Department  
Automotive Component Division  
Yamaha Fine Technologies Co., Ltd.

### Yoshiro Sakata



My mother, who was full of life even in her eighties, was suddenly hospitalized last year and diagnosed with dementia. I currently care for her at home and use a nursing care facility during the day.

At first I didn't know what to do at all. For about three months after she returned home from the hospital, I would be awakened in the middle of the night and had many sleepless nights. I consulted a care manager referred to me by my boss, who had experience with nursing care. That very day, the care manager arranged for a special nursing care bed and wheelchair and gave me instructions on how to apply for long-term care certification. It was at that time that I realized how important it was to have someone you could consult with. After that, I reoriented myself to fully accepting my mother as she is now, and since that time her symptoms have been better.

I have been blessed with understanding managers and an accommodating workplace, so I have been able to continue my job while caring for my mother. Of course, I prioritize my job. It is because of my job that I am able to provide nursing care for my mother while also supporting my family. And it is because of my situation that I have come to be attentive to my own health and the health of my family. In our house, my wife takes care of housework and childcare, and I take responsibility for caring for my mother. In the morning I wake my mother up and care for her by changing her clothes and feeding her. I then take her to a daytime care facility and head off to work. During the day I have the peace of mind to totally dedicate myself to my job. After returning home, I resume caring for my mother, and in the evening we all try to have dinner together as a family.

An hour before going to bed, I make time to talk with my mother. We talk about her day at the care facility, memories from childhood and all sorts of other things. I believe that this is helping her recover.

I have found that nursing care goes more smoothly when you don't think too hard on your own and find someone to consult with, and when you don't strain too hard and ease up on things when you can.

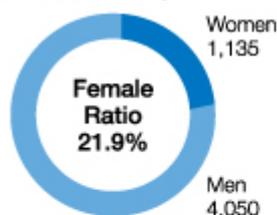
# Assisting Women's Careers

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

## Principal Indicators Related to Female Employees at Yamaha Corporation

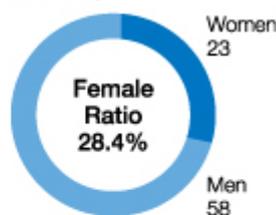
### Ratio of Female Employees

(as of March, 2010)



### Ratio of Female New Graduate Hires

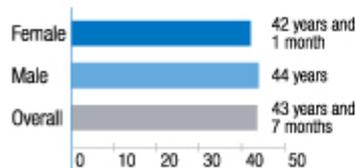
(fiscal 2010)



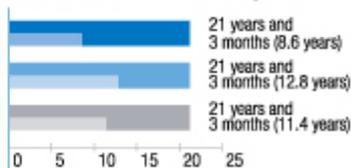
### Average Age and Number of Years of Continuous Employment

(as of March, 2010)

#### Average Age



#### Number of Years of Continuous Employment (Figures in parentheses represent nationwide averages\*)



\* Source: Ministry of Health, Labour and Welfare 2009 Basic Survey on Wage Structure

### Female Manager Ratio

(as of March 2010) :

3.1%

### Number of Employees Receiving Childcare Leave

(FY2007–FY2009)

Women: 75 Men: 17

## Positive Action Projects Establishment of the Diversity Development Department

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

In order to further accelerate support for women's careers, based on this action plan, in March 2006 Yamaha established the Diversity Planning Department as a dedicated organization within the Human Resources Division. The department is carrying out the following measures aimed at 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 ratio of female new graduate hires, targeting 30% for the immediate future  
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 recruitment of women for managerial positions  
Planning and implementing various training programs

### **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 revision and creation of structures

### **Changing workplace awareness and fostering a corporate culture**

Providing information through an internal website

Conducting educational activities through training, conferences, and pamphlets

### **Promoting efforts in the Yamaha Group**

Promoting Action Plans to support the careers of women throughout the Yamaha Group

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 Plan to Support Women's Careers

## **Report on Women's Career Support Project**

Yamaha Travel Service Co., Ltd.



Members and associates of the Women's Career Support Project

In April 2009, Yamaha Travel Service Co., Ltd. launched a Women's Career Support Project. The team, led by and consisting entirely of women, worked on project activities for approximately ten months.

The team focused their efforts on learning what kind of awareness women need to have active careers, and what kinds of obstacles they face.

First, to get a better understanding of current conditions, the team conducted interviews with all employees. This not only helped to narrow the focus of the project, but also proved effective in generating more lively communication between employees. The team also held in-house lectures, attended seminars outside the company, and visited other companies. These activities enabled them to meet with a wide variety of people both inside and outside the company, and were a great source of inspiration.

By February 2010, the team had compiled its final report, proposing new systems and activities. As a result of these proposals, we are now working on concrete steps to implement a program encouraging employees to take their holiday time, improve the visibility of our employee evaluation system, and other measures.

In the fall of 2009, Yamaha Travel Service Co., Ltd. established a gender equality declaration, which was subsequently registered with Shizuoka Prefecture.

# Measures to Prevent Harassment

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

In an effort to prevent sexual harassment and other forms of harassment in the workplace, Yamaha has distributed the Code of Conduct to all employees, as well as clarifying and making all employees aware of the consequences for failure to comply with company rules and regulations. We also work to prevent harassment through workplace meetings and management training to better educate employees about the issues involved. We set up a counseling desk and helpline, and respond promptly in working to solve any problems that are brought up through these channels.

In 2008, we revised our company rules and regulations, altering them to more concisely and unequivocally prohibit sexual and other forms of harassment. These revisions provided an opportunity to embark again on awareness-raising campaigns to prevent sexual harassment in the workplace.

Going forward, we remain committed to establishing a work environment that enables employees to fully utilize their skills, regardless of gender.

# Occupational Health and Safety Policy Administration

Based on its management charter, on September 1, 2009 the Yamaha Group established its Group Health and Safety Management Policy. 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 are fundamental conditions for leading a happy and rewarding life. Based on this philosophy, the Yamaha Group has formed an Industrial Safety and Health Committee, headed by the Director in Charge of Industrial Safety and Health, with membership comprising branch managers, area leaders, and the chairs of various subcommittees. This committee is charged with managing occupational health and safety, traffic safety, and activities to promote good health.

## Striving for Accident-Free Workplaces

To ensure employee safety, the Yamaha Group not only has in place safety measures related to machinery and equipment, but also promotes programs to identify and remove potential causes of accidents. For example, there is a set of routine confirmation motions and statements to ensure that all equipment is prepared properly, and a range of other activities designed to avoid near-miss incidents.

In fiscal 2008–2009, Yamaha Corporation's headquarters and factories cooperated with specialists and worksite managers in conducting inspections based on the Occupational Health and Safety Work Standards Checklist\*1, a tool designed to enhance work safety, making improvements with reference to the actual work being conducted. We also conducted training at each business site to stress the importance of occupational health and safety, targeting relatively inexperienced employees and recent transfers, as well as contracted and temporary employees at Yamaha Corporation.

In fiscal 2010, as part of our efforts to reduce work-related risks, we rolled out our Risk Assessment Program\*2, positioned it as a key priority for our domestic Group companies, and promoted it along with our other activities in this area.

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

\*2 Risk Assessment Program: For each work procedure, factors including frequency, potential for injury, and degree of severity are assessed numerically. Activities then focus on reducing risk by making improvements in those areas with the highest numerical score.

## Fiscal 2009 Work-Related Accidents

Fiscal 2009	No. of accidents		Frequency <sup>*3</sup>		Severity <sup>*4</sup>	
	Prevention Target	Result	Prevention Target	Result	Prevention Target	Results
Headquarters/ Headquarters Factory	6 or less	6	0.6 or less	0.60	0	0
Yamaha Corporation Sales Offices	1 or less	1	0.5 or less	0.53	None set	—
Group Companies in Japan	30 or less	21	1.0 or less	1.72	None set	—

\*3 **Frequency** = number of work-related deaths/injuries ÷ total man hours x 1,000,000

\*4 **Severity** = number of working days lost ÷ total man hours x 1,000

## Ensuring Employee Health

Viewing both periodic health checks and special screenings as an opportunity to improve lifestyle habits, ensure greater caution at work, and improve workplace environments and procedures, the Yamaha Group has worked proactively to promote prevention of a number of lifestyle and work-related conditions. In fiscal 2009, for example, we offered individualized health guidance to employees working with organic solvents, using a health interview sheet as part of a special screening. Workplace health training based on workplace ranking data collated from screening results can then be linked to enhancing worker awareness and improving workplace methods and conditions.

To protect the health of all of our workers, smokers and non-smokers alike, in 2008 Yamaha Corporation established a resolution introducing a policy that will ban smoking on all Yamaha Corporation property, including the removal of all smoking areas, beginning April 1, 2011. In preparation for this move, in fiscal 2009 we began offering individual quit-smoking support, established smoke-free days once a month, sponsored no-smoking events, began plans to reduce the number of smoking areas, and promoted a variety of other anti-smoking activities. As a result, in ten years the percentage of smokers at Yamaha Corporation factories has fallen from 32.3% (40.1% for men) to 19.7% (23.1% for men). In fiscal 2010, we will continue this push with weekly smoke-free days, group health education and support for smokers trying to quit, as we work towards achieving a completely smoke-free environment. In addition, we are also initiating measures to prevent workers from smoking outside of the workplace, contributing to the health of not only our employees, but of our customers and the people in our communities.

Concerning mental health initiatives, in fiscal 2009 we worked to raise awareness by including a self-assessment and lectures on workplace stress in our employees' regularly scheduled health checkups. We also worked to further enhance mental health care by providing internal training for production-line workers, 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). In addition, we continued our efforts on both a Company-wide and individual business site level to encourage a self-help approach to promoting good health, including the Walk for Health, the Indicaa Tournament, and other events.

# Fair Evaluation and Selection in Partner Relationships

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

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

To date, the Yamaha Group has made public our Yamaha Material and Component Procurement Policy, and has surveyed and assessed the CSR initiatives of our suppliers. We also unveiled our Green Procurement Standards, comprising specific Group standards pertaining to our basic policy of conserving natural resources and protecting the environment, and conducted a survey of chemical substances contained in the materials and components we procure.

In fiscal 2010, we will continue our existing program of requesting improvements in the CSR initiatives of our suppliers, strengthen our own efforts to promote green procurement, revamp our system for managing materials and components containing chemical substances, and work to ensure that customers can feel secure in using the products we provide.

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

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

### **Basic Principles**

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

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

#### **Establish Partnerships**

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

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

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

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

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

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

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

(Established in 2008)

## **Supplier Selection Standards**

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

### **Quality**

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

### **Delivery**

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

### **Pricing**

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

**Communication**

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

**Management**

Suppliers must employ sound management practices.

**Technology**

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

**Environment**

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

**Legal and Regulatory Compliance**

Suppliers must comply with the laws, regulations and social conventions of each applicable region or nation.

**CSR Initiatives**

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

# Survey of CSR Measures of Business Partners

Yamaha has been requesting improvement measures from suppliers (including, in the case of trading companies, the actual manufacturers in Japan and overseas) who earned low scores on the survey of CSR measures by business partners conducted by Yamaha's Procurement Division. Yamaha 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, we meet directly with suppliers to explain and gain their understanding of Yamaha Corporation's policies, and provide them with feedback on their score results.

Since the launch of this survey of CSR measures in fiscal 2008, Yamaha has surveyed and evaluated approximately 1,300 companies. In fiscal 2010, we will request stronger CSR measures from roughly 100 supplier companies.

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



Information session to explain Green Procurement Surveys to suppliers

# With Society



## Contributing to Society Through Sound and Music

- Support for Aspiring Young Musicians
- Hamamatsu Jazz Week
- Reaching Out to Schools with Lessons on the Science of Sound



## Contributing to Local Communities

- Donations in Response to the Sumatra Earthquake
- Yamaha Kakegawa Grand Piano Factory Restarts Factory Tours
- Third Round of Tree-Planting-Shizuoka
- Contribution Activities at a Local Train Station
- Handmade Guitar Workshop in Cooperation with College Student
- Accepting Students for On-the-Job
- Contributing to Training for Junior High School Teachers
- Joining to Support the Society to Send Instruments to Developing Countries



## Contributing to Social Welfare

- Proceeds from Musical Charities Support Children
- Marathon Fundraising in Support of Measures to Combat Childhood Disease

# Support for Aspiring Young Musicians

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In order to support the popularity and development of music culture, the Yamaha Group provides many forms of support to people studying music. Among these efforts is a program to provide scholarships for talented young musicians in various countries in Europe, the United States, and Southeast Asia.

## Yamaha Music Europe UK (YME UK)

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YME UK promotes a scholarship system to support promising young musicians in the United Kingdom. In addition to the scholarship support activities in each European country by Yamaha Music Foundation of Europe\*, YME UK has established separate scholarship systems for the Royal Northern College of Music, the Royal Scottish Academy of Music and Drama, the Guildhall School of Music & Drama, Chetham's School of Music, and the Institute of Contemporary Music Performance.

The Yamaha Jazz Scholarship program was established with the support of the All Party Parliamentary Jazz Appreciation Group to provide scholarships to students in their final year of study at six British conservatories. In addition, the Yamaha Jazz Experience, held in early May 2010, offered the three winning groups in the 11–19 year-old division, the opportunity to perform at such world-famous jazz clubs as Ronnie Scott's and 606 Club.

Yamaha aims to further bolster these scholarship programs to promote the development of young musicians, in hopes that they will use their musical talents to stimulate future generations of musicians, creating a self-perpetuating cycle.

※Yamaha Music Foundation of Europe: A fund established by Yamaha Corporation and the Yamaha Music Foundation to provide scholarships for young music students in Europe.



Award presentations for the Yamaha Jazz Experience

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

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## Yamaha Corporation

Since 1992, Yamaha Corporation 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 holding of the 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 policy of Hamamatsu Jazz Week is to offer new artists the opportunity to perform, and the program actively included 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. Going forward, Yamaha will continue to assist in the development of local culture through sound and music.



Elementary, junior high school and high school students from around Japan represented their schools in performances at “the 19th Hamamatsu Jazz Week.”

# Reaching Out to Schools with Lessons on the Science of Sound

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## Yamaha Corporation

On January 25, 2010 Yamaha responded to a request from the Shizuoka University Faculty of Education to visit Shizuoka City Shimizu Junior High School No. 7 to give a lesson on the science of sound. The lesson was part of an education project to encourage students to play a role in science and technology in the future. By giving junior high school students the opportunity to experience a direct connection between science and mathematics, everyday life, society and work, the lesson helped arouse students' interest in these subjects.

Four companies each gave lessons on the day, and Yamaha taught students about transmission of sound, the three elements of sound, and the difference in sounds made by different instruments. A staff member responsible for designing brass instruments presented the lesson for 125 students, who enjoyed the use of real instruments in the classroom very much. We believe the day was successful in fostering a deeper interest among students in the science of sound.



A lesson on the science of sound using real instruments

# Donations in Response to the Sumatra Earthquake

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Yamaha Corporation and its subsidiaries in Indonesia joined with the Yamaha Music Foundation in donating money to support victims of the earthquake that occurred in Sumatra, Indonesia, on September 30, 2009. Yamaha's Indonesian subsidiaries also organized a charity concert, donating admission fees towards reconstruction activities.

## 1. Donations

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Total: ¥2.1 million

### <Donations made through the Japanese Red Cross Society>

Yamaha Corporation: ¥1 million

Yamaha Music Foundation: ¥0.5 million

### <Local Representatives>

Yamaha Subsidiaries in Indonesia 6 companies, Total ¥0.6 million (approx. 60 million Rupiah)

PT. Yamaha Indonesia

PT. Yamaha Music Manufacturing Indonesia

PT. Yamaha Musik Indonesia (Distributor)

PT. Yamaha Music Manufacturing Asia

PT. Yamaha Musical Products Indonesia

PT. Yamaha Electronics Manufacturing Indonesia

## 2. Charity Concert

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On October 31, 2009, eleven musical groups popular in Indonesia performed at a charity concert held by Yamaha Musik Indonesia (Distributor) (YMID). The concert earned a total of 95.7 million rupiah (approximately ¥910,000) in admission fees, which was donated to reconstruction efforts through the Indonesian Red Cross.

YMID planned the concert as a way to help victims of the earthquake through music. Thanks to all the support received, including the musicians who agreed with the mission of the event and volunteered to perform for free, and the generosity of the venue in waiving usage fees, the event was a major success.



A performance by popular rock band "Slank"



A certificate of appreciation presented by the Indonesian Red

Cross

## 3. Other Efforts

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PT. Yamaha Music Manufacturing Asia employees conducted their own independent fundraising activities, and combined the proceeds with those from the charity concert for donation to the Indonesian Red Cross.

# Yamaha Kakegawa Grand Piano Factory

## Restarts Factory Tours

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### Yamaha Kakegawa Factory

After shifting production processes for grand pianos from the factory at Yamaha Corporation's headquarters, we opened the Kakegawa Factory for public tours from June 2010. We have since received a wide variety of visitors, including musicians, families, corporate trainees, and school groups.

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 Kakegawa  
Factory



An exhibition at Harmony Plaza

# Third Round of Tree-Planting Activities as a “Shizuoka Forests of the Future Supporter System”

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## Yamaha Corporation

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

In October 2009, some 130 Yamaha Group employees and family members as well as volunteers from the general public, participated in the third round of tree-planting activities under the system. The saplings planted during the second round in 2008 were having difficulty growing due to insufficient summer rainfall, and to partially reinforce these saplings, the 2009 volunteers planted a total of 150 trees of seven indigenous species, including Ubame oak, Japanese cheesewood, and camphor laurel. Like the previous year, digging holes and transporting soil were demanding tasks, but work progressed comparatively smoothly in the third year of the program. Once work was completed, participants listened to talks on the environment by speakers from the city of Hamamatsu, and learned about the role of coastal forests in disaster prevention, the recent die-off of pine trees and the objectives of this and other activities to cultivate broadleaf trees.

Going forward, Yamaha is committed to working with local communities to support the creation of coastal forests, which serves both as a disaster prevention function, including as wind breaks and storm surge barriers, and as sites for human rest and recuperation.



# Contribution Activities at a Local Train Station

## Sakuraba Mokuzai Co., Ltd.

Sakuraba Mokuzai Co., Ltd. produces wood materials and processes parts for pianos. The company is involved in volunteer activities at Ani-Maeda Station, the local train station on the Akita Nairiku Jukan Railway. Many of the people who work at Sakuraba Mokuzai use the station to commute, and employees volunteer to clear snow in winter and help improve the station's appearance. Fiscal 2009 marked the 20th year of full operation of Akita Nairiku Jukan Railway, and Sakuraba Mokuzai employees took part in a volunteer station painting project held in celebration of the anniversary in August 2009, receiving a certificate of appreciation from Akita Nairiku Jukan Railway Co., Ltd.



Painting guardrails at the Ani-Maeda Station



Certificate of appreciation from Akita Nairiku Jukan Railway

Co., Ltd.

# Handmade Guitar Workshop in Cooperation with College Student Volunteers

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## Yamaha Corporation

Since 2002, the Handmade Guitar Project, a group of volunteers from Yamaha Corporation's Wind, String & Percussion Instruments Division, have worked with college student volunteers from CSN Hamamatsu (College Student Network Hamamatsu) to hold handmade guitar workshops for elementary and junior high school students in the city of Hamamatsu.

The workshop uses familiar items such as wooden rods, toothpicks and cardboard to create the guitars in a simple construction that children can complete in three to four hours. Participants learn about the mechanisms of sound and musical scales, decide on the shape and color of the cardboard instrument body, and then have the opportunity to perform on the one-of-a-kind guitar that they have created.

In June 2010 at the Hamamatsu Science Museum, project members from Yamaha provided technical instruction and support for the event "Make and Play a Handmade Guitar," part of the "Parent Child Manufacturing Workshop Program," which aims to foster interest in science research by making objects. Going forward, the Company intends to continue to communicate to children the fun of creating and the appeal of music, instruments and the guitar, and to support the volunteer activities of young people like those at CSN Hamamatsu.



Children crafting their handmade guitars



Children performing on their one-of-a-kind guitars



Yamaha Corporation employees and the CSN Hamamatsu volunteers pose for a photo

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

## Yamaha Music Craft Corporation

Yamaha Music Craft Corporation, a subsidiary involved in the production of high-quality, classical guitars and silent string instruments, accepts junior high school students in Hamamatsu City as participants in its ongoing on-the-job work experience program. For Yamaha Music Craft, this program embodies its desire as a company engaged in manufacturing arts locally to offer aspirations and goals for promising youth in the region, who will support society in the future. The program gives students the opportunity to experience and study all aspects of the manufacturing process, from musical instrument woodworking, coating, assembly, tuning and inspection.

In fiscal 2009, the seventh year of the program, two schools participated, lower than previous years due to an outbreak of new influenza. Employees in charge of student intake took special care in instructing students on safety, which is of the utmost importance in manufacturing work. All the junior high school students who participated adhered closely to instructions, and were able to learn both about the fun of manufacturing and the importance of safety at work.



A junior high school student experiences the inspection process for a silent violin.

### YMC On-the-Job Experience Student Intake Policy

1. By exposing students to a wide variety of workplace situations and people performing various jobs, and by allowing them to experience these jobs for themselves, we will provide students with an opportunity to learn about the significance and rigors of various types of jobs.
2. Through studying qualification and job types, as well as the significance of various jobs, we will deepen students' perspective on work, and provide them with the opportunity to consider their own way of life and future career options.
3. We will provide students with the opportunity to experience for themselves the customs and manners they will need to learn in order to function in society, and to learn sociability, a sense of public spirit, self-initiative, and a sense of responsibility.
4. We will provide students with an opportunity to consider the purposes and significance of learning through interactions with people, and to think about the significance of life.

# Contributing to Training for Junior High School Teachers (Workplace Experience)

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## Yamaha Music Tokai Co., Ltd.

The Nagoya office of Yamaha Music Tokai Co., Ltd. accepts local junior high school and conservatory students for learning experience at the office. In fiscal 2009, the company expanded the program to contribute to training for junior high school teachers as well. This training program enables teachers in their 11th year to experience working in a private organization such as a company. Yamaha Music Tokai welcomed Mr. Kawada, who teaches at Togo Junior High School, to serve as an adviser for the Wind Instrument Division. Mr. Kawada experienced working at reception at the music school, selling sheet music, and repairing musical instruments.

## Comment From Trainee Mr. Kawada

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I've been deeply involved in music since I was a young child. Training at a musical instrument store, a familiar environment for me, was an invaluable experience, opening my eyes to aspects of the business that one would never notice as a customer. In this tough economy, the store used various wisdoms to promote sales. I learned a number of things that will translate back into the classroom, such as always wearing gloves when handling display instruments to be sure that they are in pristine condition when they reach the customer. Over three days of training, I learned many things that will help my students grow. I realized once again how important it is to take extreme care and pay attention to details in teaching as well.



Mr. Kawada with his class (back right)

# Joining to Support the Society to Send Instruments to Developing Countries

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## Yamaha Music Chushikoku Co., Ltd.

In support of the Society to Send Instruments to Developing Countries, made up of piano instructors from Kurashiki, Okayama, and other cities, Yamaha Music Chushikoku Co., Ltd. has joined with the Society to hold charity concerts, exchanging profits from those concerts for musical instruments, and then sending the instruments to children in developing countries through the auspices of the Japan International Cooperation Agency (JICA). In fiscal 2009, the charity concerts raised ¥200,000, which was used in donating new recorders, castanets, xylophones, and other instruments to eight countries\*. Going forward, the Company will continue to participate in this program, with the next donation scheduled for fall of 2010.

※Countries receiving donations included the Philippines, the Solomon Islands, Fiji, Brazil, Paraguay, Gabon, Malawi, and Morocco.



Members of the Society to Send Instruments to Developing Countries

# Proceeds from Musical Charities Support Children's Welfare

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

Yamaha Corporation held a charity concert, "Yamaha Gospel Night 2009," at Tokyo International Forum Hall A in September 2009 and used the proceeds to donate recorders, tambourines, castanets, triangles and other musical instruments to child welfare centers.

The Gospel Night concert is put on by adult gospel students enrolled in the Yamaha Music Lessons for Adults curriculum. As is tradition, money was raised for charity by selling commemorative stickers and other keepsakes at the venue and converted to musical instruments that were then donated to schools for disabled children and child welfare centers in Japan through the non-profit Kids Earth Fund.



Yamaha donates instruments to "Ai no Ie Family Home", a social welfare organization

# Marathon Fundraising in Support of Measures to Combat Childhood Disease

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## Yamaha Corporation of America (YCA)

An employee-based initiative dedicated to charitable works, Yamaha Cares has a dual purpose of spreading the gift of music as well as promoting education, arts, social services, and community development in the places where Yamaha employees live and work.

Continuing initiatives include support for efforts to combat childhood disease. One such program is research being conducted by Children's Hospital of Orange County (CHOC) into treatments for Type 1 juvenile diabetes, which Yamaha Cares is supporting with fundraising through participation in the Southern California Half Marathon. In fiscal 2009, employees raised \$9,152 through marathon pledges. The juvenile diabetes program at CHOC's 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 many other efforts involving fundraising and donations of Yamaha products. These include the Special Olympics, which promotes participation in sports by people with developmental handicaps, college music scholarships, the Boys and Girls Club, Susan G. Komen for the Cure, a breast cancer foundation, the American Cancer Society, and support for a variety of other organizations working on behalf of children battling life-threatening illness or who are economically disadvantaged.



Yamaha Cares participants fundraising at the Southern California Half Marathon.

# Environmental Initiatives



## Environmental Management

- Environmental Management Promotion Structure
- Material Balance
- Goals and Achievements
- Environmental Accounting



## Global Warming Countermeasures

- Global Warming Countermeasures
- Initiatives at Offices



## Waste Management

- Waste Reduction and Resource Recycling



## Environmentally Friendly Products and Services

- Environmentally Friendly Products
- Conserving Wood Resources



## Management of Chemical Substances

- Management of Chemical Substances and Reduction of Emissions



## Management of Water Resources

- Effective Use and Conservation of Water Resources



## Environmental Communication | →



## Environmental Risk Management | →



## Environmental Education and Training | →

# Environmental Management Promotion Structure

The Yamaha Group established "Yamaha's Policy on the Environment" in 1994. The Group as a whole has used this policy as a guide in pursuing its environmental protection activities. We established a Group-wide, cross-sectional environmental management organization, the Environmental Management Committee, chaired by the Director in Charge of Environmental Matters, which decides important matters such as the Group-wide environmental strategy. To ensure that the Yamaha Group's environmental management systems function effectively, the executive management at each business site establishes and promulgates site-specific environmental policies, decides environmental goals and targets in light of business conditions, and conducts environmental protection activities.

In order to acquire Group-wide ISO14001 certification, from fiscal 2010, the Yamaha Group in Japan will work systematically to transform the ISO14001 environmental management systems, for which some business sites have received certification individually, into a standardized system. Accordingly, the president of Yamaha Corporation has reformed the previous "Yamaha Policy on the Environment" to make it suitable for the acquisition of ISO certification. The Environmental Management Promotion Committee will be succeeded by the Yamaha Group Environment Committee, formulating environmental targets for the Group as a whole and promoting initiatives for the environment through business activities.

## Yamaha Group Environmental Policy

[Premise]

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

[Philosophy]

The Yamaha Group is aware that taking environmental initiatives is a common issue for all human beings. Accordingly, Yamaha works to contribute to creating a truly affluent society and a better global environment under this slogan.

## "Sustaining the Concerto of Yamaha with the Earth"

[Principles]

Yamaha's corporate objective is to continue to create "*Kando*" and enrich culture with technology and passion born of sound and music, together with people all over the world. We have to be aware that corporate activities are deeply related to the environment and have to acknowledge our responsibility to nature. We have, therefore, established the following Environmental Policy and are conducting environmental management activities.

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

1. We are aware of the environmental impact of our business activities, products, and services. We have set environmental objectives and targets and seek to promote the prevention of environmental pollution as we work to continue to improve our environmental management systems.
2. We comply with applicable legal and other requirements that we have agreed to that apply to environmental aspects, and, having established voluntary management standards, are conducting management activities to maintain them.
3. Among the environment impacts related to our business activities, products, and services, we are taking the initiatives to address the following major environmental management themes and conducting periodic reviews of these activities:
  - (1) Make efforts to develop technologies and provide products that are friendlier to the environment.
  - (2) Work to make effective use of resources and promote energy saving in all aspects of our activities, including research and development, procurement, production, distribution, sales, and service.
  - (3) Design products to minimize waste and facilitate recycling and disposal at each stage of production, distribution, usage, and after the end of product lifetimes.
4. We are expanding our environmental education and training and encourage everyone in our organization to understand this policy and have a stronger awareness of the natural environment.
5. We are contributing to the community by engaging actively in environmental preservation activities, including beautification campaigns in the vicinity of our business locations and environment-related activities in and around our homes.
6. We are working 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.

- Yamaha's Environmental Policy has been disclosed outside the Company.-

Established on March 17, 2010.

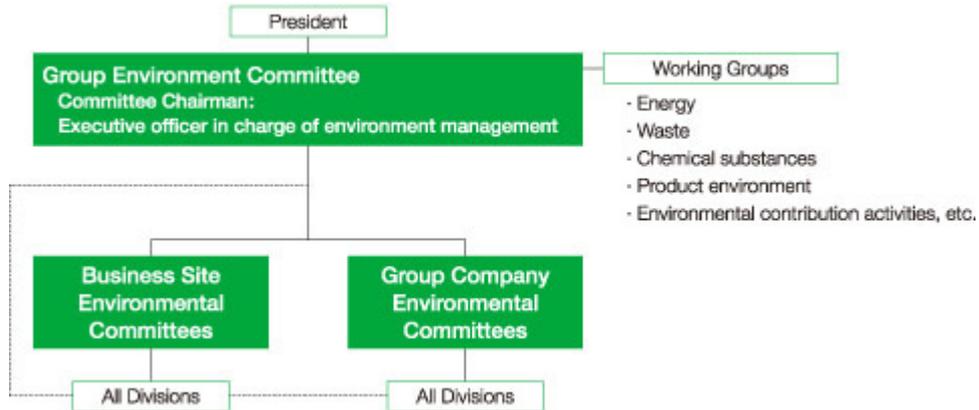


President and Representative Director

## Implementing Environmental Management Systems

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

### Environmental Management Structure

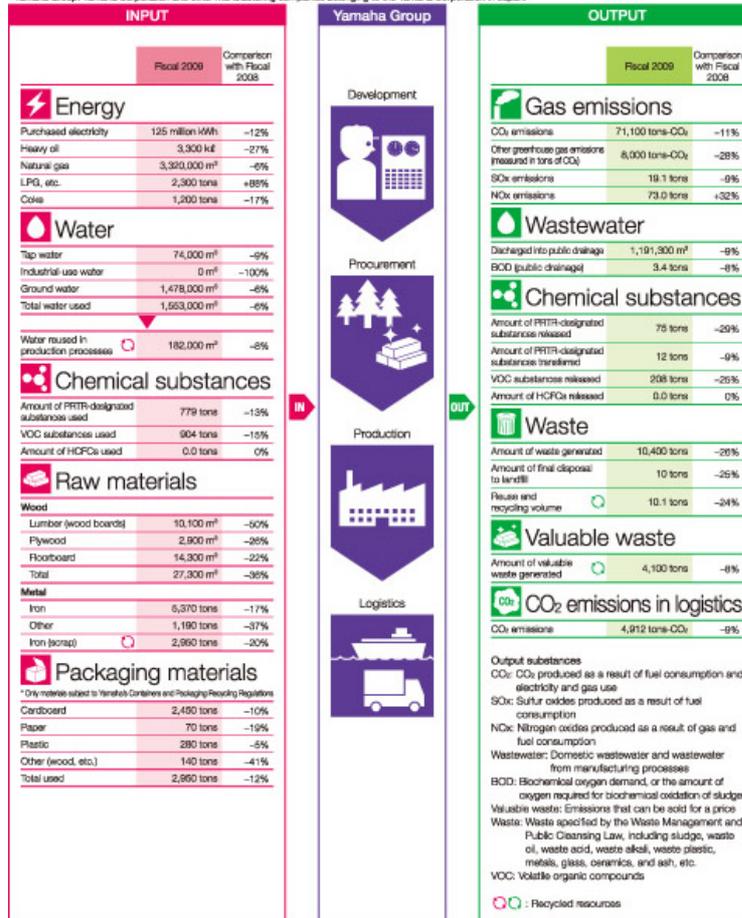


All the organizations listed above are expected to acquire ISO 14001 certification

# Material Balance

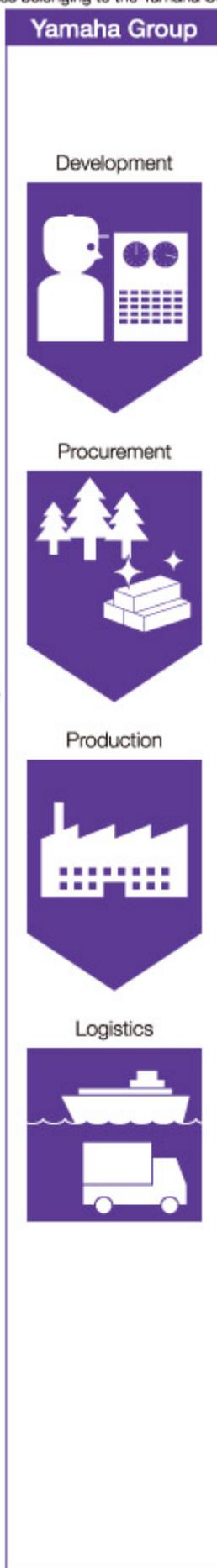
The Yamaha Group produces a wide variety of products and services, including musical instruments, AV/IT equipment, semiconductors, automobile interior components and lifestyle-related products. Understanding the flow of materials in these varied business activities is essential in further clarifying 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.

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



>>Click to enlarge

INPUT		
	Fiscal 2009	Comparison with Fiscal 2008
<b>Energy</b>		
Purchased electricity	125 million kWh	-12%
Heavy oil	3,300 kℓ	-27%
Natural gas	3,320,000 m <sup>3</sup>	-6%
LPG, etc.	2,300 tons	+88%
Coke	1,200 tons	-17%
<b>Water</b>		
Tap water	74,000 m <sup>3</sup>	-9%
Industrial-use water	0 m <sup>3</sup>	-100%
Ground water	1,478,000 m <sup>3</sup>	-6%
Total water used	1,553,000 m <sup>3</sup>	-6%
Water reused in production processes	182,000 m <sup>3</sup>	-8%
<b>Chemical substances</b>		
Amount of PRTR-designated substances used	779 tons	-13%
VOC substances used	904 tons	-15%
Amount of HCFCs used	0.0 tons	0%
<b>Raw materials</b>		
<b>Wood</b>		
Lumber (wood boards)	10,100 m <sup>3</sup>	-50%
Plywood	2,900 m <sup>3</sup>	-26%
Floorboard	14,300 m <sup>3</sup>	-22%
Total	27,300 m <sup>3</sup>	-36%
<b>Metal</b>		
Iron	5,370 tons	-17%
Other	1,190 tons	-37%
Iron (scrap)	2,950 tons	-20%
<b>Packaging materials</b>		
* Only materials subject to Yamaha's Containers and Packaging Recycling Regulations		
Cardboard	2,450 tons	-10%
Paper	70 tons	-19%
Plastic	280 tons	-5%
Other (wood, etc.)	140 tons	-41%
Total used	2,950 tons	-12%



OUTPUT		
	Fiscal 2009	Comparison with Fiscal 2008
<b>Gas emissions</b>		
CO <sub>2</sub> emissions	71,100 tons-CO <sub>2</sub>	-11%
Other greenhouse gas emissions (measured in tons of CO <sub>2</sub> )	8,000 tons-CO <sub>2</sub>	-28%
SO <sub>x</sub> emissions	19.1 tons	-9%
NO <sub>x</sub> emissions	73.0 tons	+32%
<b>Wastewater</b>		
Discharged into public drainage	1,191,300 m <sup>3</sup>	-9%
BOD (public drainage)	3.4 tons	-8%
<b>Chemical substances</b>		
Amount of PRTR-designated substances released	75 tons	-29%
Amount of PRTR-designated substances transferred	12 tons	-9%
VOC substances released	208 tons	-25%
Amount of HCFCs released	0.0 tons	0%
<b>Waste</b>		
Amount of waste generated	10,400 tons	-26%
Amount of final disposal to landfill	10 tons	-25%
Reuse and recycling volume	10.1 tons	-24%
<b>Valuable waste</b>		
Amount of valuable waste generated	4,100 tons	-8%
<b>CO<sub>2</sub> emissions in logistics</b>		
CO <sub>2</sub> emissions	4,912 tons-CO <sub>2</sub>	-9%
<p><b>Output substances</b></p> <p>CO<sub>2</sub>: CO<sub>2</sub> produced as a result of fuel consumption and electricity and gas use</p> <p>SO<sub>x</sub>: Sulfur oxides produced as a result of fuel consumption</p> <p>NO<sub>x</sub>: Nitrogen oxides produced as a result of gas and fuel consumption</p> <p>Wastewater: Domestic wastewater and wastewater from manufacturing processes</p> <p>BOD: Biochemical oxygen demand, or the amount of oxygen required for biochemical oxidation of sludge</p> <p>Valuable waste: Emissions that can be sold for a price</p> <p>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.</p> <p>VOC: Volatile organic compounds</p>		
: Recycled resources		

## Goals and Achievements

	Goal	Achievements in FY2009	Status	Future Initiatives
Environmental Management System	Extend ISO14001 certification	Prepared framework for ISO 14001 integration from April 2010	Completed	Completed ISO14001 integration throughout the Yamaha Group in Japan by fiscal 2011
	Expand the Yamaha Environment-Related Information System (Yecos)	Examined compatibility with new system	Completed	Introduce new system
	Promote environmental training and education activities	Provided internal environmental auditor training	Completed	Continue to hold internal environmental auditor training seminars
		Held brush-up seminars for internal environmental auditors	Completed	Hold brush-up seminars for internal environmental auditors in response to ISO 14001 integration
		Conducted environmental seminars (255 participants) Theme: "Biodiversity: Why it Matters to the Corporate Sector"	Completed	Continue to conduct environmental seminars
	Product development	Promote environmentally friendly product development	Made environmentally friendly design a regular part of employee education	Completed
Implemented recycling of packaging materials for large electronic musical instruments			Completed	Continue to manage recycling of certain products, such as used electronic musical instruments, and packaging materials
Comply with		Continued to		Continue to

	RoHS Directive and similar standards	manage compliance with RoHS Directive and similar standards	Completed	manage compliance with 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 (survey of parts and components outside of Japan)	Completed	Implement management of hazardous chemical materials in products that could be subject to stricter international regulation (implement new management systems capable of responding to charge)
Prevention of global warming	6% reduction* in CO <sub>2</sub> emissions on FY1990 levels by FY2010	CO <sub>2</sub> emissions volume down 34% compared to FY1990 (71.1 thousand tons of CO <sub>2</sub> per year; 11% reduction year on year)*	Completed	<ul style="list-style-type: none"> <li>•6% reduction* in CO<sub>2</sub> emissions on FY1990 levels by FY2010</li> <li>•Consider targets for CO<sub>2</sub> emissions reduction for FY2010 and beyond</li> </ul>
	1% reduction in CO <sub>2</sub> emissions per unit of sales on FY2008*	CO <sub>2</sub> emissions per unit of sales rose by 6.4% year on year (to 23.9 tons CO <sub>2</sub> per year per ¥100 million)*	Incomplete	1% reduction in CO <sub>2</sub> emissions per unit of sales on FY2009*
Waste reduction	Maintain Zero Emissions and improve recycling quality*	<ul style="list-style-type: none"> <li>•Achieved 0.07% landfill disposal, compared to Zero Emissions target of under 1%*</li> <li>•Began sales of wood waste as raw materials for composite board</li> </ul>	Completed	Maintain Zero Emissions and improve recycling quality*
Protection of the ozone layer	Maintain elimination of CFCs and HCFCs from manufacturing processes*	Completely eliminated in April 2005, not used since then*	Completed	Maintain complete elimination*

Management of chemical substances	Reduce VOC emissions by 30% on FY2000 levels by FY2010*	VOC emissions volume reduced by 58% compared to FY2000 (208 tons per year, 25% reduction year on year)*	Completed	Reduce VOC emissions by 30% on FY2000 levels by FY2010
Groundwater purification	Continue ongoing purification of groundwater (1 site)	Contamination level improved to approach environmental standards	Completed	Continue using pumped water aeration and activated carbon absorption methods for groundwater purification
Biodiversity	Consider relationship between business activities and biodiversity	<ul style="list-style-type: none"> <li>•Continued to promote procurement based on Timber Procurement and Usage Guidelines</li> <li>•Continued participation in Musicwood Campaign</li> <li>•Promoted internal education about biodiversity (held seminars)</li> </ul>	Completed	<ul style="list-style-type: none"> <li>•Continue to promote procurement based on Timber Procurement and Usage Guidelines</li> <li>•Continue participation in Musicwood Campaign</li> <li>•Promote internal education about biodiversity</li> </ul>
Social contribution	Conservation of forests outside of Japan: Plant 150,000 to 200,000 trees on 120 hectares in "Yamaha Forest," Indonesia between FY2005 and FY2009	Planted 115,000 trees on 127 hectares in "Yamaha Forest," Indonesia by FY2009	Completed	Consider further tree-planting activities in Indonesia
	Conservation of forests in Japan: Provide support for regeneration of the Enshunada coastal forest between FY2007 and FY2010	130 Yamaha employees and their families and volunteers from the general public planted 150 trees as part of the "Shizuoka Forests of the Future Supporter System" to	Completed	Continue support for the regeneration of the Enshunada coastal forest

		support the regeneration of the Enshunada coastal forest		
	Conduct and participate in local cleanup campaigns	Approximately 820 people participated in local cleanup campaigns	Completed	Continue participation in local cleanup campaigns
Environmental communication	Disclose information through CSR report and website	Disclose information by publishing a printed <i>CSR Report</i> introducing activities and a Web-based report containing full information on activities and data	Completed	Continue disclosing information by publishing a printed and a web-based <i>CSR Report</i>
	Disclose information through participation in various events	<ul style="list-style-type: none"> <li>•Participated in "Shizuoka STOP Global Warming Action Campaign"</li> <li>•Continued "Kakegawa STOP Global Warming Partnership Agreement" (Kakegawa Factory)</li> </ul>	Completed	Disclose information through participation in various events

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

# Environmental Accounting

Yamaha introduced environmental accounting in 1999 as a means of quantitatively evaluating the effectiveness of its environmental conservation activities. These environmental accounting practices were then implemented at 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 2009 decreased by ¥226 million to ¥186 million.

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

Environmental Expenses			(million yen)	
			Investment <sup>*1</sup>	Expenses <sup>*2</sup>
		Details		
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	101.5	396.0
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	55.4	96.2
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	24.9	608.4
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	422.6
Management costs		Environmental education, ISO 14001, greening of premises, etc.	4.1	625.1
Research and development costs		Development of environmentally friendly products, prototypes, etc.	-	261.6
Social activity costs		Social contributions, etc.	0.0	48.1
Environmental damage costs		Groundwater purification, SOx levies, etc.	0.0	29.4
Total			185.9	2,485.3
			(-226.3)	(-41.7)

( ) indicates comparison with the previous year

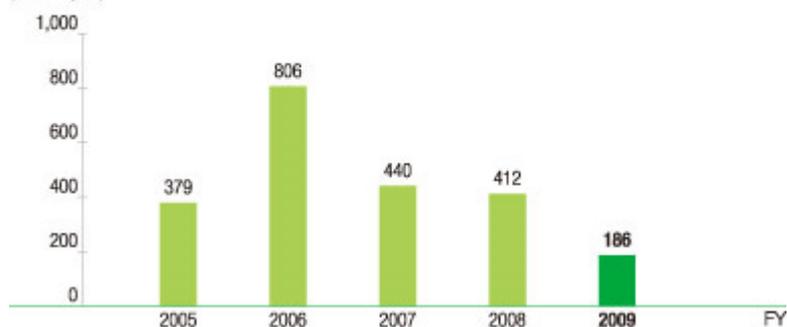
\*1 Equipment investment refers to investment in factories and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose to the 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

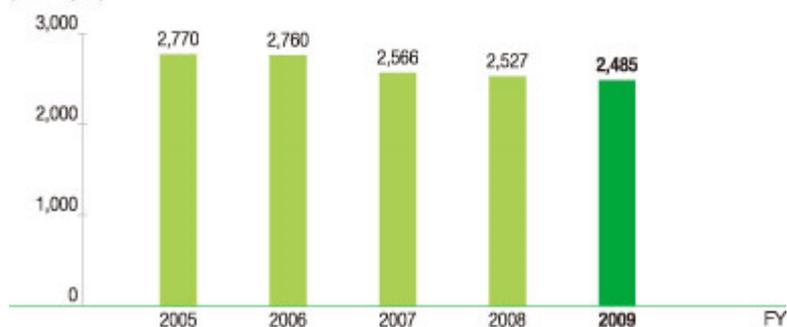
### Environmental Investment

(million yen)



### Environmental Expenses

(million yen)



### Economic Effects

#### 1. Environmental Conservation Effects

The Yamaha Group's CO2 emissions fell by 8,800 tons from fiscal 2008 to 71,100 tons.

Water consumption declined by 110,000 m<sup>3</sup> year on year to 1,550,000 m<sup>3</sup>.

As a result of the Yamaha Group's efforts to achieve the target of Zero Emissions through reuse of resources and other measures, final disposal at landfills was approximately 10 tons, down by 3.4 tons from the previous fiscal year. Emissions of chemical substances decreased by 30 tons.

## Environmental Conservation Effects

Details	Unit	FY2008	FY2009	Change
CO <sub>2</sub> emissions	10,000 tons-CO <sub>2</sub>	7.99	7.11	0.88
Greenhouse gas emissions	10,000 tons-CO <sub>2</sub>	1.2	0.8	0.3
Water consumption	10,000 m <sup>3</sup>	166	155	11
Waste treated or disposed of	tons	13	10	3
Chemical substances released* <sup>3</sup>	tons	105	75	30
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 ¥680 million to ¥2,391 million compared to the previous fiscal year. Water costs fell by about ¥4 million to ¥16 million, and sewerage costs fell by roughly ¥7 million to ¥39 million. Waste disposal costs came to ¥275 million, representing a savings of around ¥96 million. This reduction was attributable in part to the sale of certain businesses and production decreases due to poor economic conditions.

As a result of the conversion of waste to valuable materials, the Company gained ¥161 million in income from the sale of valuable materials, resulting in a total economic effect of ¥947 million.

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

### Economic Effects

(million yen)

Details	FY2008	FY2009	Savings
Total savings			786
Electricity and heating costs	3,070	2,391	679
Water costs	20	16	4
Sewerage costs	46	39	7
Waste disposal costs	371	275	96
<b>Income from sales of valuable wastes</b>	<b>256</b>	<b>161</b>	<b>161</b>
Economic effects			947

Minus (-) indicates an increase.

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

[http://www.yamaha.com/about\\_yamaha/csr/environment/data/accounting/resort/index.html](http://www.yamaha.com/about_yamaha/csr/environment/data/accounting/resort/index.html)

Environmental Performance Data, Environmental Accounting (3): Group Manufacturing Companies Located Overseas

[http://www.yamaha.com/about\\_yamaha/csr/environment/data/accounting/oversea/index.html](http://www.yamaha.com/about_yamaha/csr/environment/data/accounting/oversea/index.html)

## Environmental Expenses

(million yen)

		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	101.5	395.0
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	55.4	95.2
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	24.9	608.4
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	422.6
Management costs		Environmental education, ISO 14001, greening of premises, etc.	4.1	625.1
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Total			185.9 (–226.3)	2,485.3 (–41.7)

( ) 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).

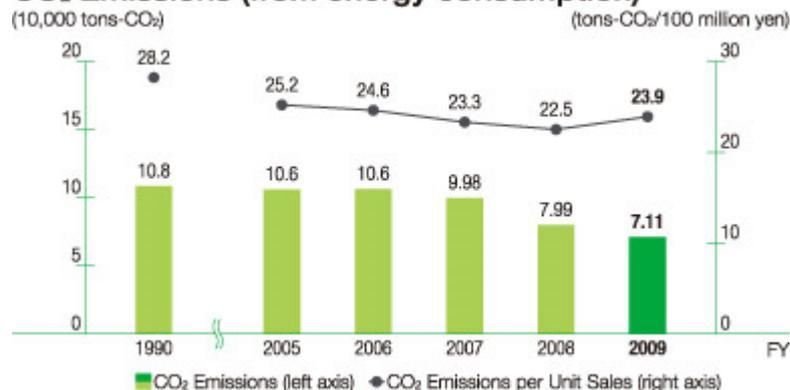
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# Global Warming Countermeasures

As part of its measures to counter global warming, the Yamaha Group has worked to reduce its greenhouse gas emissions through improvements to production and air conditioning equipment and extensive energy management, including the adoption of highly energy-efficient equipment. The Group has also introduced cogeneration systems and converted to more environmentally friendly fuel sources.

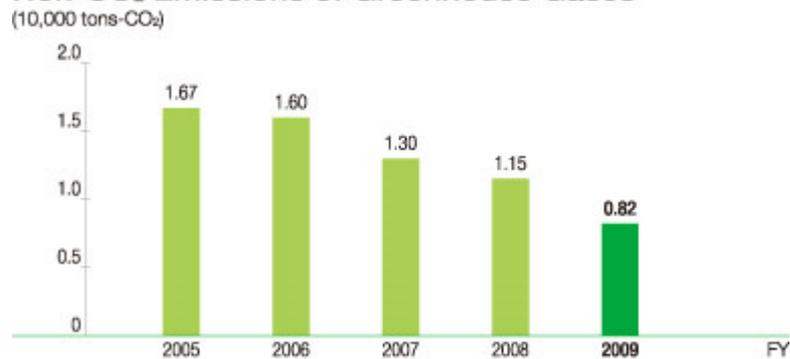
In fiscal 2009, Yamaha Group CO<sub>2</sub> emissions in Japan amounted to 71,100 tons, a reduction of 11% year on year. Compared to fiscal 1990 levels, this reduction amounts to 34%, well above the targeted 6% reduction versus fiscal 1990 levels. In addition to the measures described above, this achievement is attributable to the sale of certain businesses, and a decrease in production due to the worsening economy. With a drop in sales, CO<sub>2</sub> emissions per unit of sales reached 23.9 tons per ¥100 million, an increase of 6.4% year on year. CO<sub>2</sub> equivalent emissions of other greenhouse gases came to 8,200 tons, a reduction of 3,300 tons compared to the previous year.

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



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

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



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

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

## Environmental Effects of Consolidating Piano Production

### Takegawa Factory, Yamaha Corporation

Since 2006, Yamaha Corporation has been working to transfer production of grand pianos from its headquarters factory to its Takegawa 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. These measures are expected to result in a 3,400 ton annual reduction in CO<sub>2</sub> emissions.

(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 are mitigated through steps to prevent compressed air from leaking production equipment.



(1)



(2)

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

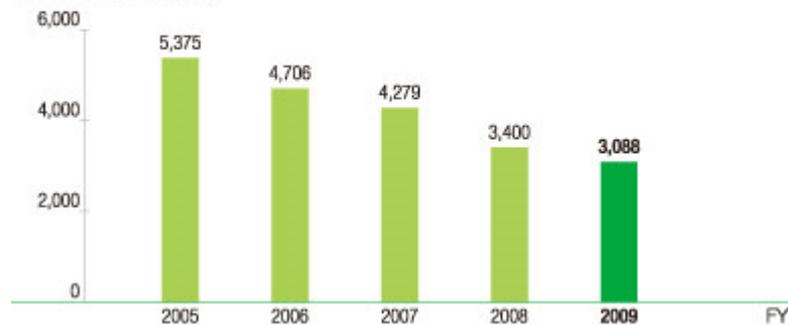
The Yamaha Group is actively working to increase energy efficiency and reduce CO<sub>2</sub> emissions in logistics operations. Guided by a basic policy of raising transport efficiency, we continually review transport routes, adopt routes that incorporate more efficient modes of transport, raise container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

The Yamaha Group's total domestic transport volume in fiscal 2009 declined by 9% compared to the previous year, to 30.88 million ton-kilometers, and CO<sub>2</sub> emissions fell by 9% to 4,912 tons-CO<sub>2</sub>. The change in these figures was due in part to the above initiatives, but mainly to a decline in the volume of products shipped.

Reducing CO<sub>2</sub> emissions from logistics requires the cooperation of transport companies, so we are working with them to develop appropriate systems. Specific measures include requesting participation in environmental efforts at meetings with the companies and incorporating environmental matters into questionnaires.

### Transport Volume

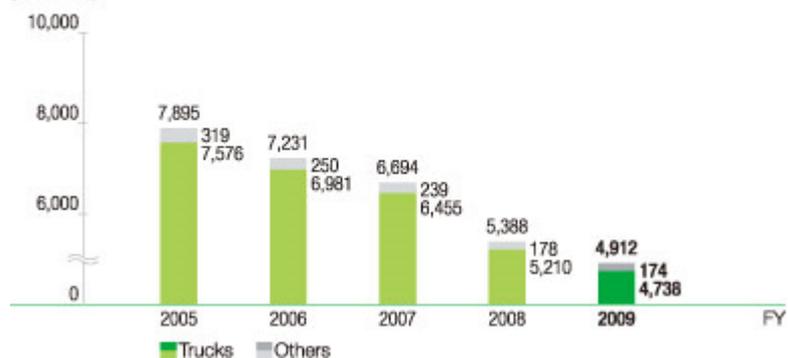
(10,000 tons/kilometers)



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

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

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



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

## 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 2006, and continue to pursue eco-friendly initiatives. These offices follow the PDCA cycle of the environmental management system, promoting efforts to reduce use of electricity, gas, and paper, and to reduce trash.

### Initiatives to Reduce CO<sub>2</sub> 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 CO<sub>2</sub> emissions volume at offices. In addition to daily energy conservation activities, from June to September the Group participates in the "Cool Biz" initiative, in which it 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 omitting neckties instead of relying on air conditioning. Similarly, under the "Warm Biz" initiative that runs from November to March, 20 degrees Celsius is the maximum setting for the thermostat, and employees are encouraged to dress warmly and avoid relying on heaters.



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

Yamaha offices and facilities participate on an individual basis in the Ministry of the Environment's Lights Down Campaign, which asks businesses to turn off illuminated outdoor advertising. 23\*<sup>1</sup> Yamaha facilities took part in fiscal 2009, and 12 facilities participated in fiscal 2010.

\*1 Included Yamaha Livingtec Corporation and its group companies (fiscal 2009 only)



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. In fiscal 2009, eight office locations participated in this effort, including using radiation thermometers to measure the heat reduction effect.





# Waste Reduction and Resource Recycling

The Yamaha Group manufactures a diverse range of products, from acoustic and electronic musical instruments and other electrical and electronic products to automobile interior components. Consequently, the Group uses a wide variety of raw materials and generates many different types of waste. Determined to make effective use of limited resources, the Yamaha Group has established collection and separation systems to convert waste into viable resources and reduce emission volume, and is working to further curtail landfill waste. In fiscal 2009, the Group in Japan generated 14,400 tons of waste, 3,900 tons less than in the previous fiscal year. Meanwhile, the Group maintained a landfill rate of 0.07% for the waste it generated, constituting Zero Emissions\*1 status.

\*1 The Yamaha Group defines Zero Emissions as total volume of waste disposed of at landfills of less than 1%. Amount of Waste Generated/Landfill Rate



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

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

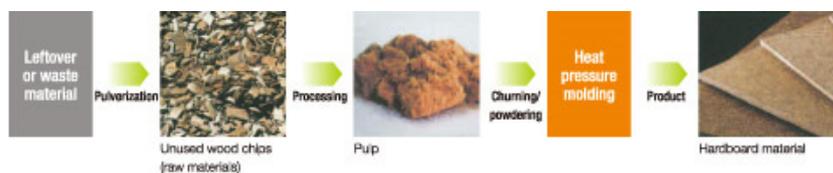
## Examples of Effective Uses for Wood Waste

The Yamaha Group works to make effective use of the wood material waste generated in our production processes. At Yamaha Corporation's Kakegawa Factory, one initiative for achieving this aim is to sell the wood waste to building materials manufacturers as raw materials for hardboard. To produce hardboard, wood scraps are broken down into even smaller pieces, reduced to a fiber state, and then mixed together in water and processed through heat and pressure into a board shape. The resulting product is excellent for die-cutting or bending. In addition, as a designated special procurement item under the Green Purchasing Law, it is used in environmentally friendly recycled products, from interior building materials and furniture to industrial materials.



Wood waste sorted out to be sold

### How hardboard is produced from wood scraps



### Other Uses

(1) Reusing discarded piano packaging materials (skids) as planters for green "eco-curtains"



Reuse of packaging materials



Skid packaging after use-by date



Green "eco-curtain"



Planters made using discarded skid packaging

**(2) Powder is pressed into pellet form for use as fuel or litter box lining**



Sawdust pellets made from sawdust generated from the manufacturing of pianos



Sawdust pellets are used to line a cat litter box

**(3) Creating commemorative products out of wood waste for visitors to the plant and others**



The circular cutouts from guitar sound holes are made into coasters



A key chain made from a piano hammer head



Wood from marimba keys shaped into chopsticks

# Environmentally Friendly Products

The Yamaha Group manufactures product groups with several distinct characteristics. To identify what aspect of a product group life cycle has the largest environmental impact and tackle environmentally friendly design from multiple angles, the Yamaha Group conducts product life cycle assessments (LCA) that cover the total product life cycle, including material procurement to production, transport, use, and disposal. In addition, in order to further ensure the provision of environmentally friendly products, Yamaha promotes management of chemical substances contained in products, as well as green procurement of materials and parts and components.

## Environmental Considerations in the Product Lifecycle

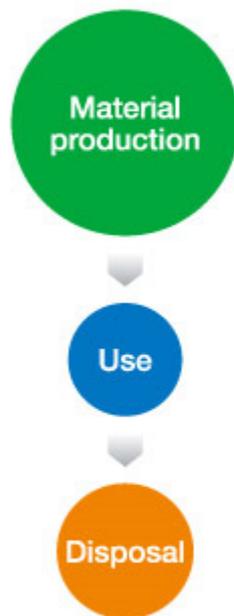
	Material production stage	Usage stage	Disposal stage
Energy conservation		<ul style="list-style-type: none"> <li>Reduce power consumption</li> <li>Reduce standby power consumption</li> </ul>	
Resource conservation	<ul style="list-style-type: none"> <li>Miniaturization in design</li> <li>Integrated design</li> </ul>	<ul style="list-style-type: none"> <li>Long-life design</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of reuse</li> <li>Promotion of recycling</li> </ul>
Preventing resource depletion	<ul style="list-style-type: none"> <li>Lumber Procurement and Usage Guidelines formulation</li> <li>Reduce use of scarce materials</li> </ul>	<ul style="list-style-type: none"> <li>Long-life design</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of reuse</li> <li>Promotion of recycling</li> </ul>
Reducing substances with significant environmental loads	<ul style="list-style-type: none"> <li>Management of chemical substances in products</li> <li>Promotion of green procurement</li> </ul>	<ul style="list-style-type: none"> <li>Reduce VOC*<sup>1</sup> emissions from products</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of reuse</li> <li>Promotion of recycling</li> </ul>
Products that support the environment		<ul style="list-style-type: none"> <li>Reduce VOC dispersal at customer business sites</li> <li>Reduce VOC emissions from products produced at customer business sites</li> <li>Reduce waste from customer business sites</li> </ul>	

\*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.)

## Acoustic Instruments



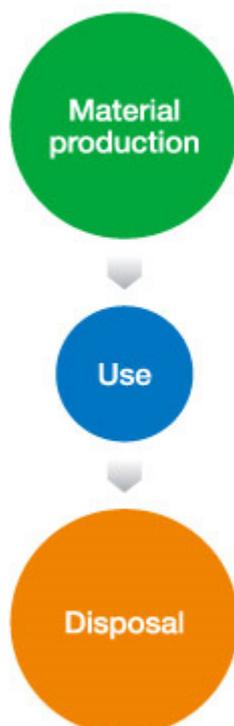
### Characteristics:

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

### Measures:

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

## Electronic Musical Instruments



### Characteristics:

- As many of these products do not consume standby electricity, they have a comparatively small environmental load in the usage stage.
- Large products require a lot of materials in the material production phase, creating a large environmental load. Difficulties may also occur at local bodies and elsewhere at the time of disposal, necessitating consideration of how better to promote recycling.
- The many different substances used in these products necessitates substance management in material production and efforts to promote recycling at time of disposal.

### Measures:

- Resource-saving design that allows longer use of electronic instruments with upgrade kits, and energy-saving design using new technologies such as digital amplifiers and switching power supplies.
- Stricter efforts to control substances with an environmental impact in products via green procurement.
- A partial recycling system has been established.

## AV Equipment, IT Equipment



### Characteristics:

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

### Measures:

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

## Examples of Environmentally Friendly Products from the Yamaha Group

### ■Energy conserving



Router



AV product  
(EuP\*2 compliant, etc.)

\*2 EuP: The European Union "Directive on Eco-Design of Energy-using Products"

### ■Resource conserving (long-life, integrated functions, smaller body)



STAGEA (long life)



DSP (integrated functions)



Silent cello (smaller body)

■Preventing resource depletion (use of wood, introduction of improved technology, use of substitutes for scarce material)



RGX-A2 series electric guitar (made of afforested timber)



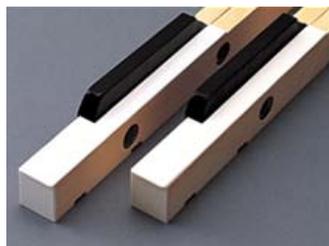
ROCK TOUR series system drums (made of afforested timber)



The LL36ARE (A.R.E.Technology (Yamaha's proprietary technology for ageing wood in a short time to improve its acoustic characteristics))



Acoustalon™ marimba (use of substitutes for scarce materials)



Natural ebony wood black keys/New ivory white keys (use of substitutes for scarce materials)

■Reducing substances with significant environmental loads



Wind instruments using lead-free soldering

■Products that support the environment (treatment of gas emissions/waste liquids, cleaning devices, etc.)



Helium leak tester



Perclear (treatment of dry cleaning waste liquids)



EOCLEAR (exhaust gas sterilization treatment system)

## Management of Chemical Substances Contained in Products

### (1)Formulation and Implementation of Standards for Chemical Substances Contained in Products

Some chemical substances contained in products have an environmental impact and therefore require proper treatment on disposal. In recent years, countries around the world have taken steps to tighten the management and regulation of such substances. For example, the RoHS Directive<sup>\*1</sup> (Restriction of Hazardous Substances in Electrical and Electronic Equipment), which came into force in Europe in July 2006, bans the use of six substances, including lead and hexavalent chromium. Meanwhile, REACH<sup>\*2</sup>, effective from 2007, calls for identification and management of specific chemical substances contained in products.

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

The standards undergo revisions as and when necessary, in response to legislative change, the accession of voluntary standards, and other factors.

\*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.

### (2)Managing Chemical Substances in Collaboration with Suppliers

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.

It was this issue that led the Yamaha Group to request the cooperation of its suppliers in identifying whether electrical and electronic product parts and materials to which the RoHS Directive applies contained the six banned hazardous substances. Through these efforts, the Group achieved full compliance with the Directive by the end of April 2006. Starting in 2008, the parts and materials of all Yamaha products, including non-electrical

and electronic equipment, have been put through a survey of chemical content based on the 24 substances laid out in JIG-101 Edition 1.0<sup>\*1</sup>. In 2009, this survey was extended to procurement of parts and materials at overseas bases as well.

In 2010, in order to comply flexibly with the European Union's ever-growing chemical substance regulations, such as SVHC<sup>\*2</sup> under REACH, Yamaha is introducing a new management system. When the new system is introduced, Yamaha will hold briefing sessions to explain the new policies to suppliers.

\*1 JIG: An abbreviation for Joint Industry Guide. The original JIG-101 was formulated by member companies of JGPSSI (Japan Green Procurement Survey Standardization Initiative), the U.S. EIA (Energy Information Administration), and EICTA (European Information, Communications and Consumer Electronics Technology Industry Association). JIG is a set of survey guidelines for chemical substances in electrical and electronic equipment. JIG-101 Edition 3.0 was issued in April 2010 and incorporates changes in materials subject to survey.

\*2 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.

## Promoting Green Procurement

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### (1) Pillars of Green Procurement Activities

In order to better reduce the environmental burden of its products, the Yamaha Group engages in green procurement activities. Environmental preservation measures and activities aim to "reduce environment load substances," "conserve energy and prevent global warming" and "conserve resources and recycle," among other objectives. We view reduction of environment load substances as an important issue in the context of human health damage and environment pollution and have set Green Procurement as a main pillar of our activities. (See "Managing chemical substances in collaboration with suppliers" for more details.)

### (2) Formulation and Application of the Green Procurement Standard

To provide environmentally friendly products, the Yamaha Group collaborates with business partners who supply parts and materials, and has formulated and applied the Green Procurement Standard out of the necessity to procure parts and materials with as little environmental impact as possible. The application of the Green Procurement Standard enables Yamaha to confirm the status of the environmental impact of procured parts and materials, and of efforts by suppliers to conduct environmentally friendly business activities.

In recent years, various countries have been considering establishing or revising laws and regulations concerning chemical substances. As these changes are implemented, Yamaha will review its measures for reducing substances with an environmental load and revise the Standard to reflect them.

Green Procurement Standards:

→[http://www.yamaha.com/about\\_yamaha/csr/guideline/green\\_procurement/](http://www.yamaha.com/about_yamaha/csr/guideline/green_procurement/)

# Conserving Wood Resources

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

The Group works to support procurement that takes into account the natural environment, forests and biodiversity, and to utilize wood resources to the fullest extent.

## Yamaha Timber Procurement and Usage Guidelines

### Fundamental philosophy

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

### Procurement and Usage Guidelines

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

(Established in 2007)

## Environmentally Friendly Use of Timber Resources in 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.

### Products Made Using Afforested Timber



The RGX A2 series  
electric guitar



The ROCK TOUR series  
system drums

In addition, while wood resources in general are limited, wood suitable for making instruments is even rarer still. Yamaha Corporation has developed A.R.E.<sup>\*1</sup> a new technology for aging wood to improve it to an ideal condition. 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. Yamaha plans to make wide use of A.R.E. technology going forward. A.R.E. technology was also recognized for top honors by the Prime Minister of Japan at the third Monozukuri (Manufacturing) Nippon Grand Awards in 2009.

\*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 A.R.E. Technology



The LL36ARE  
acoustic guitar



The BB2024  
electric bass



The NCX2000FM  
electronic nylon string guitar



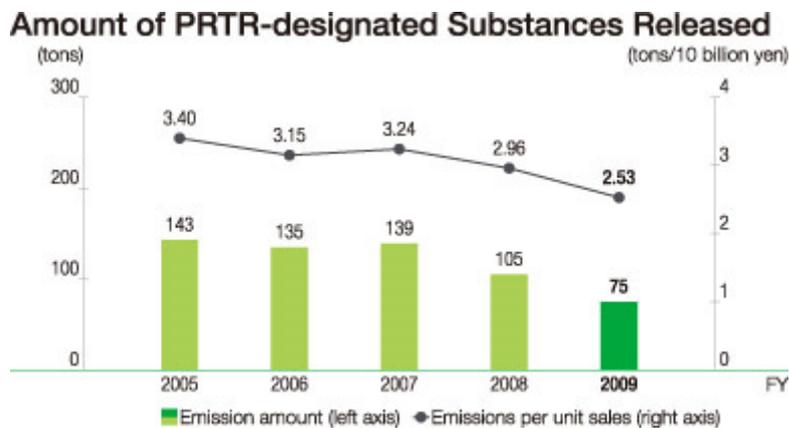
Used for stage flooring in Yamaha Hall  
in the Yamaha Ginza Building,  
opened February 2010

# Management of Chemical Substances and Reduction of Emissions

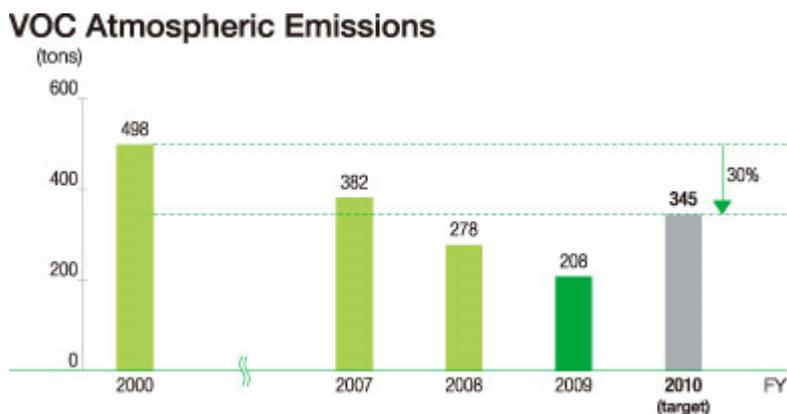
When utilizing chemical substances, the Yamaha Group strives to minimize adverse impact on people and the environment by thoroughly managing chemical substances such as those designated under the PRTR<sup>\*1</sup> Law, and eliminating harmful substances from production processes and products. Chemicals emissions that occur in the course of production processes at the Yamaha Group are mainly volatile organic compounds (VOCs)<sup>\*2</sup>. The Group launched a VOC Emission Reduction Working Group in fiscal 2006, and conducted a survey of the Yamaha Group's usage and emissions of VOCs. In fiscal 2008, we established a reduction plan and set a target of a 30% reduction in emissions by fiscal 2010 compared with fiscal 2000. Yamaha is continuing its efforts to eliminate or reduce hazardous chemical substances throughout the Group. (For information on management of chemical substances in products, please follow [this link](#).)

\*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).



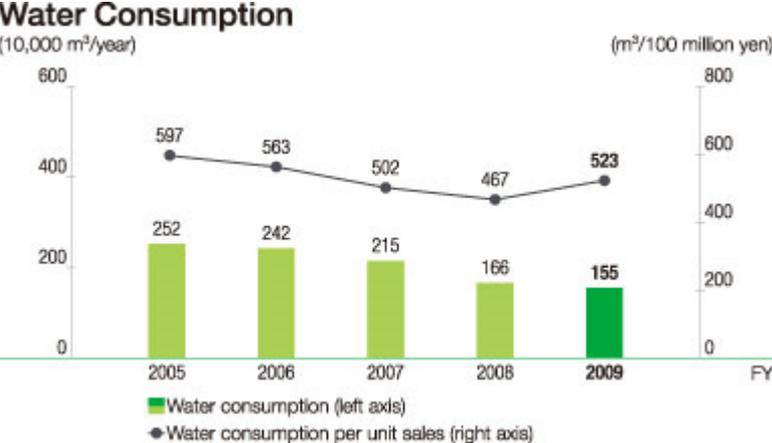
\*Yamaha Corporation Headquarters and factories, and Yamaha Group manufacturing companies in Japan



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

# Effective Use and Conservation of Water Resources

The Yamaha Group strives to improve its water use through initiatives such as reusing cooling water from production processes and reclaiming wastewater through reverse osmosis (RO) membrane devices. We also rigorously engage in water conservation activities, including thorough management to prevent excessive water use. Total water consumption in fiscal 2009 was 1.55 million cubic meters, a reduction of 6.4% year on year. This decrease in usage volume is due both to the aforementioned activities and lower production.



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

# Environmental Communication

## Fifth Year of "Yamaha Forest" Tree-Planting Activities in Indonesia

"Yamaha Forest" tree-planting activities in Indonesia, co-sponsored by Yamaha Corporation and Yamaha Motor Co., Ltd., marked their fifth and final year in fiscal 2009. The "Yamaha Forest" initiative is designed as a social contribution activity in areas such as environmental protection and educational support in Indonesia, a vital production and sales site for both companies. The aim of the project is to restore land devastated by logging to as close to its original state as possible over a period of five years from 2005. In promoting "Yamaha Forest," Yamaha and Yamaha Motor have been assisted by OISCA, an NGO with years of experience supporting agriculture, local development, and environmental protection activities in the Asia-Pacific region.

On December 5, 2009, the Company hosted its final commemorative tree-planting event in the town of Pelabuhan Ratu in Sukabami, Indonesia. This time some 1,926 people took part in planting 3,000 trees, including representatives from both Yamaha Group companies and staff members from environment-related divisions, students from local elementary, junior and senior high schools, local residents, and government officials. After the participants finished planting, they gathered in a ceremony to sing the national anthem of Indonesia, hear speeches by Yamaha representatives and Sukabami government officials, and witness the presentation of a donation of school supplies to the children of the region. In commemoration of the final year of the activities, Yamaha received a gift from the schools and local communities that have supported the project over the years.



Participants in the tree-planting event pose for a commemorative photo



Carrying saplings to be planted



Participants work together to plant a sapling



Tree dedicated by Katsuya Nakamura, Deputy General Manager of General Administration Division, Yamaha Corporation



Yoshiaki Hashimoto, an executive officer of Yamaha Motor Co., Ltd., presents a donation of school supplies



Shunichi Yamada, Indonesia Regional Representative of Yamaha Corporation, accepts a gift from a local school supporting the project

\*Job titles as of December 2009

Alongside the tree planting activities over the past five years, Yamaha and Yamaha Motor have also conducted various environmental education activities and education and community support programs in order to ensure that the forest preservation activities will continue into the future. In fiscal 2009, the companies built shared water facilities at a third site, donated desks, chairs, school supplies and sports equipment to schools, supported sapling cultivation for farmers' groups and schools, and held an Eco-Camp on World Environment Day, among other projects.



Trees planted in 2005



The third site where Yamaha built shared water facilities



A nursery managed by a local farmers' association provides saplings to be planted



Eco-Camp members participate in coastal cleanup activities

This tree planting project reached its conclusion as of March 31, 2010. Over the five years of the project, we have planted 115,110 trees on 127 hectares of land. Going forward, Yamaha will conduct regular monitoring of these areas in order to ensure the growth of the trees planted and the recovery of the forest. In addition to tree planting activities, we have supported the local community by building shared water facilities at three locations and conducting agricultural training for local youth. We also contributed desks and chairs to three elementary schools, and donated school supplies and sports equipment to 74 elementary schools, junior high schools and high schools. Furthermore, in order to support environmental education at these schools, we have implemented training on trash separation, conducted nature games to teach children about the importance of the natural environment, and held various activities such as planting trees on and beautifying school grounds, sapling cultivation, and holding an environment-themed art contest.

In the future, Yamaha intends to continue working to contribute to local communities in Japan and overseas through forest preservation activities.

### Co-sponsor of the "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 corporations, organizations, student clubs, and administrative agencies.

At the "4th STOP Global Warming Grand Prix" held in February 2010, Yamaha both participated in the judging and sponsored the "Yamaha Prize" corporate award, which was won by the students of class one of grade five of Ukishima Elementary School in Numazu, for their efforts, which included making eco-account books.



Yamaha Prize award ceremony at the 4th STOP Global Warming Grand Prix

## Environmentally Conscious Events

The Yamaha Group promotes consideration for the environment in events it hosts or sponsors.

### [Environmentally Friendly Golf Tournament] Yamaha Corporation

Each year, Yamaha Corporation and Yamaha Motor Co., Ltd. jointly host the Yamaha Ladies Open Katsuragi golf tournament. 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 the spectators we take active steps to reduce waste and promote recycling of resources by collecting and separating garbage, using recyclable plastic bottles and disposable chopsticks made from wood 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.

## Promoting Clean-Up Efforts for Harmony with Local Communities

Every June, during Environment Month, the Yamaha Group conducts local clean-up campaigns as part of its environmental preservation and social contribution efforts. In these activities, business sites and Group companies collect trash and clean up the area around workplaces. Many employees and their families participate in these campaigns each year.

Local clean-ups in progress



### Yamaha Participates in the Lake Hamana Clean-up Campaign for a 27th Year

Every June since 1983, Yamaha Corporation and the Yamaha Labor Union Head Office Division have participated in the Lake Hamana Clean-up Campaign, a citizen's clean-up activity sponsored by Hamamatsu City and the Hamamatsu City Division of the Lake Hamana Clean Brigade. In June 2010, 360 people joined the Yamaha team, including employees and their family members, gathering on the Murakushi shore area to collect trash. Because the shore in this area includes leisure spots where people can bathe, it attracts many visitors, and unfortunately every year garbage is discarded there. Cleaning up these coastal areas that are so important to local communities and helping make Lake Hamana more beautiful is an important contribution for Yamaha as a corporate citizen. We intend to continue this social contribution activity in which employees participate long into the future.



# Environmental Risk Management

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## Regular Monitoring and Compliance with Environmental Laws

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The Yamaha Group regularly monitors air and water emissions, noise, and odors at its factories, tracking how they are managed and evaluating regulatory compliance in order to reduce the environmental impact of operations and maintain adherence with regulatory requirements.

Monitoring is conducted by the section in charge of environmental measurement in line with an annual plan. Evaluations are administered on the basis of voluntary management criteria that are more rigorous than legal standards. When monitoring activities detect levels in excess of standards or other irregularities, emergency steps are immediately taken and corrective measures developed in order to prevent environmental pollution.



Conducting environmental measurements

## Environmental Accidents and Litigation

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In fiscal 2009 there were no instances of non-compliance with environmental laws or ordinances and the Group was not subject to any fines, penalties or litigation. No accidents occurred that had an impact outside the Group and no major complaints were lodged.

## Emergency Response and Drills

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Under its ISO 14001 system, the Yamaha Group anticipates emergency situations based on an assessment of incidents that could have a serious environmental impact, such as accidents involving hazardous substances or oil leaks, and incidents like leaks that have actually occurred in the past. Factories have readied procedures, tools and equipment to address such emergency situations and they conduct emergency response drills.



An emergency response drill at the Toyooka Factory

## Purification and Management of Soil and Groundwater

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Soil and groundwater surveys conducted in 1997 by the Yamaha Group at all its production sites, including those of Group companies, turned up contamination at two sites caused by chlorinated organic solvents. Purification measures were implemented in response, with groundwater purification completed at Yamaha Corporation's Toyooka Factory as of the end of fiscal 2008. This was reported to the prefectural government and an informational meeting was held for local residents. Purification work at the factory at Yamaha headquarters is ongoing and the site is now very close to meeting environmental standards.

Soil remediation was completed as of fiscal 2000 at all business sites where contamination was found.



Groundwater purification equipment at the factory at Yamaha headquarters

## Ozone Layer Protection

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The Yamaha Group has reduced use of chlorofluorocarbons (CFCs) to protect the ozone layer, completely eliminating use of specified CFCs in production processes as of 1993. Hydrochlorofluorocarbons (HCFCs) were subsequently used in cleansing of metal materials due to having lower ozone-depleting effects and less impact than CFCs. However, we completely eliminated use of HCFCs as of fiscal 2005 after reports of their significant impact on global warming. We have therefore entirely eliminated use of specified CFCs and HCFC alternatives.

# Environmental Education and Training

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The Yamaha Group provides a range of environmental education and training programs to improve the environmental knowledge and skills of employees. The programs are based on the features of each business site and their various operational needs and include general training, specialist training and emergency response drills. In addition, internal environmental auditors take training seminars and improvement seminars to help raise our overall level of environmental protection activities. Aware-raising activities are also conducted to advance the environmental awareness of individual employees.

## Environmental Seminars

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The Yamaha Group conducts environmental seminars every year during Environment Month in June. The seminars, which are directed at the president and other executives, employees and partner companies, serve to impart wide-ranging environmental knowledge and deepen understanding.

### Seminars Held in fiscal 2009 and fiscal 2010

FY2009 "Biodiversity: Why it Matters to the Corporate Sector"  
Lecturer: Masahiro Miyazaki, Professor, Atomi University

FY2010 "Environmental Problems as Seen From Space: Defining the Human Sphere"  
Lecturer: Takafumi Matsui, Director, Planetary Exploration Research Center, Chiba Institute of Technology



Fiscal 2009 environmental seminar "Biodiversity and How it Relates to Corporations"



Fiscal 2010 environmental seminar "Environmental Problems as Seen From Space: Defining the Human Sphere"

## Specialist Training for Employees in Environmental Operations

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The Group has established curriculum for employees engaged in operations that require specialized knowledge, including personnel involved in waste management and water treatment operations. In addition, emergence response drills based on simulated environmental accidents, such as an environmental contaminant leak, are held to practice responding to potential emergency situations. The drills follow ISO 14001 operation manuals at each site.

## Training and Improvement Seminars for Internal Environmental Auditors

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Training personnel capable of autonomously managing environmental protection efforts is essential to improving operation of environmental management systems. The Yamaha Group utilizes the services of an outside organization to hold twice-yearly training seminars for internal environmental auditors. Around 1,000 employees have taken the seminar and have been registered as internal environmental auditors.

Improvement seminars are also held for internal environmental auditors already active at their worksites in order to further raise skill levels.



Improvement seminar for internal environmental auditors in session

## Promoting Eco Activities by Individual Employees

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Individual employees of the Yamaha Group are engaged in eco activities both at work and at home to raise environmental awareness.

### (1) Household Eco-Account Book -- "Smart Life Guide"

The Yamaha Group partners with the Yamaha labor union every year to conduct the "Smart Life Guide" program. Launched in 2003, the program promotes measures to combat global warming by encouraging employees to record their household electricity, gas and gasoline use in an "eco-account" book called the "Smart Life Guide" and keep track of day-to-day energy consumption and CO<sub>2</sub> emissions. Participation has been increasing, and in fiscal 2009 a record 2,649 households took part in the program.



Smart Life Guide

### (2) Promoting "Green Curtains" at Employee Homes

The Yamaha Group creates vegetated screens called "green curtains" at its business sites. Employees are also encouraged to create the screens at home. Information on making the screens is distributed to employees along with morning glory seeds for the screens to those interested.

# 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 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 2009 decreased by ¥226 million to ¥186 million.

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

Environmental Expenses			(million yen)	
Details			Investment <sup>*1</sup>	Expenses <sup>*2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	101.5	396.0
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	55.4	96.2
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	24.9	608.4
Upstream/downstream costs	Recycling of products, improvements in logistics, etc.		0.0	422.6
Management costs	Environmental education, ISO 14001, greening of premises, etc.		4.1	625.1
Research and development costs	Development of environmentally friendly products, prototypes, etc.		-	261.6
Social activity costs	Social contributions, etc.		0.0	48.1
Environmental damage costs	Groundwater purification, SOx levies, etc.		0.0	29.4
Total			185.9	2,485.3
			(-226.3)	(-41.7)

<sup>\*</sup>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).

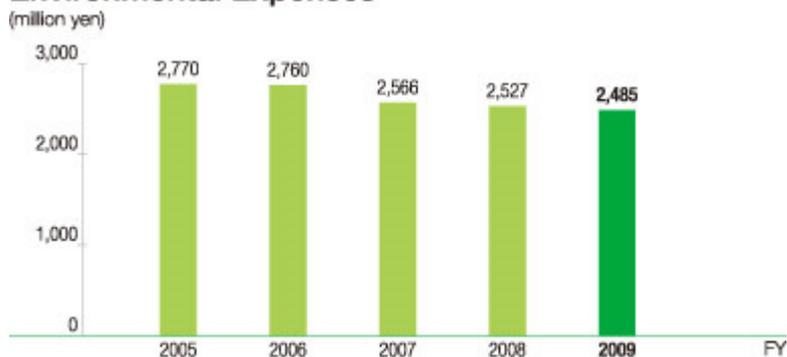
<sup>\*</sup>2 Expenses refer to personnel and other costs expended for environmental conservation activities. Personnel expenses are calculated by multiplying the time spent on environmental conservation activities determined by the manager of each department by a common unit cost of personnel expenses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



### Environmental Expenses



### Economic Effects

#### 1. Environmental Conservation Effects

The Yamaha Group's CO<sub>2</sub> emissions fell by 8,800 tons from fiscal 2008 to 71,100 tons. Water consumption declined by 110,000 m<sup>3</sup> year on year to 1,550,000 m<sup>3</sup>. As a result of the Yamaha Group's efforts to achieve the target of Zero Emissions through reuse of resources and other measures, final disposal at landfills was approximately 10 tons, down by 3.4 tons from the previous fiscal year. Emissions of chemical substances decreased by 30 tons.

## Environmental Conservation Effects

Details	Unit	FY2008	FY2009	Change
CO <sub>2</sub> emissions	10,000 tons-CO <sub>2</sub>	7.99	7.11	0.88
Greenhouse gas emissions	10,000 tons-CO <sub>2</sub>	1.2	0.8	0.3
Water consumption	10,000 m <sup>3</sup>	166	155	11
Waste treated or disposed of	tons	13	10	3
Chemical substances released* <sup>3</sup>	tons	105	75	30
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 ¥680 million to ¥2,391 million compared to the previous fiscal year. Water costs fell by about ¥4 million to ¥16 million, and sewerage costs fell by roughly ¥7 million to ¥39 million. Waste disposal costs came to ¥275 million, representing a savings of around ¥96 million. This reduction was attributable in part to the sale of certain businesses and production decreases due to poor economic conditions.

As a result of the conversion of waste to valuable materials, the Company gained ¥161 million in income from the sale of valuable materials, resulting in a total economic effect of ¥947 million.

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

### Economic Effects

(million yen)

Details	FY2008	FY2009	Savings
Total savings			786
Electricity and heating costs	3,070	2,391	679
Water costs	20	16	4
Sewerage costs	46	39	7
Waste disposal costs	371	275	96
<b>Income from sales of valuable wastes</b>	<b>256</b>	<b>161</b>	<b>161</b>
Economic effects			947

Minus (-) indicates an increase.

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

[http://www.yamaha.com/about\\_yamaha/csr/environment/data/accounting/resort/index.html](http://www.yamaha.com/about_yamaha/csr/environment/data/accounting/resort/index.html)

Environmental Performance Data, Environmental Accounting (3): Group Manufacturing Companies Located Overseas

[http://www.yamaha.com/about\\_yamaha/csr/environment/data/accounting/oversea/index.html](http://www.yamaha.com/about_yamaha/csr/environment/data/accounting/oversea/index.html)

## Environmental Expenses

(million yen)

		Details	Investment*1	Expenses*2
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	101.5	395.0
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	55.4	95.2
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	24.9	608.4
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	422.6
Management costs		Environmental education, ISO 14001, greening of premises, etc.	4.1	625.1
Research and development costs		Development of environmentally friendly products, prototypes, etc.	–	261.6
Social activity costs		Social contributions, etc.	0.0	48.1
Environmental damage costs		Groundwater purification, SOx levies, etc.	0.0	29.4
Total			185.9 (–226.3)	2,485.3 (–41.7)

( ) Indicates comparison with the previous year

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

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

# (Environmental Accounting)Resort Facilities

## Resort Facilities

### Environmental Expenses

In FY2009 environmental capital investment decreased by ¥29.4 million from the previous year to ¥3.9 million. Principal investments were for projects such as renewal of watering pipes at Katsuragi and hot water boilers at Tsumagoi. Environmental expenses primarily consisted of greening of facility premises.

Environmental Expenses		(million yen)		
	Details	Investment <sup>1)</sup>	Expense <sup>2)</sup>	
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	0.2	18.2
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	0.4	3.3
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	3.3	34.9
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	1.1
Management costs		Environmental education, ISO 14001, greening of premises, etc.	0.0	101.0
Research and development costs		Development of environmentally friendly products and services, etc.	0.0	1.0
Social activity costs		Social contributions, etc.	0.0	0.7
Environmental damage costs		Groundwater purification, etc.	0.0	0.2
Total			3.9	160.4
			(-29.4)	(-102.9)

( ) indicates comparison with the previous year.

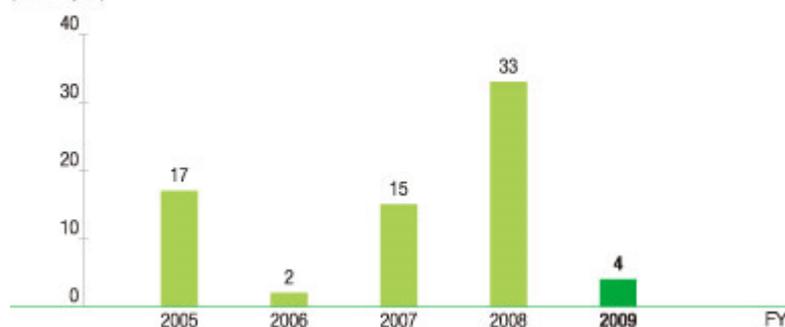
<sup>1)</sup> Equipment investment refers to investment in factories and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose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

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

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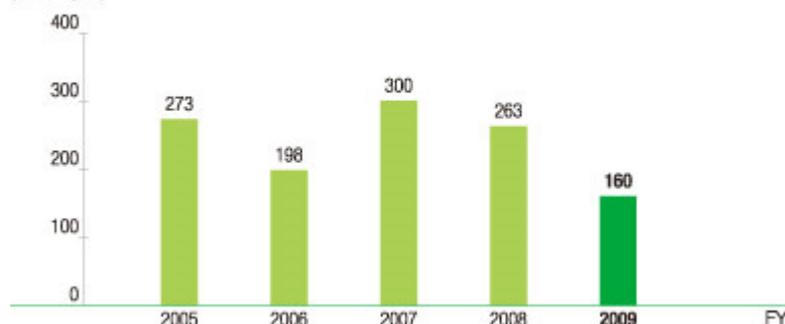
### Environmental Investment

(million yen)



### Environmental Expenses

(million yen)



### Environmental Effects

#### 1. Environmental Conservation Effects

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

#### Environmental Conservation Effects

Details	Unit	FY2008	FY2009	Change
CO <sub>2</sub> emissions	10,000 tons-CO <sub>2</sub>	0.96	0.95	0.01
Water consumption	10,000 m <sup>3</sup>	57.7	56.6	1.1
Waste treated or disposed of	1,000 tons	0.13	0.11	0.02

## 2. Economic Effects

Electricity and heating costs decreased by approximately ¥67 million, sewerage costs increased by approximately ¥3 million and waste disposal costs decreased by approximately ¥1 million, added income from sale of valuable wastes ¥0.3 million resulting in a total cost increase of ¥65.4 million.

### Economic Effects

(million yen)

Details	FY2008	FY2009	Savings
Total savings			65.2
Electricity and heating costs	345.2	278.1	67.2
Water costs	84.2	87.2	-3.0
Sewerage costs	0.0	0.0	—
Waste disposal costs	23.6	22.6	1.0
<b>Income from sale of valuable waste</b>	<b>0.5</b>	<b>0.3</b>	<b>0.3</b>
Economic effects			65.4

Minus (-) Indicates an increase.

## Environmental Expenses

(million yen)

		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	0.2	18.2
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	0.4	3.3
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	3.3	34.9
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	1.1
Management costs		Environmental education, ISO 14001, greening of premises, etc.	0.0	101.0
Research and development costs		Development of environmentally friendly products and services, etc.	0.0	1.0
Social activity costs		Social contributions, etc.	0.0	0.7
Environmental damage costs		Groundwater purification, etc.	0.0	0.2
Total			3.9 (-29.4)	160.4 (-102.9)

( ) indicates comparison with the previous year.

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

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

# (Environmental 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 FY2004. Three more introduced environmental accounting in FY2006, bringing all manufacturing companies in Indonesia into the system.

### Target companie:

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

## Environmental Expenses

Environmental capital investment in FY2009 was ¥24.7 million. Major investments included wastewater treatment tanks, dust filters and sun shades for windows.

Environmental expenses amounted to ¥123.6 million.

Environmental Expenses			(million yen)	
		Details	Investment <sup>1)</sup>	Expenses <sup>2)</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	16.8	53.8
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	3.3	5.2
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	4.1	26.0
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.1	7.7
Management costs		Environmental education, ISO 14001, greening of premises, etc.	0.3	15.3
Research and development costs		Development of environmentally friendly products, models, etc.	0.0	11.2
Social activity costs		Social contributions, etc.	0.0	4.4
Environmental damage costs		Groundwater purification, etc.	0.1	0.0
Total			24.7	123.6
			(-23.7)	(75.5)

( ) indicates comparison with the previous year.

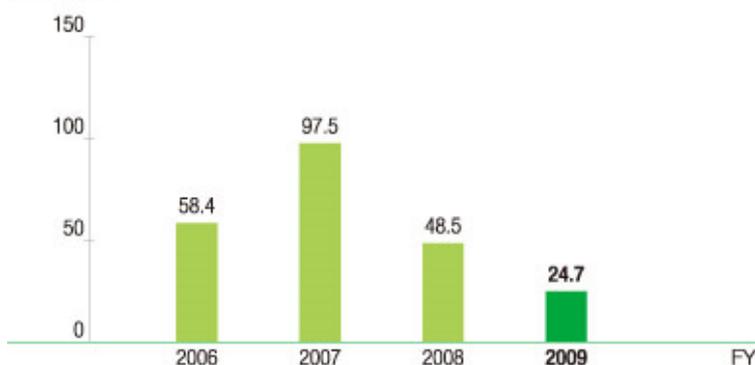
<sup>1)</sup> Equipment investment refers to investment in fixtures and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose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

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

>>Click to enlarge

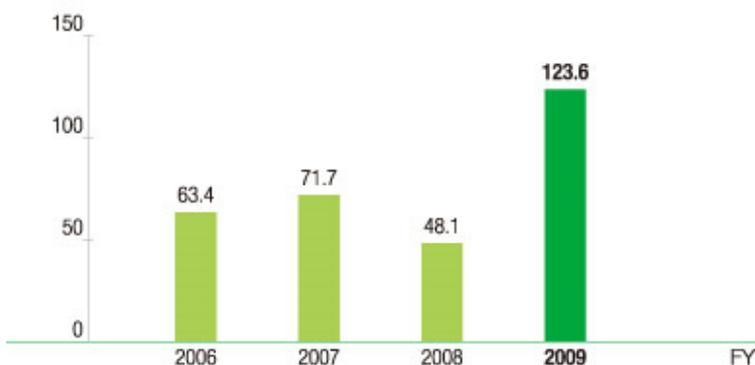
## Environmental Investment

(million yen)



## Environmental Expenses

(million yen)



## Environmental Effects

### 1. Environmental Conservation Effects

CO<sub>2</sub> emissions decreased by 4,200 tons from the previous year, while water consumption fell by 72,000m<sup>3</sup> and the volume of waste treated or disposed of decreased by 170 tons.

### Environmental Conservation Effects

Details	Unit	FY2008	FY2009	Change
CO <sub>2</sub> emissions	10,000 tons-CO <sub>2</sub>	3.51	3.08	0.42
Water consumption	10,000 m <sup>3</sup>	33.9	26.8	7.2
Waste treated or disposed of	1,000 tons	0.72	0.56	0.17

### 2. Economic Effects

Electricity and heating costs decreased by ¥52.6 million, while water costs increased by ¥1.2 million, sewerage costs increased by ¥0.7 million and waste disposal costs decreased by ¥2.3 million, and added income from sale of valuable wastes ¥15.7 million resulting in a total cost increase of ¥68.7 million.

### Economic Effects

(million yen)

Details	FY2008	FY2009	Savings
Total savings			53.1
Electricity and heating costs	357.6	305.0	52.6
Water costs	24.2	25.4	-1.2
Sewerage costs	6.0	6.7	-0.7
Waste disposal costs	9.8	7.4	2.3
<b>Income from sale of valuable waste</b>	<b>19.1</b>	<b>15.7</b>	<b>15.7</b>
Economic effects			68.7

Minus (-) indicates an increase.

## Environmental Expenses

(million yen)

		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	16.8	53.8
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	3.3	5.2
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	4.1	26.0
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.1	7.7
Management costs		Environmental education, ISO 14001, greening of premises, etc.	0.3	15.3
Research and development costs		Development of environmentally friendly products, models, etc.	0.0	11.2
Social activity costs		Social contributions, etc.	0.0	4.4
Environmental damage costs		Groundwater purification, etc.	0.1	0.0
Total			24.7 (-23.7)	123.6 (75.5)

( ) indicates comparison with the previous year.

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

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

# (Environmental Data)Yamaha Group(1)

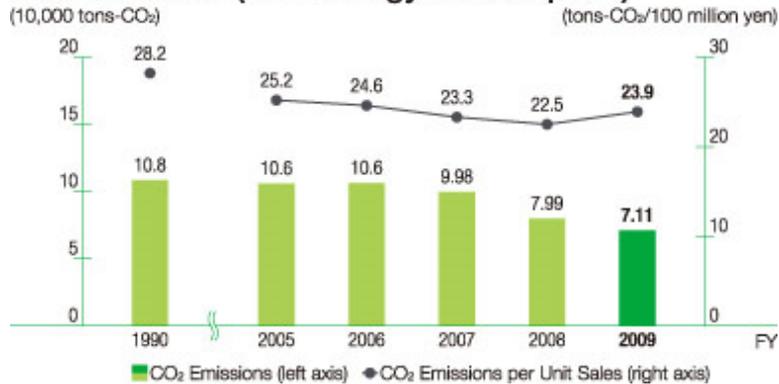
## Yamaha Corporation and Group Manufacturing Companies in Japan

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

CO<sub>2</sub> emissions in FY2009 declined by 8,800 tons from the previous year to 71,100 tons due to lower production. Key contributing factors were lower production and effect of operation of a cogeneration system introduced at the Kakegawa Factory.

CO<sub>2</sub> emissions per unit of sales were 23.9 tons of CO<sub>2</sub> per ¥100 million, an increase of 6.4% from the previous year. This was due primarily to lower sales.

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

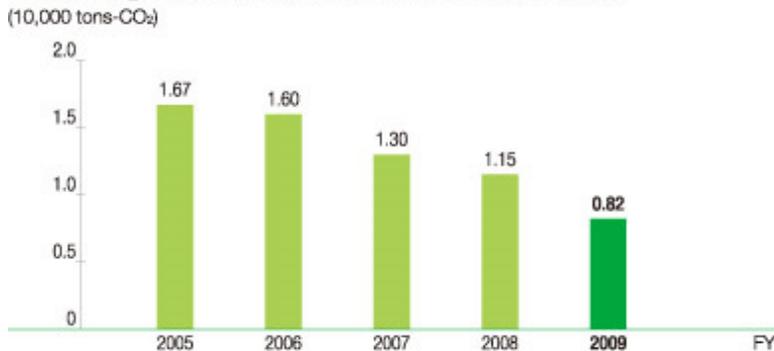


### Non-CO<sub>2</sub> Greenhouse Gas Emissions\*<sup>1</sup>

Emissions of greenhouse gases other than CO<sub>2</sub> were 8,200 tons in FY2009, a 3,300 ton reduction from the previous year. The major factors behind this reduction were the decrease in production, introduction of processing equipment, and changes in processing methods.

\*<sup>1</sup> Primarily sulfur hexafluoride and perfluorocarbon.

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

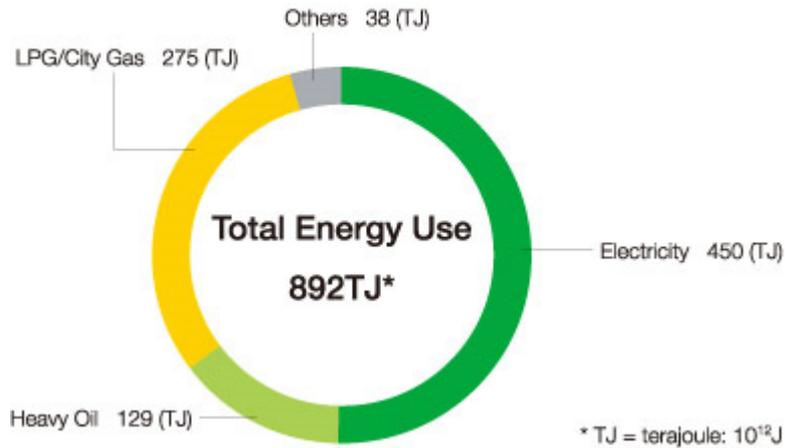


\* Primarily sulfur hexafluoride (SF<sub>6</sub>) and perfluorocarbons (PFCs)

### Breakdown of FY2009 Energy Consumption

Energy use in FY2009 fell 68 TJ from the previous year to 892 TJ. Electric power, followed by gas and heavy oil, accounted for the majority of this energy use.

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



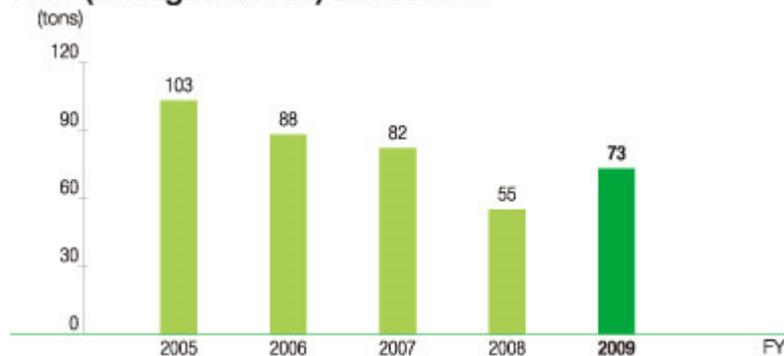
### Amount of HCFCs Used

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

### NOx (nitrogen oxide) Emissions

NOx is generated by the burning of fuels such as heavy oils, coke, and LPG. In FY2009, Yamaha Group NOx emissions increased by 18 tons from the previous year to 73 tons. This was related to the February 2009 start of operation of a cogeneration system introduced at the Kakegawa Factory.

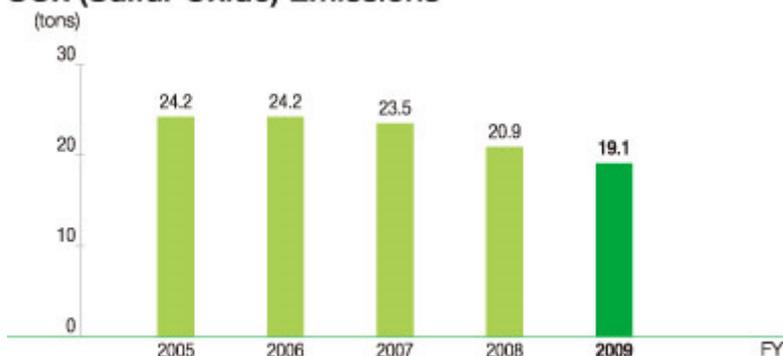
### NOx (Nitrogen Oxide) Emissions



### 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 FY2009, emissions fell by 1.8 tons from the previous year to 19.1 tons.

### SOx (Sulfur Oxide) Emissions



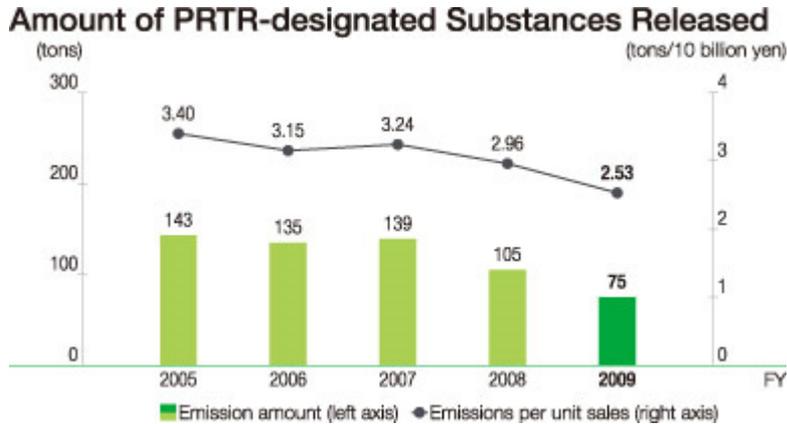
### Complying with the PRTR<sup>\*3</sup> Law

In FY2009, the Yamaha Group handled a total of 779 tons of substances designated under the PRTR Law, a decrease of 13% year on year. The major reason for this decline was the decrease in production. The amount of PRTR substances released into the environment fell by 30 tons from the previous year to 75 tons; this decline is attributable in part to emissions reduction measures such as streamlining of processes.

Of the 75 tons released into the environment, about 75% 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.



**PRTR Results (FY2009)**

Order	Ordinance No.	Substance name	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	
1	177	Styrene	569.5	28.2	0.0	0.0	0.0	0.0	3.0	528.3
2	300	Methyl methacrylate	125.1	0.1	0.0	0.0	0.0	0.0	0.4	124.6
3	227	Toluene	22.3	17.7	0.0	0.0	0.0	0.0	0.7	4.0
4	283	Hydrogen fluoride and its water-soluble salts	14.9	0.3	1.1	0.0	0.0	0.0	0.0	13.5
5	172	N,N-dimethylformamide	12.9	0.0	0.0	0.0	0.0	0.0	3.9	9.0
6	145	Dichloromethane	12.7	12.7	0.0	0.0	0.0	0.0	0.0	0.0
7	83	Xylene	9.8	8.9	0.0	0.0	0.0	0.0	0.3	0.4
8	40	Ethylbenzene	5.7	5.5	0.0	0.0	0.0	0.0	0.0	0.1
9	30	Bisphenol A type Epoxy resin (liquid)	4.1	0.0	0.0	0.0	0.0	0.0	0.0	4.1
10	232	Nickel compounds	2.5	0.0	0.0	0.0	0.0	0.0	1.7	0.8
11	231	Nickel	1.7	0.0	0.0	0.0	0.0	0.0	0.0	1.7
12	270	Di-n-butyl phthalate	1.4	0.0	0.0	0.0	0.0	0.0	0.9	0.5
13	272	Di-(2-ethylhexyl) phthalate	1.3	0.0	0.0	0.0	0.0	0.0	0.4	0.9
14	84	Silver and its water-soluble compounds	1.2	0.0	0.0	0.0	0.0	0.0	0.0	1.2
15	66	Chromium and chromium (II) compounds	0.8	0.0	0.0	0.0	0.0	0.0	0.8	0.0
16	108	Inorganic cyanide compounds (except complex salts and cyanates)	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.8
17	9	Di-(2-ethylhexyl) adipate	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.5
18	69	Chromium (VI) compounds	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.4
19	224	1,3,5-trimethylbenzene	0.3	0.3	0.0	0.0	0.0	0.0	0.0	0.0
20	273	Butyl benzyl phthalate	0.2	0.0	0.0	0.0	0.0	0.0	0.2	0.0
21	310	Formaldehyde	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
22	304	Boron and its compounds	0.2	0.0	0.1	0.0	0.0	0.0	0.0	0.0
23	295	Phenol	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.1
24	188	Hexamethylenetetramine	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
25	29	Bisphenol A	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
26	242	Nonylphenol	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
Total			778.6	73.8	1.2	0.0	0.0	0.0	12.3	691.3

Note: The above list includes those of the 251 Class 1 substances that Yamaha handled in a volume of 0.1 ton or greater. In some cases the total values may appear not to match due to rounding of numbers.

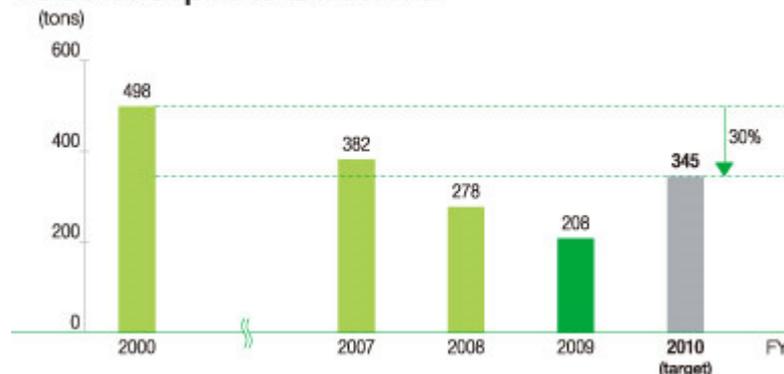
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## VOCs (Volatile Organic Compounds) Atmospheric Emissions

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 FY2006, the Yamaha Group formed a working group to address VOC emissions reduction, conducted studies of VOC use and emission at each business site and investigated methods for reducing emissions. The Group has set a FY2010 target of a 30% reduction in emissions compared to FY2000 levels. All business sites have been making efforts toward this goal, but as a result of the decrease in production in FY2009, VOC emissions fell close to 25% year-on-year, representing a decrease of 58% compared to FY2000 levels.

## VOC Atmospheric Emissions



**PRTR Results** (FY2009)

(tons)

Class 1 Designated Chemical Substances				Amount released into the environment				Amount transferred		Others
Order	Ordinance No.	Substance name	Total amount handled	Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	Consumption, products, etc.
1	177	Styrene	559.5	28.2	0.0	0.0	0.0	0.0	3.0	528.3
2	320	Methyl methacrylate	125.1	0.1	0.0	0.0	0.0	0.0	0.4	124.6
3	227	Toluene	22.3	17.7	0.0	0.0	0.0	0.0	0.7	4.0
4	283	Hydrogen fluoride and its water-soluble salts	14.9	0.3	1.1	0.0	0.0	0.0	0.0	13.5
5	172	N,N. dimethylformamide	12.9	0.0	0.0	0.0	0.0	0.0	3.9	9.0
6	145	Dichloromethane	12.7	12.7	0.0	0.0	0.0	0.0	0.0	0.0
7	63	Xylene	9.6	8.9	0.0	0.0	0.0	0.0	0.3	0.4
8	40	Ethylbenzene	5.7	5.5	0.0	0.0	0.0	0.0	0.0	0.1
9	30	Bisphenol A type Epoxy resin (liquid)	4.1	0.0	0.0	0.0	0.0	0.0	0.0	4.1
10	232	Nickel compounds	2.5	0.0	0.0	0.0	0.0	0.0	1.7	0.8
11	231	Nickel	1.7	0.0	0.0	0.0	0.0	0.0	0.0	1.7
12	270	Di-n-butyl phthalate	1.4	0.0	0.0	0.0	0.0	0.0	0.9	0.5
13	272	Bis (2-ethylhexyl) phthalate	1.3	0.0	0.0	0.0	0.0	0.0	0.4	0.9
14	64	Silver and its water-soluble compounds	1.2	0.0	0.0	0.0	0.0	0.0	0.0	1.2
15	68	Chromium and chromium (III) compounds	0.8	0.0	0.0	0.0	0.0	0.0	0.8	0.0
16	108	Inorganic cyanide compounds (except complex salts and cyanates)	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.8
17	9	Bis (2-ethylhexyl) adipate	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.5
18	69	Chromium (VI) compounds	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.4
19	224	1,3,5 trimethylbenzene	0.3	0.3	0.0	0.0	0.0	0.0	0.0	0.0
20	273	Butyl benzyl phthalate	0.2	0.0	0.0	0.0	0.0	0.0	0.2	0.0
21	310	Formaldehyde	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
22	304	Boron and its compounds	0.2	0.0	0.1	0.0	0.0	0.0	0.0	0.0
23	266	Phenol	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.1
24	198	Hexamethylenetetramine	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
25	29	Bisphenol A	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
26	242	Nonylphenol	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
		<b>Total</b>	<b>778.6</b>	<b>73.8</b>	<b>1.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>12.3</b>	<b>691.3</b>

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\*<sup>1</sup>, Landfill Rate

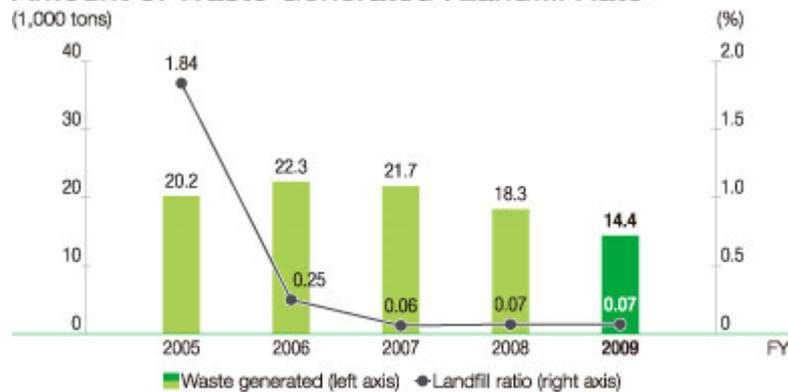
The Yamaha Group generated 14,400 tons of waste in FY2009, a 3,900 ton decrease from the previous year.

The landfill rate was 0.07%, on a par with the previous year, thanks in part to Yamaha Corporation's ongoing implementation of the Zero Emissions\*<sup>2</sup> initiative and the achievement of Zero Emissions status by all Group companies in Japan.

\*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



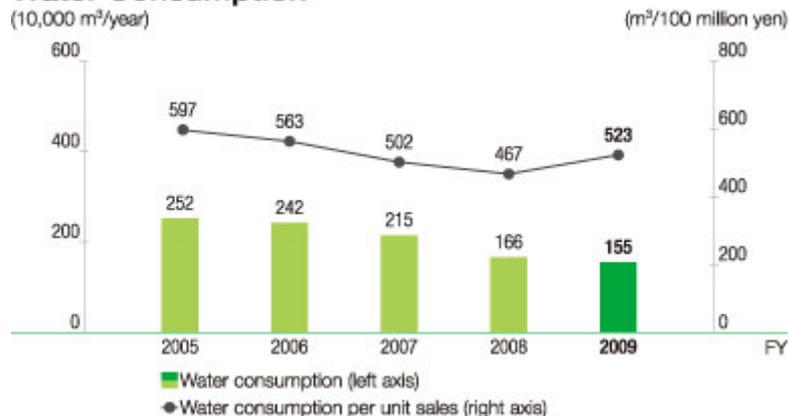
\* Waste generated includes industrial waste, general waste (except that contracted by the government) and valuable items.

### Water Consumption

Water use in FY2009 was 1.55 million m<sup>3</sup>, representing a reduction of approximately 6.4% from the previous year.

This reduction was mainly the result of declines in production, and efforts such as water-saving activities at factories and thorough implementation of management methods.

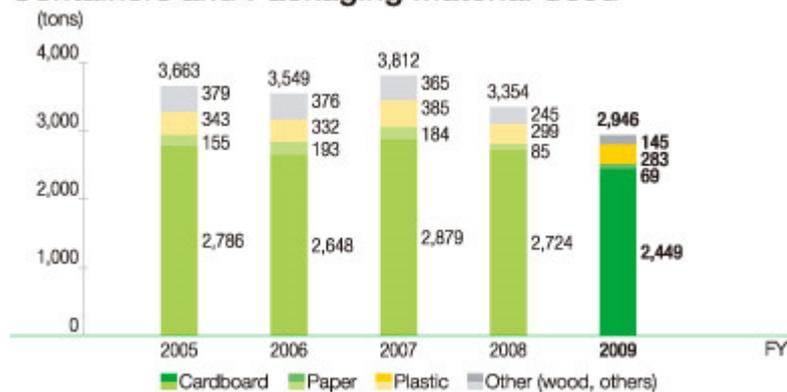
### Water Consumption



### Containers and Packaging Material Used

Yamaha Corporation used 2,946 tons of containers and packaging materials in FY2009, a 408 ton decrease from the previous year.

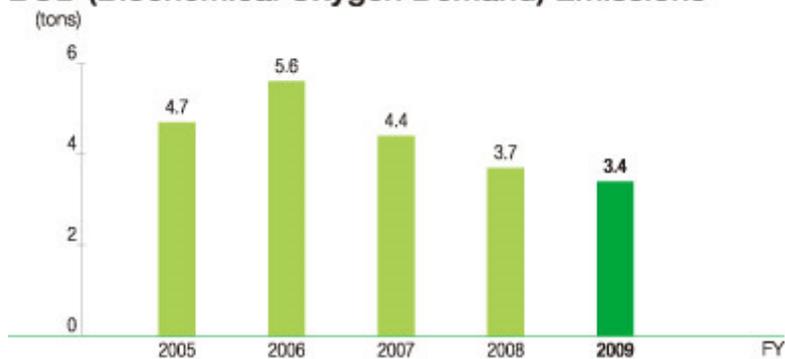
## Containers and Packaging Material Used



## BOD (Biochemical Oxygen Demand) Emissions

Water discharged into public water by the Yamaha Group contained 3.4 tons of BOD, which represents a 0.3 ton decrease from the previous year.

## BOD (Biochemical Oxygen Demand) Emissions



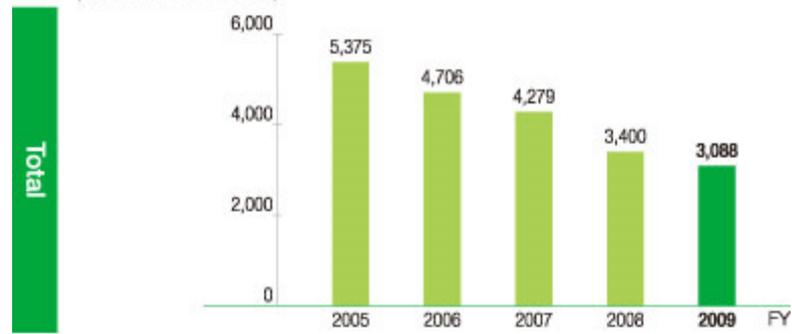
## Logistics-related CO<sub>2</sub> Emissions

In FY2009 transportation volume for the Yamaha Group was down 9% from the previous year to 30.88 million tons-kilometers.

CO<sub>2</sub> emissions in FY2009 amounted to 4,912 tons of CO<sub>2</sub>, a 9% decrease from the previous year.

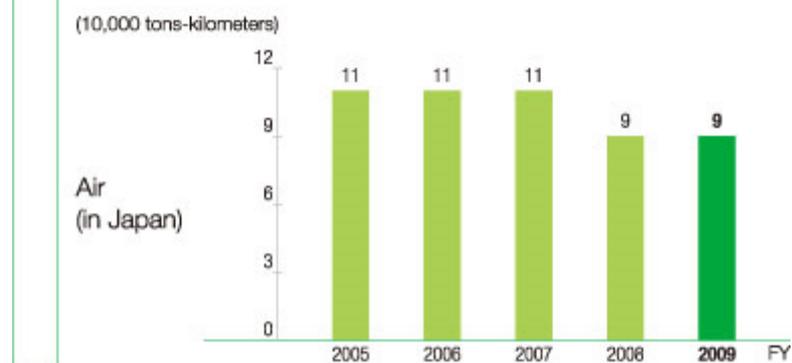
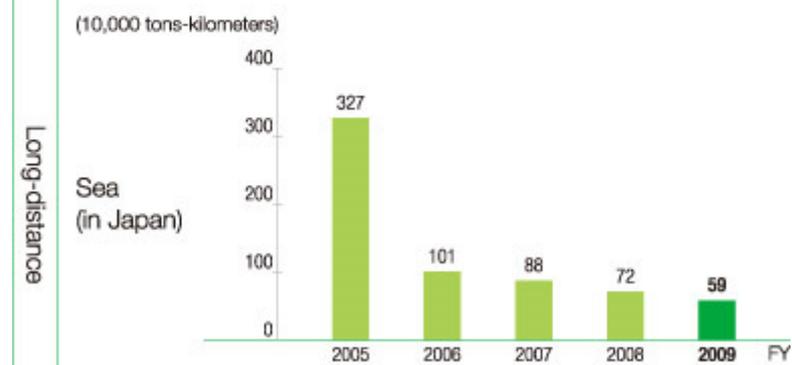
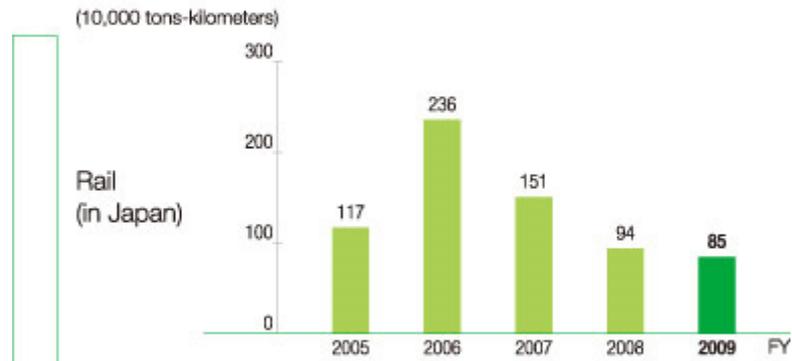
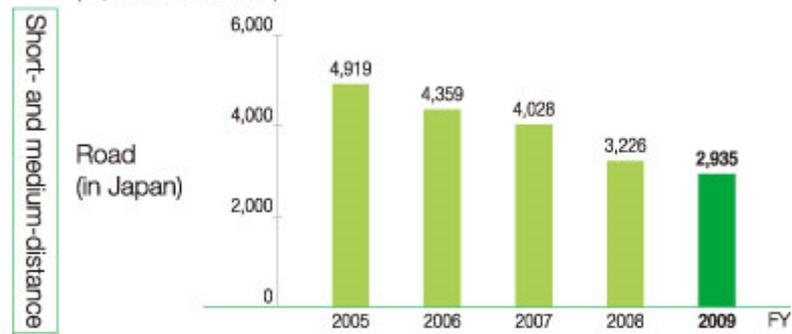
## Transportation Volume

(10,000 tons-kilometers)

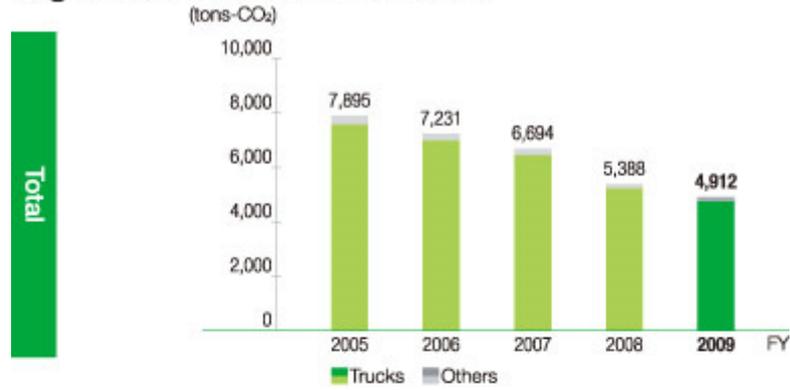


## Breakdown

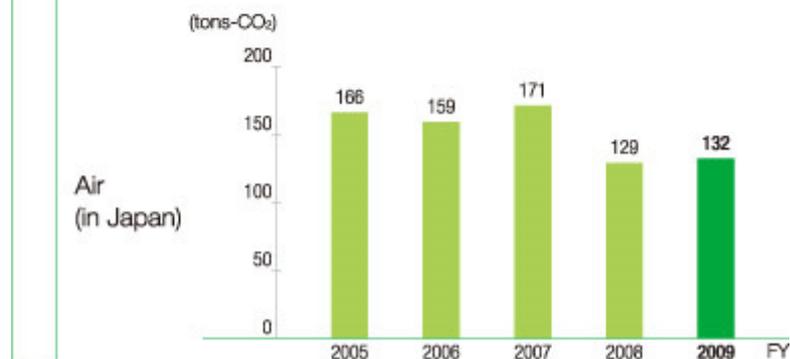
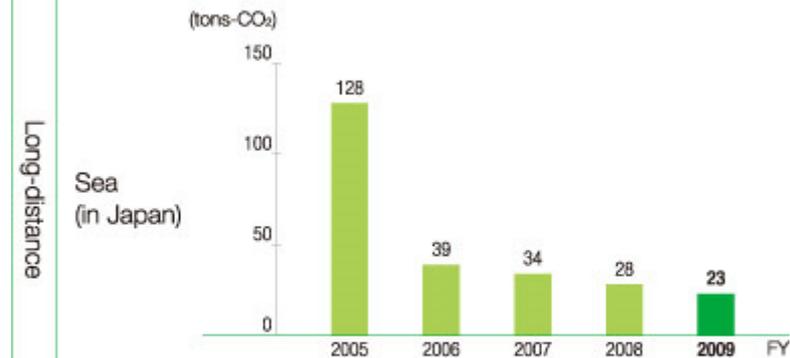
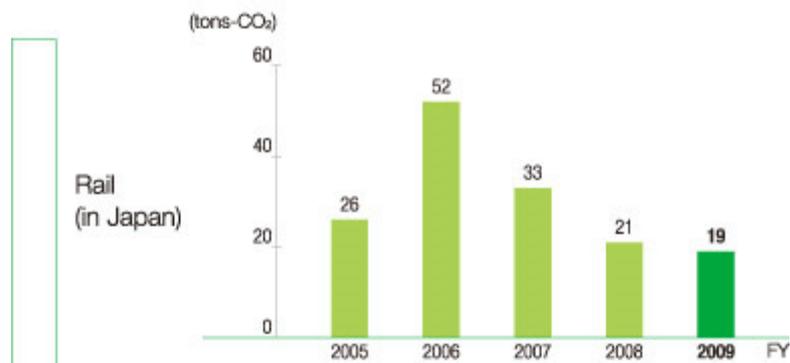
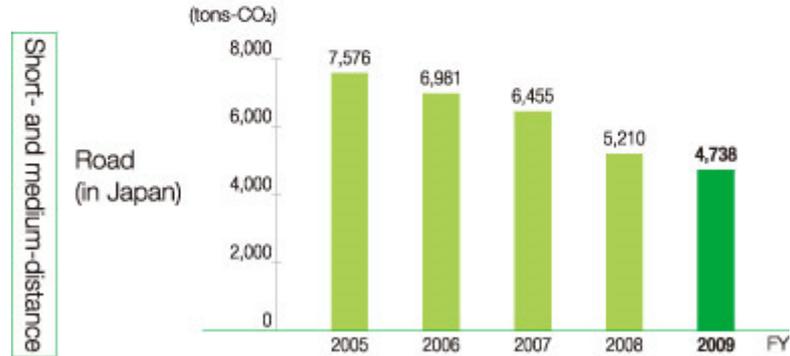
(10,000 tons-kilometers)



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



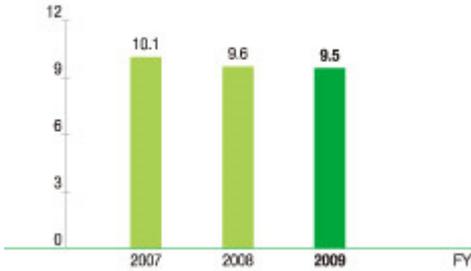
## Breakdown



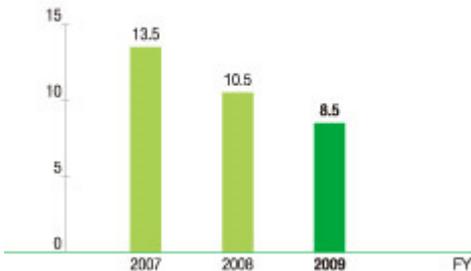
# (Environmental Data)Resort Facilities

## Resort Facilities

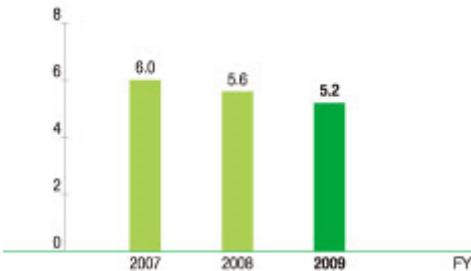
**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons-CO<sub>2</sub>)



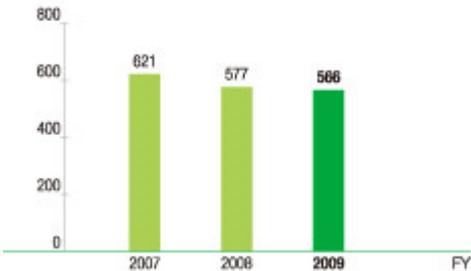
**NO<sub>x</sub> Emissions**  
(tons)



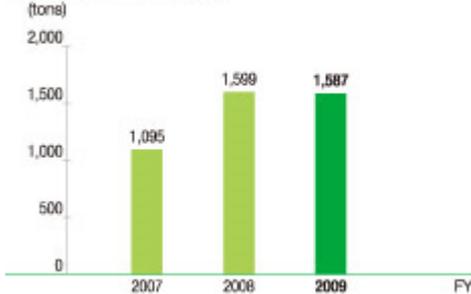
**SO<sub>x</sub> Emissions**  
(tons)



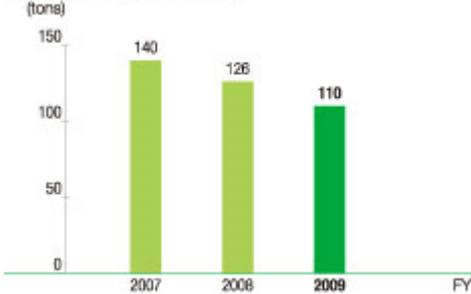
**Water Consumption**  
(1,000 m<sup>3</sup>)



**Waste Generated**  
(tons)



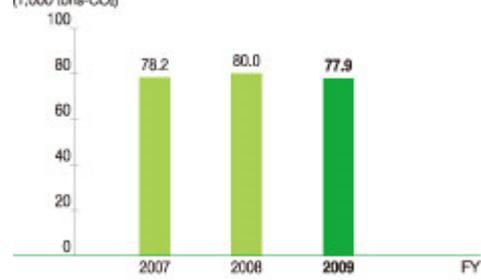
**Waste Disposed Of**  
(tons)



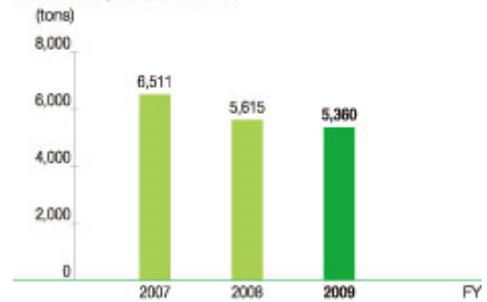
# (Environmental Data)Group Manufacturing Companies Located Overseas

## Group Manufacturing Companies Located Overseas

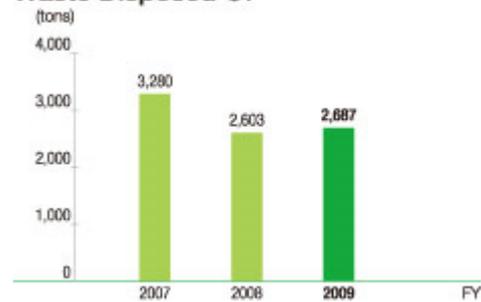
**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons-CO<sub>2</sub>)



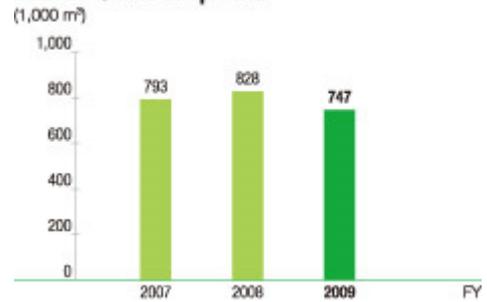
**Waste Generated**  
(tons)



**Waste Disposed Of**  
(tons)



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



# (Environmental Data by Site)(1)

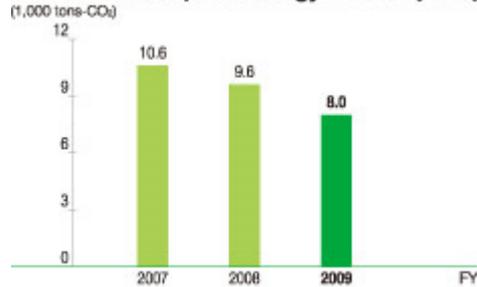
## Headquarters Area

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

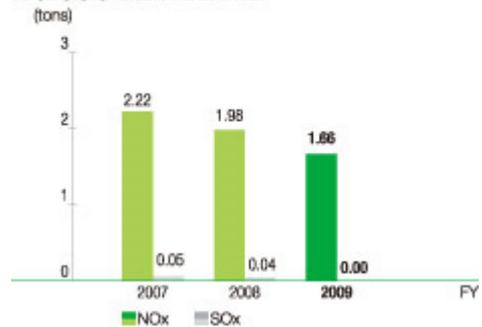
<b>Business lines</b>	Manufacture and sales of grand pianos; development, design and sales of audio visual equipment, ICT devices, electronic devices, string and percussion instruments, PA equipment, and sound proof chambers; and administrative functions
<b>Location</b>	Hamamatsu, Shizuoka
<b>Employees</b>	2,783
<b>Site area</b>	225,600m <sup>2</sup>

### < Summary of Environmental Data >

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



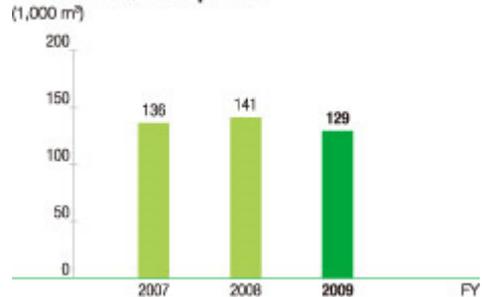
#### NO<sub>x</sub>/SO<sub>x</sub> Emissions



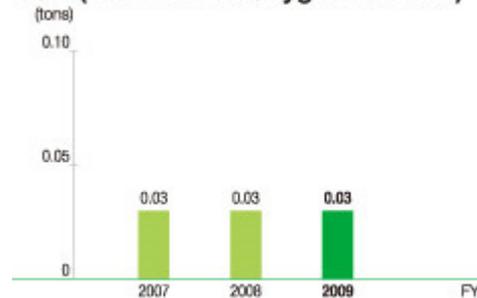
#### Waste Generated/Landfill Rate



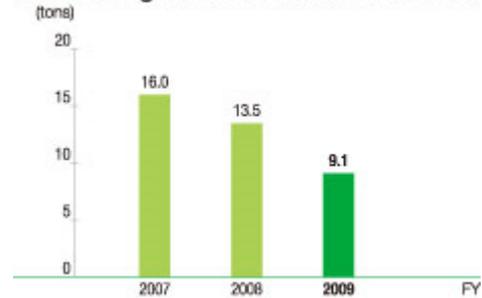
#### Water Consumption



#### BOD (Biochemical Oxygen Demand)



#### PRTR-designated Substances Released



#### PRTR Results FY2009

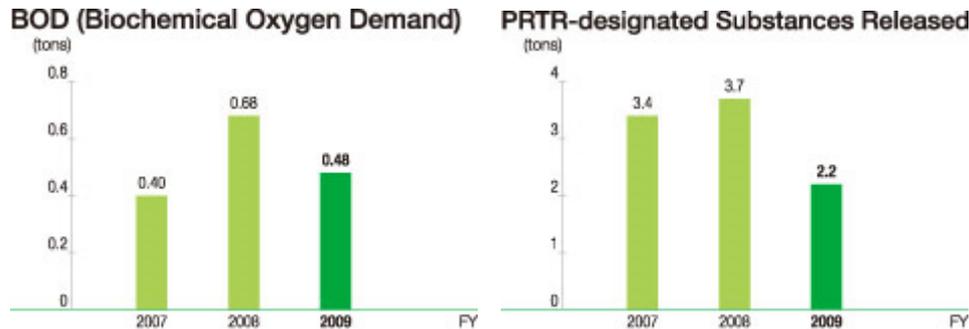
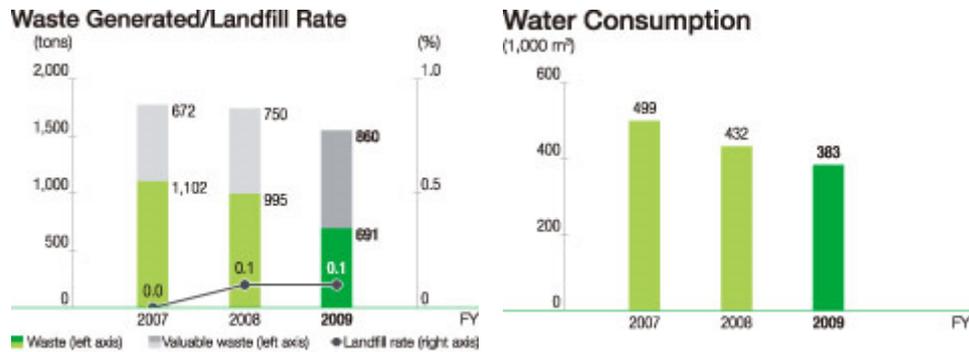
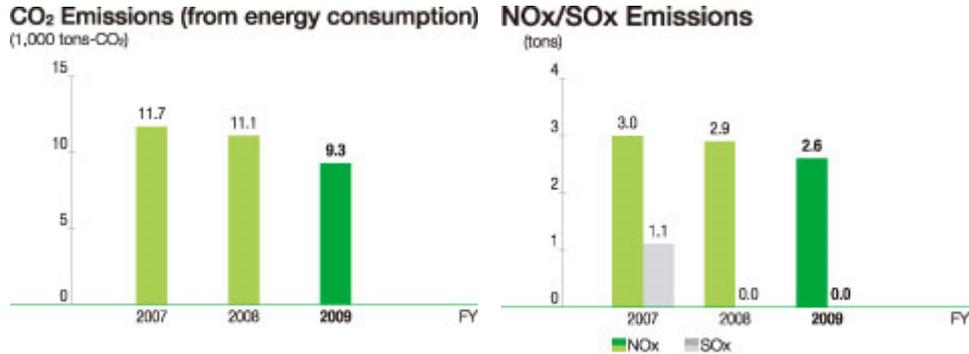
Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			into air	into public water	into soil	buried on facility premises	To sewerage system	Waste transferred	
177	Styrene	13.5	6.0	0.0	0.0	0.0	0.0	0.0	7.5
227	Toluene	1.8	1.7	0.0	0.0	0.0	0.0	0.0	0.1
63	Xylene	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
	Others	2.3	0.4	0.0	0.0	0.0	0.0	0.6	1.3
	<b>Total</b>	<b>18.6</b>	<b>9.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.6</b>	<b>8.9</b>

>>Click to enlarge

## Toyooka Factory

<b>Business lines</b>	Development, design, manufacture and sales of wind instruments, educational instruments, and stringed instruments; manufacture of audio equipment and electronic instruments; development, design and sales of semiconductors; and research and development of electronic components and materials
<b>Location</b>	Iwata, Shizuoka
<b>Employees</b>	1,782
<b>Site area</b>	184,197m <sup>2</sup>

### < Summary of Environmental Data >



#### PRTR Results (FY2009)

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	
63	Xylene	1.2	0.9	0.0	0.0	0.0	0.0	0.2	0.1
	Others	6.5	1.2	0.1	0.0	0.0	0.0	1.3	3.9
	Total	7.7	2.1	0.1	0.0	0.0	0.0	1.6	4.0

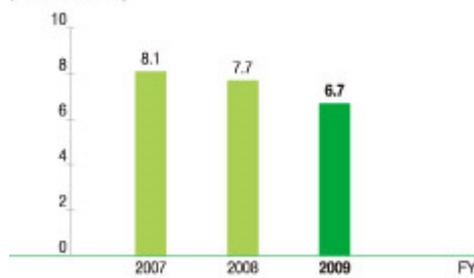
>>Click to enlarge

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

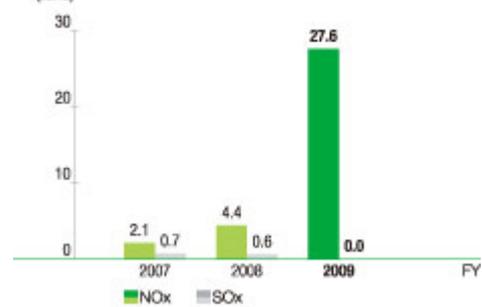
<b>Business lines</b>	Manufacture and sales of acoustic pianos, hybrid pianos, and electric pianos; manufacture of piano frames; and manufacture of wooden components for instruments
<b>Location</b>	Kakegawa, Shizuoka (Kakegawa Factory); Iwata, Shizuoka (Iwata Factory)
<b>Employees</b>	1,023 (Kakegawa Factory:895; Iwata Factory:62; Yamanashi Kogei:66)
<b>Site area</b>	Kakegawa Factory:222,410m <sup>2</sup> ; Iwata Factory:47,855m <sup>2</sup>

< Summary of Environmental Data (Kakegawa Factory)>

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



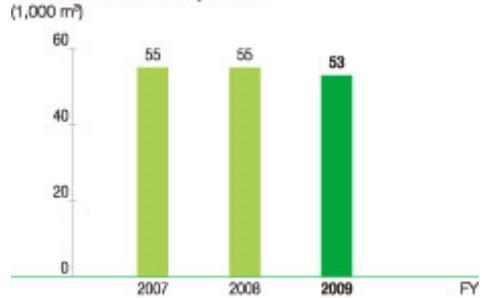
**NO<sub>x</sub>/SO<sub>x</sub> Emissions**  
(tons)



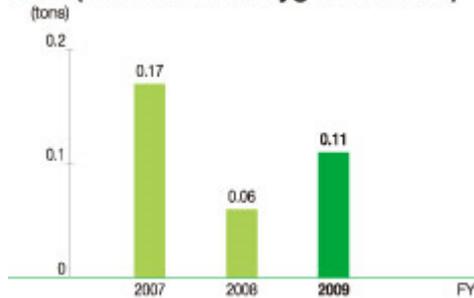
**Waste Generated/Landfill Rate**



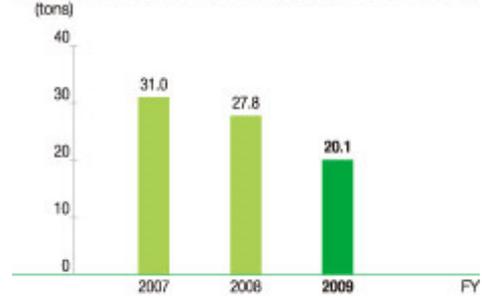
**Water Consumption**  
(1,000 m<sup>3</sup>)



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



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



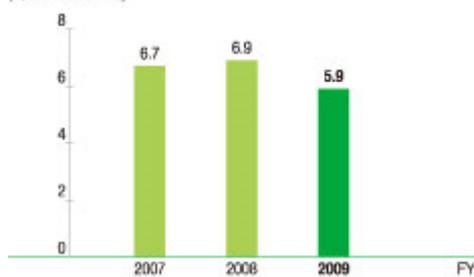
**PRTR Results FY2009**

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	
177	Styrene	71.5	12.3	0.0	0.0	0.0	0.0	0.8	58.3
227	Toluene	5.8	5.8	0.0	0.0	0.0	0.0	0.0	0.0
30	Bisphenol A-type Epoxy resin (liquid)	4.1	0.0	0.0	0.0	0.0	0.0	0.0	4.1
232	Nickel compounds	1.5	0.0	0.0	0.0	0.0	0.0	1.5	0.0
63	Xylene	1.3	1.3	0.0	0.0	0.0	0.0	0.0	0.0
231	Nickel	1.2	0.0	0.0	0.0	0.0	0.0	0.0	1.2
270	Di-n-butyl phthalate	1.0	0.0	0.0	0.0	0.0	0.0	0.7	0.4
	Others	1.6	0.6	0.0	0.0	0.0	0.0	0.0	0.9
	<b>Total</b>	<b>88.0</b>	<b>20.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>3.1</b>	<b>64.8</b>

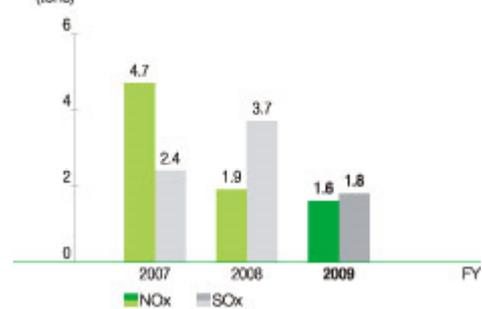
>>Click to enlarge

< Summary of Environmental Data (Iwata Factory)>

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



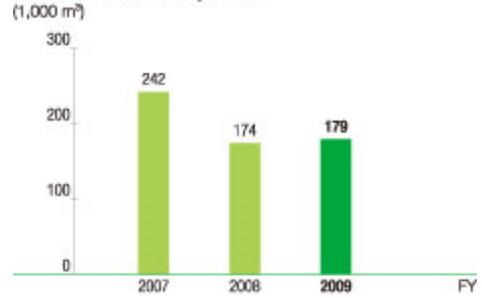
**NO<sub>x</sub>/SO<sub>x</sub> Emissions**  
(tons)



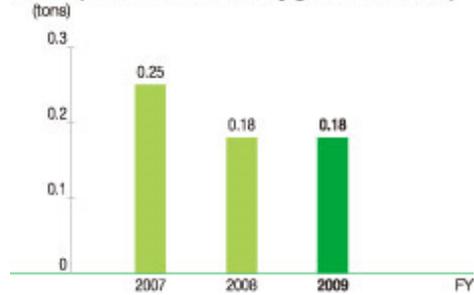
### Waste Generated/Landfill Rate



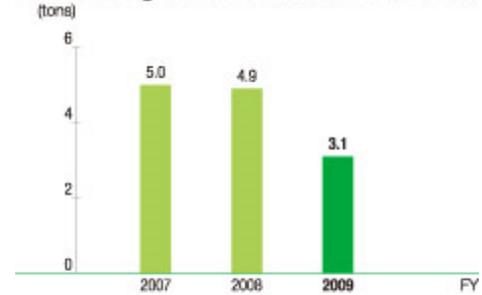
### Water Consumption



### BOD (Biochemical Oxygen Demand)



### PRTR-designated Substances Released



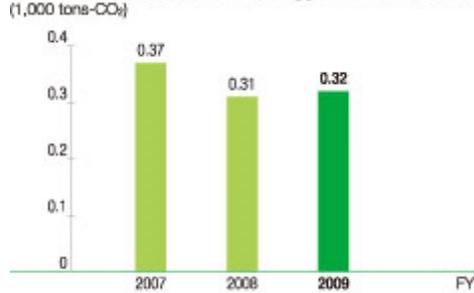
PRTR Results FY2009

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	
177	Styrene	2.1	0.7	0.0	0.0	0.0	0.0	0.0	1.4
227	Toluene	1.9	1.9	0.0	0.0	0.0	0.0	0.0	0.0
	Others	0.7	0.4	0.0	0.0	0.0	0.0	0.0	0.2
	Total	4.7	3.1	0.0	0.0	0.0	0.0	0.0	1.6

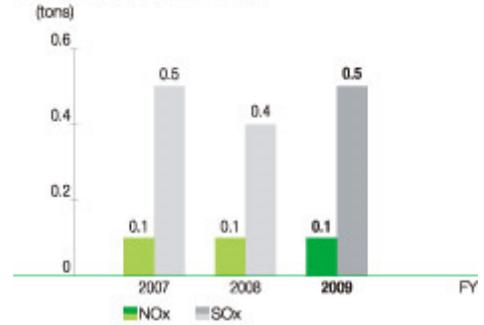
>>Click to enlarge

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

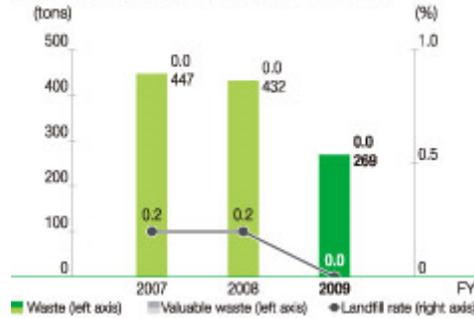
### CO<sub>2</sub> Emissions (from energy consumption)



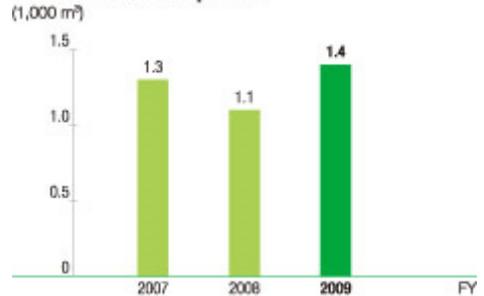
### NOx/SOx Emissions



### Waste Generated/Landfill Rate



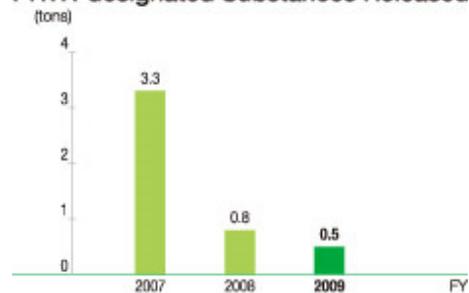
### Water Consumption



## BOD (Biochemical Oxygen Demand)

The company did not discharge any BODs into public watersheds.

## PRTR-designated Substances Released



### PRTR Results (FY2009)

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		
177	Styrene	1.3	0.3	0.0	0.0	0.0	0.0	0.0	1.0	
	Others	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	
	Total	1.4	0.5	0.0	0.0	0.0	0.0	0.0	1.0	

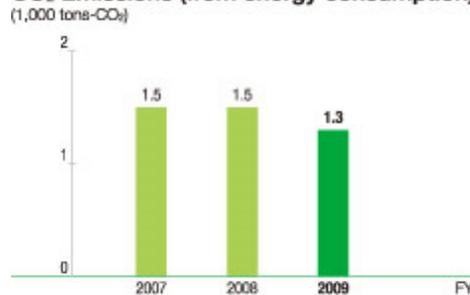
>>Click to enlarge

## Saitama Factory

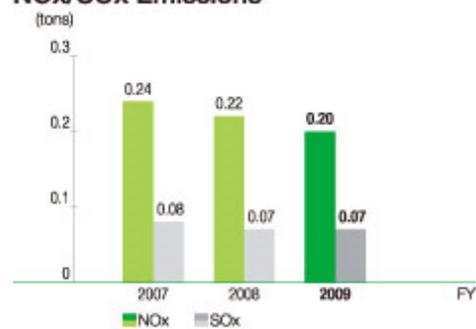
<b>Business lines</b>	Manufacture of brass instruments and manufacture of knock-down parts for brass and woodwind instruments
<b>Location</b>	Fujimino, Saitama
<b>Employees</b>	224
<b>Site area</b>	18,602m <sup>2</sup>

### < Summary of Environmental Data >

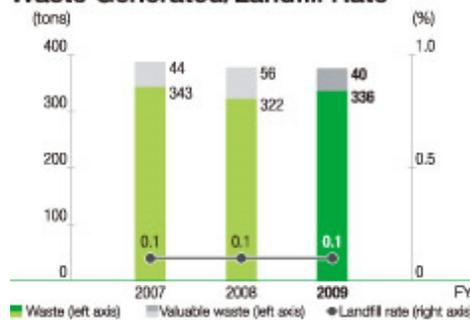
#### CO<sub>2</sub> Emissions (from energy consumption)



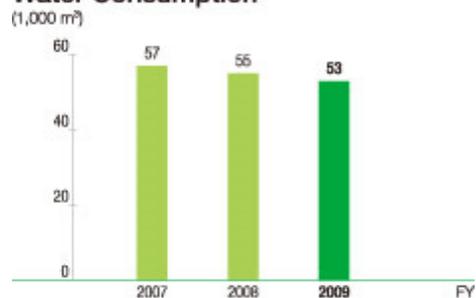
#### NO<sub>x</sub>/SO<sub>x</sub> Emissions



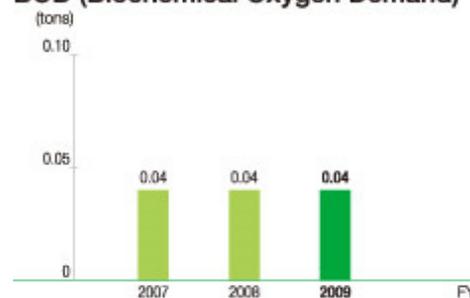
#### Waste Generated/Landfill Rate



#### Water Consumption



## BOD (Biochemical Oxygen Demand)



### PRTR Results (FY2009)

There were no PRTR-designated substances at the Saitama Factory.

No.	Substance	Volume	Reference
61	Sulfuric acid (including sulfuric acid trioxide)	21.1	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
7	Hydrogen chloride (including hydrochloric acid)	3.2	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
25	Nitric acid	1.0	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
	Total	25.2	

>>Click to enlarge

**PRTR Results** (FY2009)

(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.
177	Styrene	13.5	6.0	0.0	0.0	0.0	0.0	0.0	7.5
227	Toluene	1.8	1.7	0.0	0.0	0.0	0.0	0.0	0.1
63	Xylene	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
	Others	2.3	0.4	0.0	0.0	0.0	0.0	0.6	1.3
	<b>Total</b>	<b>18.6</b>	<b>9.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.6</b>	<b>8.9</b>

**PRTR Results** (FY2009)

(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.
63	Xylene	1.2	0.9	0.0	0.0	0.0	0.0	0.2	0.1
	Others	6.6	1.2	0.1	0.0	0.0	0.0	1.3	3.9
	Total	7.7	2.1	0.1	0.0	0.0	0.0	1.6	4.0

**PRTR Results** (FY2009)

(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.
177	Styrene	71.5	12.3	0.0	0.0	0.0	0.0	0.8	58.3
227	Toluene	5.8	5.8	0.0	0.0	0.0	0.0	0.0	0.0
30	Bisphenol A-type Epoxy resin (liquid)	4.1	0.0	0.0	0.0	0.0	0.0	0.0	4.1
232	Nickel compounds	1.5	0.0	0.0	0.0	0.0	0.0	1.5	0.0
63	Xylene	1.3	1.3	0.0	0.0	0.0	0.0	0.0	0.0
231	Nickel	1.2	0.0	0.0	0.0	0.0	0.0	0.0	1.2
270	Di-n-butyl phthalate	1.0	0.0	0.0	0.0	0.0	0.0	0.7	0.4
	Others	1.6	0.6	0.0	0.0	0.0	0.0	0.0	0.9
	<b>Total</b>	<b>88.0</b>	<b>20.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>3.1</b>	<b>64.8</b>

**PRTR Results** (FY2009)

(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.
177	Styrene	2.1	0.7	0.0	0.0	0.0	0.0	0.0	1.4
227	Toluene	1.9	1.9	0.0	0.0	0.0	0.0	0.0	0.0
	Others	0.7	0.4	0.0	0.0	0.0	0.0	0.0	0.2
	Total	4.7	3.1	0.0	0.0	0.0	0.0	0.0	1.6

**PRTR Results** (FY2009)

(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.
177	Styrene	1.3	0.3	0.0	0.0	0.0	0.0	0.0	1.0
	Others	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
	Total	1.4	0.5	0.0	0.0	0.0	0.0	0.0	1.0

**PRTR Results** (FY2009)

There were no PRTR-designated substances at the Saitama Factory.

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

No.	Substance	Volume	Reference
61	Sulfuric acid (including sulfuric acid trioxide)	21.1	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
7	Hydrogen chloride (including hydrochloric acid)	3.2	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
25	Nitric acid	1.0	Designated substance in Table 21 of the Life Environment Preservation Ordinance enforcement regulations
	Total	25.2	

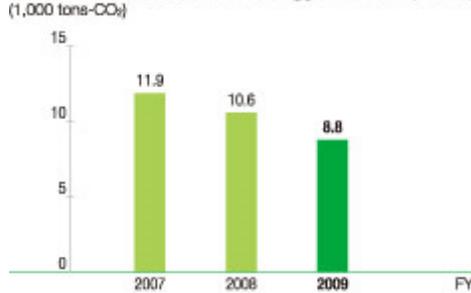
## (Environmental Data by Site)(2)

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

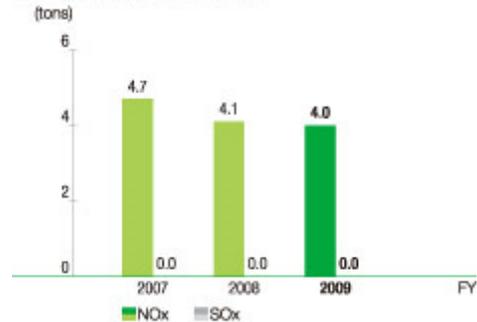
<b>Business lines</b>	Manufacture of automobile interior components, manufacture of factory automation (FA) equipment, metallic molds, and magnesium and plastic components, development of golf products, and production technologies for the Yamaha Group as a whole
<b>Location</b>	Hamamatsu, Shizuoka
<b>Employees</b>	879
<b>Site area</b>	182,829m <sup>2</sup>

#### < Summary of Environmental Data >

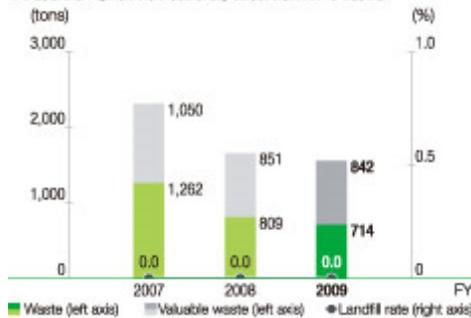
##### CO<sub>2</sub> Emissions (from energy consumption)



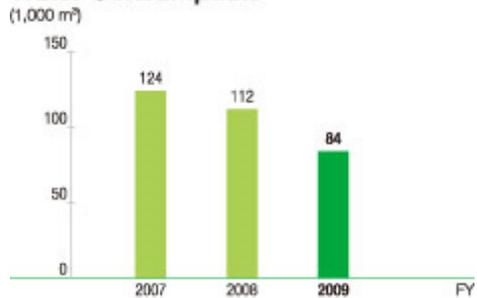
##### NO<sub>x</sub>/SO<sub>x</sub> Emissions



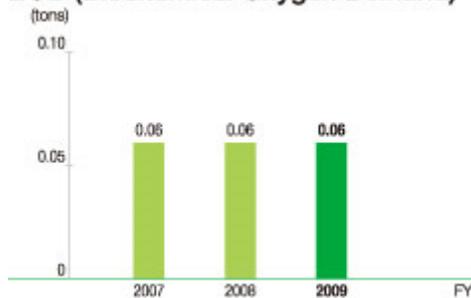
##### Waste Generated/Landfill Rate



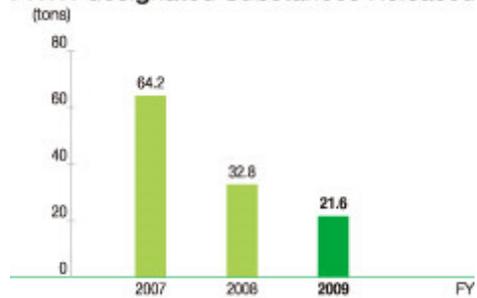
##### Water Consumption



##### BOD (Biochemical Oxygen Demand)



##### PRTR-designated Substances Released



#### PRTR Results (FY2008)

Defence No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc.
			Into air	Into public water	Into soil	Buried on facility premises	To sewerage system	Waste transferred	
177	Styrene	147.1	6.9	0.0	0.0	0.0	0.0	0.0	140.2
227	Toluene	10.5	6.1	0.0	0.0	0.0	0.0	0.6	3.9
63	Xylene	5.2	4.9	0.0	0.0	0.0	0.0	0.0	0.3
40	Ethylbenzene	3.8	3.6	0.0	0.0	0.0	0.0	0.0	0.1
	Total	166.7	21.6	0.0	0.0	0.0	0.0	0.6	144.5

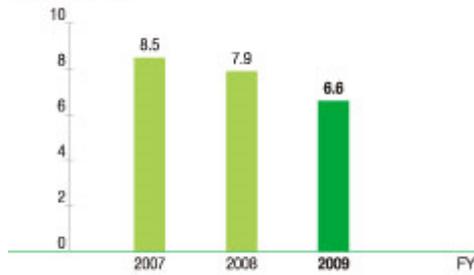
>>Click to enlarge

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

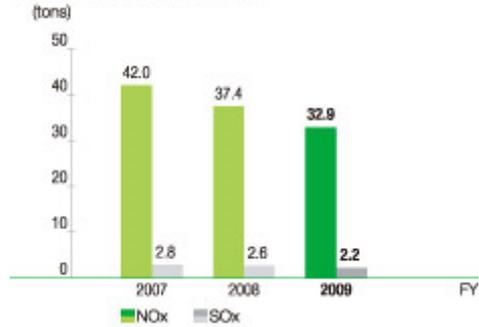
<b>Business lines</b>	Development, manufacture, and sales of lifestyle-related products
<b>Location</b>	Hamamatsu, Shizuoka
<b>Employees</b>	880
<b>Site area</b>	111,200m <sup>2</sup>

< Summary of Environmental Data >

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



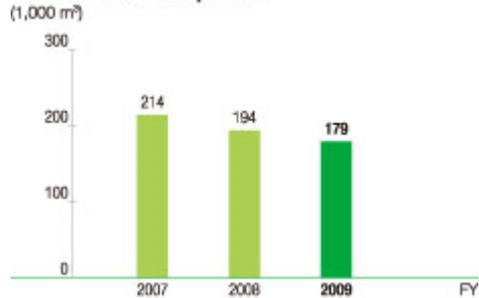
**NOx/SOx Emissions**



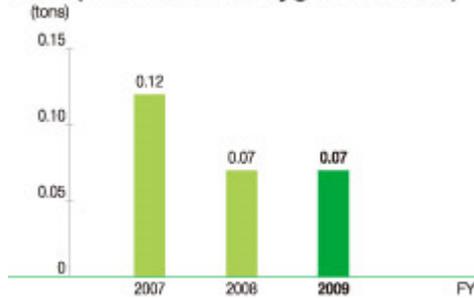
**Waste Generated/Landfill Rate**



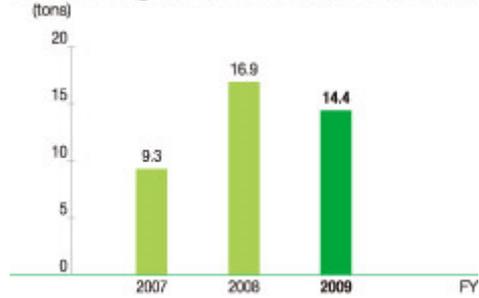
**Water Consumption**



**BOD (Biochemical Oxygen Demand)**



**PRTR-designated Substances Released**



**PRTR Results FY2008**

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			into air	into public water	into soil	Buried on facility premises	To sewerage system	Waste transferred	
177	Styrene	323.3	1.8	0.0	0.0	0.0	0.0	2.1	319.6
320	Methyl methacrylate	124.1	0.1	0.0	0.0	0.0	0.0	0.4	123.6
145	Dichloromethane	12.7	12.7	0.0	0.0	0.0	0.0	0.0	0.0
	Others	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.7
	<b>Total</b>	<b>460.9</b>	<b>14.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.6</b>	<b>443.9</b>

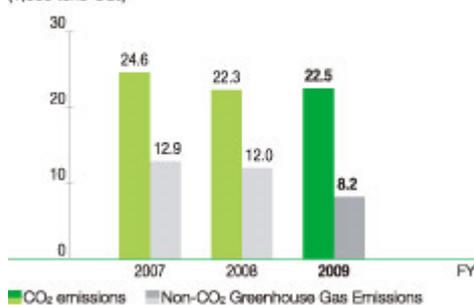
>>Click to enlarge

**Yamaha Kagoshima Semiconductor Inc.**

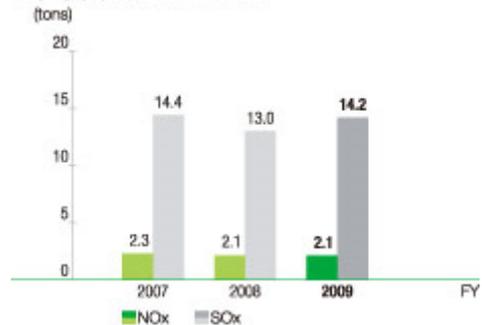
<b>Business lines</b>	Manufacturing of LSI's for specific semiconductor applications
<b>Location</b>	Aira-gun, Kagoshima
<b>Employees</b>	483
<b>Site area</b>	56,000m <sup>2</sup>

< Summary of Environmental Data >

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



**NOx/SOx Emissions**

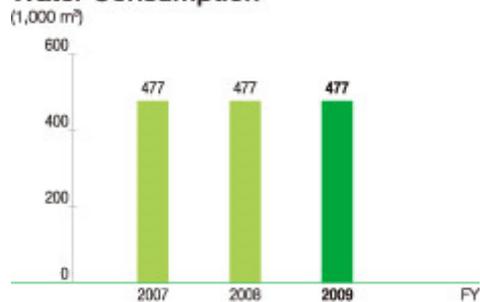


\* Primarily sulfur hexafluoride and perfluorocarbon.

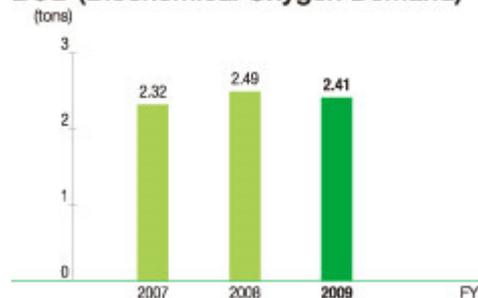
### Waste Generated/Landfill Rate



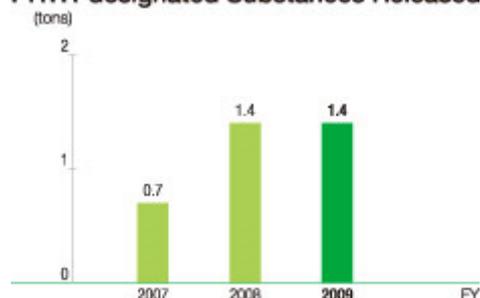
### Water Consumption



### BOD (Biochemical Oxygen Demand)



### PRTR-designated Substances Released



#### PRTR Results FY2009

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	
283	Hydrogen fluoride and its water-soluble salts	14.2	0.3	1.1	0.0	0.0	0.0	0.0	12.8
172	N,N-dimethylformamide	12.9	0.0	0.0	0.0	0.0	0.0	3.9	9.0
	Total	27.1	0.3	1.1	0.0	0.0	0.0	3.9	21.8

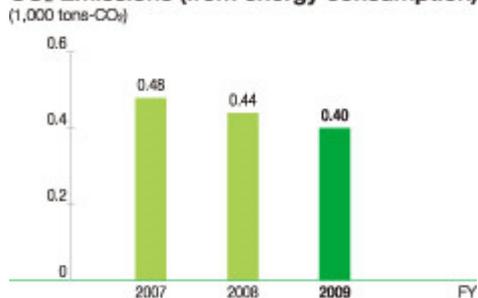
>>Click to enlarge

### D.S. Corporation

**Business lines** Manufacture of printed circuit board products, audio, visual, and instrument related devices, and ICT device products  
**Location** Fukuroi, Shizuoka  
**Employees** 149  
**Site area** 8,900m<sup>2</sup>

#### < Summary of Environmental Data >

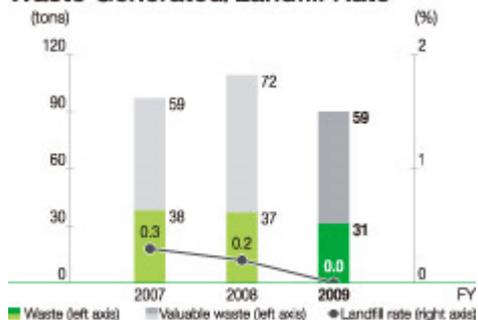
### CO<sub>2</sub> Emissions (from energy consumption)



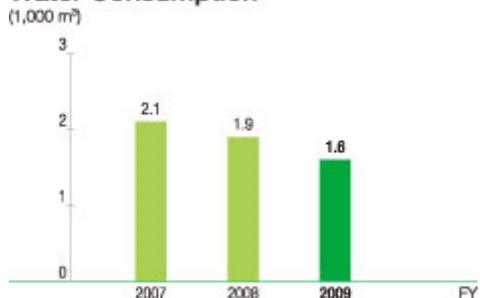
### NOx/SOx Emissions

The company did not emit any NOx or SOx.

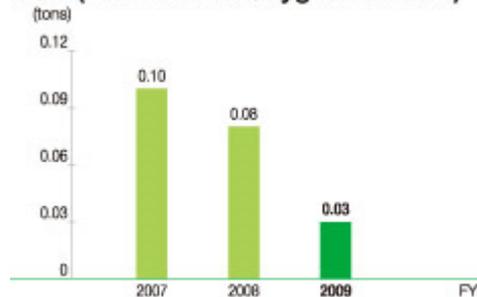
### Waste Generated/Landfill Rate



### Water Consumption



## BOD (Biochemical Oxygen Demand)



### PRTR Results (FY2009)

D.S. Corporation does not file a notification under the PRTR Law.

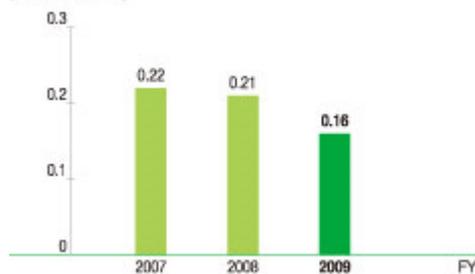
## Yamaha Music Winds Corporation

<b>Business lines</b>	Processing, assembly, packing and shipping of wind instrument parts
<b>Location</b>	Iwata, Shizuoka
<b>Employees</b>	154
<b>Site area</b>	4,742m <sup>2</sup>

### < Summary of Environmental Data >

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

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



#### NOx/SOx Emissions

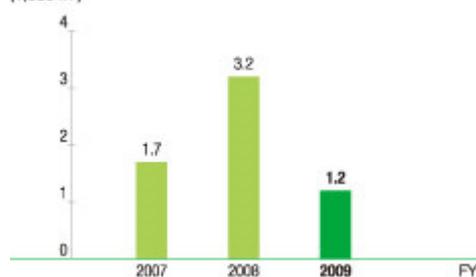
The company did not emit any NOx or SOx.

#### Waste Generated/Landfill Rate



#### Water Consumption

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



## BOD (Biochemical Oxygen Demand)

The company did not discharge any BODs into public watersheds.

### PRTR Results (FY2009)

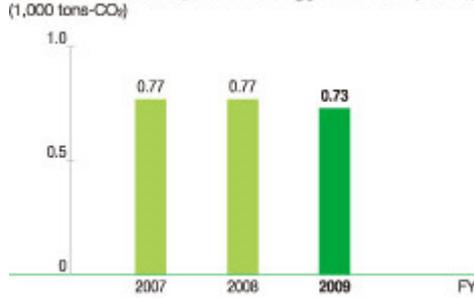
D.S. Corporation does not file a notification under the PRTR Law.

## Yamaha Music Craft Corporation

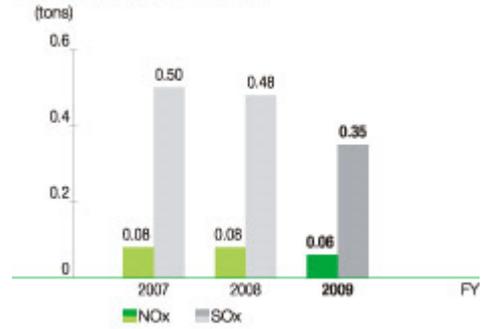
<b>Business lines</b>	Manufacture of string, and percussion instruments
<b>Location</b>	Hamamatsu, Shizuoka
<b>Employees</b>	104
<b>Site area</b>	14,474m <sup>2</sup>

< Summary of Environmental Data >

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



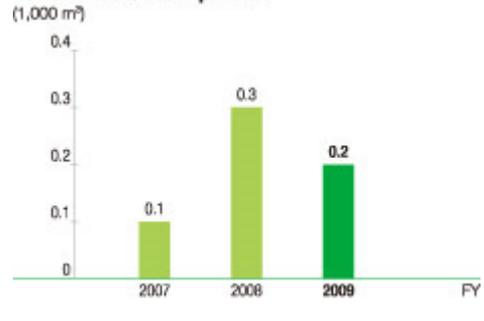
**NO<sub>x</sub>/SO<sub>x</sub> Emissions**



**Waste Generated/Landfill Rate**



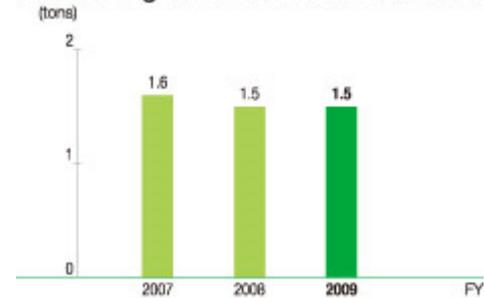
**Water Consumption**



**BOD (Biochemical Oxygen Demand)**

The company did not discharge any BODs into public watersheds.

**PRTR-designated Substances Released**



**PRTR Results (FY2009)**

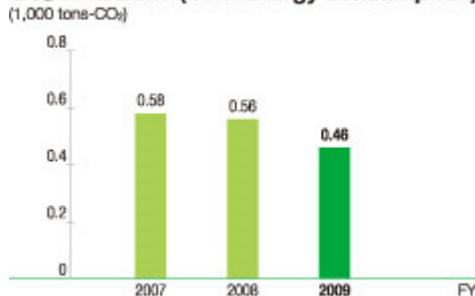
D.S. Corporation does not file a notification under the PRTR Law.

**Sakuraba Mokuzai Co., Ltd.**

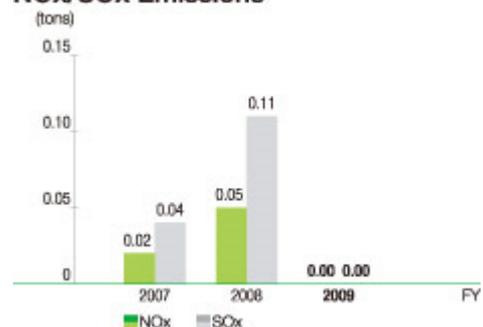
<b>Business lines</b>	Lumber manufacturing for musical instruments, processing of wooden parts, and manufacturing of other woodwork
<b>Location</b>	Kitaakita, Akita
<b>Employees</b>	55
<b>Site area</b>	52,854m <sup>2</sup>

< Summary of Environmental Data >

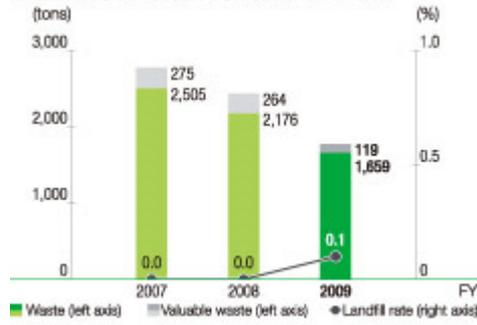
**CO<sub>2</sub> Emissions (from energy consumption)**



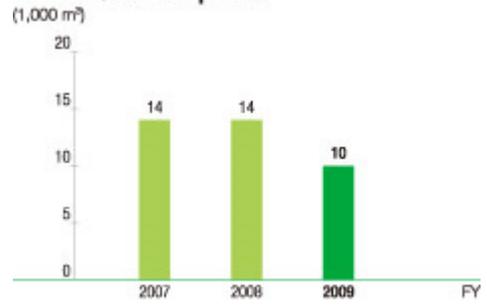
**NO<sub>x</sub>/SO<sub>x</sub> Emissions**



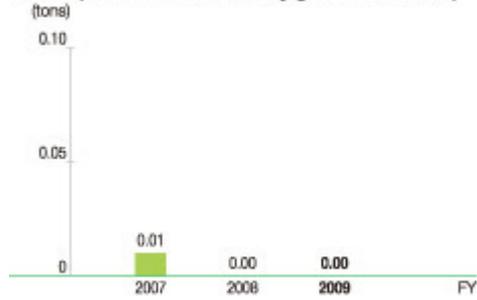
### Waste Generated/Landfill Rate



### Water Consumption



### BOD (Biochemical Oxygen Demand)



### PRTR Results (FY2009)

D.S. Corporation does not file a notification under the PRTR Law.

**PRTR Results** (FY2009)

(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.
177	Styrene	147.1	6.9	0.0	0.0	0.0	0.0	0.0	140.2
227	Toluene	10.5	6.1	0.0	0.0	0.0	0.0	0.6	3.9
63	Xylene	5.2	4.9	0.0	0.0	0.0	0.0	0.0	0.3
40	Ethylbenzene	3.8	3.6	0.0	0.0	0.0	0.0	0.0	0.1
	Total	166.7	21.6	0.0	0.0	0.0	0.0	0.6	144.5

**PRTR Results** (FY2009)

(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.
177	Styrene	323.3	1.6	0.0	0.0	0.0	0.0	2.1	319.6
320	Methyl methacrylate	124.1	0.1	0.0	0.0	0.0	0.0	0.4	123.6
145	Dichloromethane	12.7	12.7	0.0	0.0	0.0	0.0	0.0	0.0
	Others	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.7
	<b>Total</b>	<b>460.9</b>	<b>14.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.6</b>	<b>443.9</b>

**PRTR Results** (FY2009)

(tons)

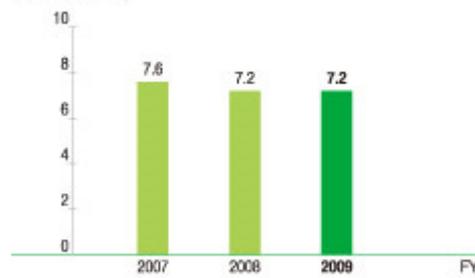
Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			into air	into public water	into soil	Buried on facility premises	To sewerage system	Waste transferred	Consumption, products, etc.
283	Hydrogen fluoride and its water-soluble salts	14.2	0.3	1.1	0.0	0.0	0.0	0.0	12.8
172	N.N. dimethylformamide	12.9	0.0	0.0	0.0	0.0	0.0	3.9	9.0
	Total	27.1	0.3	1.1	0.0	0.0	0.0	3.9	21.8

# (Environmental Data by Site)Resort Facilities

## Tsumagoi Co., Ltd.

<b>Business lines</b>	Management of hotel, restaurant and recreation facilities
<b>Location</b>	Kakegawa, Shizuoka
<b>Employees</b>	360
<b>Site area</b>	1,290,000m <sup>2</sup>

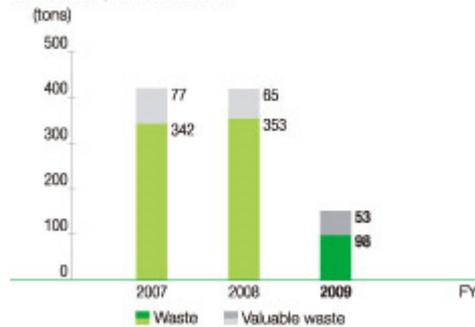
**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons-CO<sub>2</sub>)



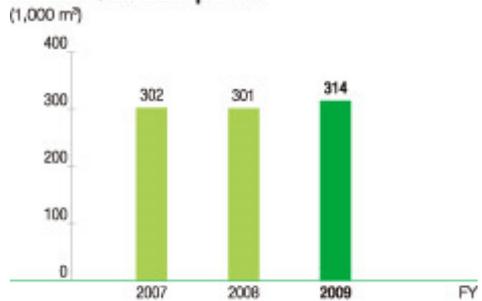
**NO<sub>x</sub>/SO<sub>x</sub> Emissions**  
(tons)



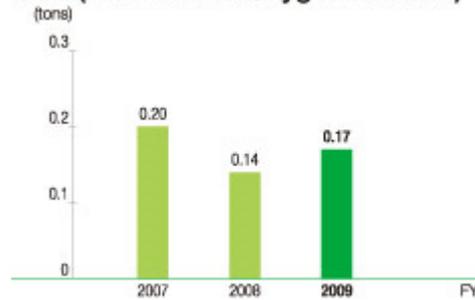
**Waste Generated**  
(tons)



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



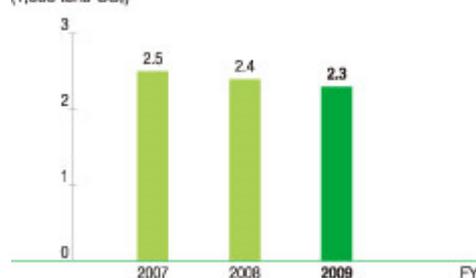
**BOD (Biochemical Oxygen Demand)**  
(tons)



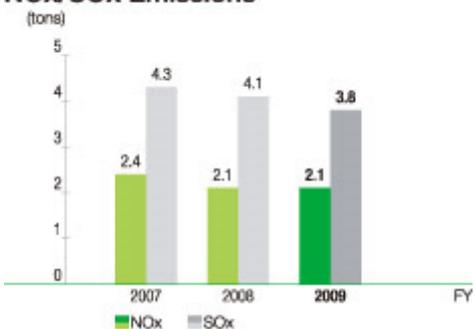
## Katsuragi Co., Ltd.

<b>Business lines</b>	Management of hotel, restaurant and golf facilities
<b>Location</b>	Fukuroi, Shizuoka
<b>Employees</b>	230
<b>Site area</b>	1,380,000m <sup>2</sup>

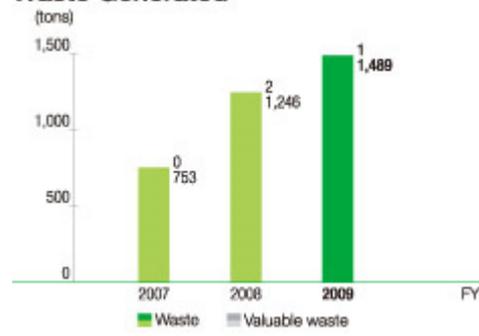
**CO<sub>2</sub> Emissions (from energy consumption)**  
(1,000 tons-CO<sub>2</sub>)



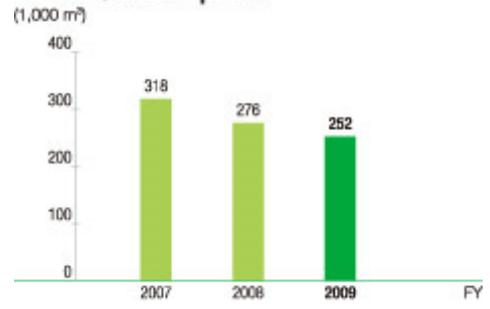
**NO<sub>x</sub>/SO<sub>x</sub> Emissions**  
(tons)



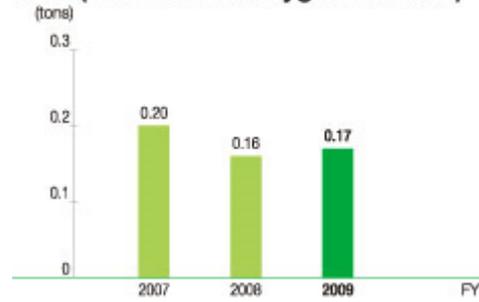
### Waste Generated



### Water Consumption



### BOD (Biochemical Oxygen Demand)



# (Environmental Data by Site)Sales Offices,Overseas

## Main Sales Offices of Yamaha Corporation

Office Name	Unit	Tokyo Office	Osaka Office	Nagoya Office
Location		Miyato-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	713	198	120
Site Area	m <sup>2</sup>	6,864	2,195	800
CO <sub>2</sub> Emissions	10,000 tons/year	0.05	0.01	0.03
Waste Generated	Tons/year	99	3	6
Water Consumption	10,000 m <sup>3</sup> /year	0.9	—	0.3

## Group Manufacturing Companies Located Overseas

Office Name	Unit	Taiwan Yamaha Musical Inst. Mfg. Co., Ltd.*	Tianjin Yamaha Electronic Musical Instruments, Inc.
Location		Taipei, Taiwan	Tianjin, China
Business		Manufacture of pianos and piano parts	Manufacture of electronic musical instruments
Employees	People	100	1,460
Site Area	m <sup>2</sup>	87,567	30,729
CO <sub>2</sub> Emissions	10,000 tons/year	0.1	1.5
Waste Generated	Tons/year	172	97
Water Consumption	10,000 m <sup>3</sup> /year	1.2	9.1

\* Production concluded in the first half of FY2009.

Office Name	Unit	Xiaoshan Yamaha Musical Instruments Co., Ltd.	Yamaha Electronics (Buzhou) Co., Ltd.	Hangzhou Yamaha Musical Instruments Co., Ltd.
Location		Hangzhou, China	Buzhou, 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	388	1,020	1,970
Site Area	m <sup>2</sup>	43,000	120,000	150,000
CO <sub>2</sub> Emissions	10,000 tons/year	0.6	0.3	1.8
Waste Generated	Tons/year	386	66	1,511
Water Consumption	10,000 m <sup>3</sup> /year	6.1	2.8	21.9

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	995	2,205	3,822
Site Area	m <sup>2</sup>	58,500	22,500	120,000
CO <sub>2</sub> Emissions	10,000 tons/year	0.5	0.5	1.5
Waste Generated	Tons/year	198	1,995	255
Water Consumption	10,000 m <sup>3</sup> /year	8.7	5.6	7.5

Office Name	Unit	PT. Yamaha Indonesia	PT. Yamaha Electronics Manufacturing Indonesia	Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.
Location		Jakarta, Indonesia	East Java, Indonesia	Cherok, Malaysia
Business		Manufacture of pianos	Manufacture of AV equipment (speakers)	Manufacture of AV products, manufacture and sale of AV service parts
Employees	People	841	765	1,100
Site Area	m <sup>2</sup>	19,542	50,000	106,610
CO <sub>2</sub> Emissions	10,000 tons/year	0.4	0.2	0.4
Waste Generated	Tons/year	686	9.4	5.3
Water Consumption	10,000 m <sup>3</sup> /year	2.7	2.3	6.9

>>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	713	198	120
Site Area	m <sup>2</sup>	6,664	2,195	600
CO <sub>2</sub> Emissions	10,000 tons/year	0.05	0.01	0.03
Waste Generated	Tons/year	39	3	6
Water Consumption	10,000 m <sup>3</sup> /year	0.9	—	0.3

## Group Manufacturing Companies Located Overseas

Office Name	Unit	Taiwan Yamaha Musical Inst. Mfg. Co., Ltd.*	Tianjin Yamaha Electronic Musical Instruments, Inc.
Location		Taoyuan, Taiwan	Tianjin, China
Business		Manufacture of pianos and piano parts	Manufacture of electronic musical instruments
Employees	People	100	1,460
Site Area	m <sup>2</sup>	87,567	30,729
CO <sub>2</sub> Emissions	10,000 tons/year	0.1	1.5
Waste Generated	Tons/year	172	97
Water Consumption	10,000 m <sup>3</sup> /year	1.2	9.1

\* Production concluded in the first half of FY2009.

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	388	1,020	1,970
Site Area	m <sup>2</sup>	43,000	120,000	150,000
CO <sub>2</sub> Emissions	10,000 tons/year	0.6	0.3	1.8
Waste Generated	Tons/year	386	66	1,511
Water Consumption	10,000 m <sup>3</sup> /year	6.1	2.8	21.9

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	995	2,205	3,822
Site Area	m <sup>2</sup>	58,500	22,500	120,000
CO <sub>2</sub> Emissions	10,000 tons/year	0.5	0.5	1.5
Waste Generated	Tons/year	198	1,995	255
Water Consumption	10,000 m <sup>3</sup> /year	8.7	5.6	7.5

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	841	765	1,100
Site Area	m <sup>2</sup>	19,542	50,000	106,610
CO <sub>2</sub> Emissions	10,000 tons/year	0.4	0.2	0.4
Waste Generated	Tons/year	666	9.4	5.3

Water Consumption	10,000 m <sup>3</sup> /year	2.7	2.3	6.9
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## ISO 14001-Certified Sites

### Yamaha Corporation Factories in Japan

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

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

### Group Manufacturing Companies in Japan

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

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

### Group Manufacturing Companies Located Overseas

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

### Main Sales Offices of Yamaha Corporation

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

### Resort Facilities

Site	Acquisition Date
Katsuragi Co., Ltd.	Nov. 2001
Tsumagoi Co., Ltd.	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 Brigades begins
FY1990	■ Use of trichloroethylene and tetrachloroethylene eliminated
FY1993	■ Use of specified OFCs and trichloroethane eliminated ■ The "Sient"™, an instrument designed specifically for the residential environment, released. This was the first of a series of Sient™ instruments to be developed and released ■ "Yamaha's Policy on the Environment" and "The Six Principles of Yamaha's Corporate Environmental Activity" enacted ■ Environmental Committees 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 clean-up operations ■ Kakogawa 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
FY2005	■ 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
FY2006	■ Yamaha Livingtec Corporation installs a cogeneration system ■ 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
FY2007	■ Completion of ISO 14001 certification for support businesses ■ 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 Enshu-nada'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 Electrode™ keyboards begins operation ■ Acoustic guitar developed using the A.R.E.L. (Acoustic Resonance Enhancement) low-environmental impact wood reforming technology
FY2008	■ Yamaha materials and components procurement policy enacted ■ Yamaha Livingtec Corporation begins developing and selling wood chips made from waste wood ■ The SN Business Division marks Yamaha Corporation's first exhibition at EcoProducts 2008 ■ Yamaha exhibits at "Shizuoka Environment and Forests Fair" for the first time ■ Natural gas cogeneration system installed at the Kakogawa Factory ■ Gas emissions treatment equipment installed at Yamaha Kagoshima Semiconductor Inc. ■ Purification of groundwater contamination by chlorinated organic solvents at the Toyooka Factory completed ■ Kakogawa Factory receives an honorable mention in the fiscal 2008 PRTR Awards competition
FY2009	■ The Yamaha Ladies Open Katsunagi golf tournament introduces Green Power certification ■ Yamaha conducts 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)
FY2010	■ Yamaha launches activities under the system for integrated ISO 14001 certification of domestic Group companies ■ Introduction of system to manage chemical substances in products (to comply with the E.U. REACH Directive and other regulations)

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## Third-Party Opinion

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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.

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

As part of efforts to prevent global warming, Shizuoka Prefecture has brought government, citizens, and corporations together in rolling out the “STOP Global Warming Action Campaign.”

This summer, I visited the Yamaha Corporation's Kakegawa Factory, which is part of the campaign's Executive Committee. I watched the grand piano manufacturing process, and saw the plant's energy cogeneration system. This gave me insight into the Company's approach to CSR, which is based on its philosophy of “Creating ‘Kando’ Together,” its core DNA and expert craftsmanship, and its environmental initiatives.

### Management Focus on CSR and the Environment

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With its roots in sound and music, Yamaha works to expand its range while valuing communication with its stakeholders, and takes great care in disseminating information about its CSR initiatives through a wide variety of communication mediums. This CSR-focused approach comes through vividly in the Company's new medium-term management plan, which starts in fiscal 2010.

Yamaha's environmentally conscious management approach can be found across its entire business line, from procurement, to development, manufacturing, and use, and on through to its disposal practices. An overview of the status of those efforts can be seen in its Goals and Achievements in the Environmental Initiatives. These efforts to make the Company's environmental initiatives more visible, including publication of environmental accounting data on its website, and the very convincing message this sends, should be highly commended.

If I were to ask for anything else, it would be that the Company becomes an even more powerful communicator of CSR and environmental data, and comes up with ways to develop even more appealing data and methods (for example, data regarding its carbon footprint, a measure of environmental impact, or information on environment-related research and development).

### Trees Are an Instrument's Lifeblood

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The value of an instrument lies in its ability to create the most perfect resonance with the sensitivities all humans possess, and wood accomplishes this better than any other material. In one sense, Yamaha's 120-year history has been built around a deep relationship with the wood that gives its instruments life. For example, the sound board, which determines a piano's delicate tone, is 80-90% composed of wood. This is one reason why the 2010 CSR Report focuses on wood as its main theme.

Through its activities as a “Shizuoka Forests of the Future Supporter System”, the Yamaha Forest, and other efforts, Yamaha goes beyond its primary business to take a proactive role at home and abroad in supporting forest revitalization. From the viewpoint of environmental, social, and corporate sustainability, however, I believe Yamaha could also make an important choice to treat these efforts themselves as the Company's primary business. This would enable the Company to secure its own sources of wood, the key material in its instruments, while expanding carbon sinks, in turn leading to the preservation of biodiversity and the ecosystem.

### Member of Society, Citizen of the World

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From the CSR policies outlined in this report, it is obvious that the Yamaha Group brings a well-defined intent and sophisticated means to its efforts to contribute to society as a corporate citizen, based on its roots in sound and music. Going forward, I hope the Group will push ahead even further with specific initiatives to spread both music and environmental education, in line with the policies laid out here. To do that, it is critical that the Company's employees work to sharpen their individual sensitivity to environmental and social shifts, and that the Company and its employees come together in promoting its CSR initiatives.

## RESPONSE

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

This year we are grateful to receive third-party feedback from Hiroaki Satoh, one of the people active in promoting the "STOP Global Warming Action Campaign."

We are particularly glad to have his evaluation on our deployment of CSR and environmental initiatives. Going forward, we will continue both to promote our activities and to place importance on communicating with stakeholders, including through careful dissemination of information.

Regarding Yamaha's relationship with wood, in our future activities we will take into account Dr. Satoh's point about the importance of going beyond simply voluntary activities and to make woodrelated efforts Yamaha's primary business.

Going forward, the Company will work together with employees to promote continuous action in the fields of sound and music, environmental consideration, and local contribution, in line with the Yamaha Corporation Group's CSR Policy.