



CSR Report 2016

Digest Edition

CSR Management



Message from the President



**Yamaha Corporation Group
CSR Policy**



CSR Management



**Engagement with
Stakeholders**



**CSR Management Promotion
Plan**



UN Global Compact

Message from the President

1. Realizing Our Corporate Philosophy
2. New Medium-Term Management Plan Includes CSR Issues
3. Addressing Strategic CSR Themes
4. Aiming at "Becoming an Indispensable, Brilliantly Individual Company"



Realizing Our Corporate Philosophy

The Yamaha Group is taking initiatives in its business activities to realize its corporate philosophy, which it has expressed as "With our unique expertise and sensibilities, gained from our devotion to sound and music, we are committed to creating excitement and cultural inspiration together with people around the world." Under this philosophy, we support the development of culture by providing technologies, products, and services that people can use to create rich cultural experiences and spread inspiration and, thereby, fulfill the *raison d'être* of the Yamaha Group. As a leading company in the fields of sound and music, we will always work to create new inspiration with the peoples of the world. To do this, our management activities must be transparent and meet the highest standards, and we believe we must continue to develop our businesses with a view to customer needs and social issues from a broader perspective.

In 2015, the Yamaha Group prepared its *Corporate Governance Policies* statement, which contains Yamaha's basic corporate governance policies and helps prepare the way for sustainable growth and increasing Yamaha's medium- to long-term corporate value. Also, in April 2016, we reformulated our corporate philosophy framework to make clear the value that we provide to customers and society through our products and services and reaffirm the values that the Group shares as a whole and how we put these values into practice. Based on these policies and its corporate philosophy, the Yamaha Group conducts sound and highly transparent management as well as activities that reflect our awareness of society and the natural environment. Thereby, Yamaha continues to endeavor to create excitement and cultural inspiration together with the peoples of the world.

New Medium-Term Management Plan Includes CSR Issues

Under its previous medium-term plan, "Yamaha Management Plan 2016 (YMP2016)," which covered the three-year period through March 31, 2016, Yamaha implemented its key strategies, including expanding sales of the electronics business domain and boosting cost-competitiveness. As a result of these initiatives, Yamaha attained all the targets of the plan for net sales, operating income, return on equity (ROE), and other key numerical performance indicators. In April 2016, Yamaha launched the new "NEXT STAGE 12" medium-term management plan, aimed at attaining the management vision for the medium- to long-term of "Becoming an Indispensable, Brilliantly Individual Company." The basic strategy under the new plan will be to boost brand power through "Consolidating Competitive Superiority through Adding New Value and Differentiation." To accomplish this, Yamaha is implementing initiatives to (1) develop products with distinctive individuality, (2) enhance customer interaction, (3) continually reduce costs, and (4) strengthen global business platforms. Our view is that in realizing these objectives, addressing CSR issues will be extremely important. Therefore, we have selected those CSR issues that we think we should strengthen, designated them as strategic CSR themes, and included them in our new

medium-term plan. Looking ahead, the Group as a whole will undertake CSR initiatives focusing on these strategic CSR themes and endeavor to contribute to the sustained development of the Yamaha Group and the sustainability of society.

Addressing Strategic CSR Themes

In the new medium-term management plan, we have included three environmental initiatives: (1) use timber sustainably, (2) reduce greenhouse gas emissions, and (3) enhance development of environmentally friendly products and technologies. Sustainable procurement of timber is a high-priority issue for Yamaha because we use such materials, and we are, therefore, making more stringent confirmations related to traceability and compliance with legal provisions to be sure timber was not cut illegally. We are also expanding the volume of procurement of timber certified to be from properly managed forests. To reduce greenhouse gas emissions, we are preparing plans to expand the scope of emissions supervision to include our supply chains, shifting actively to renewable energy sources in view of the content of the COP21 agreement, and implementing other measures. To offer our customers easily understandable information on our environmentally friendly products, we actively implemented the Yamaha Eco-Products Program, an in-house verification system, starting in 2015, and we aim to promote the development of additional environmentally friendly products.

Initiatives we are undertaking actively from the perspective of society are (1) enhancing development of products and services that address issues facing society, (2) developing regional community-based businesses, (3) promoting diversity, (4) promoting socially responsible procurement, and (5) taking systematic initiatives for the respect of human rights. As one example of our products and services aimed at alleviating social issues, we can cite our *Omotenashi Guide*^{*}, which is a sound-based universal support service. This guide has been given high marks in tests held in many public places.

Activities to put down deep roots in local communities around the world include our initiatives to promote music education in Malaysia and Indonesia. These activities provide opportunities for performing on instruments and also having the pleasure of performing for children in public elementary schools who may have never had the chance to play musical instruments. In addition, in Latin America, Yamaha supports the activities of orchestras to aid in promoting the healthy development of young people and is working to put into place the infrastructure needed for spreading music, including the provision of instrument repair technicians. Yamaha plans to continue these activities and expand them going forward.

Regarding the promotion of diversity, in view of the fact that about 70% of our sales are now made outside Japan, we are reaffirming that the diversity of our personnel will be the wellspring of value creation in the years to come. Accordingly, we are promoting the training and the assignment of personnel without regard for nationality. Also, as a result of our measures to encourage women to be active in business and other related initiatives, we are working to create a corporate culture where each and every employee can draw fully on their sensibilities and creativity.

* Hospitality guide

Aiming at "Becoming an Indispensable, Brilliantly Individual Company"

In the medium- to long-term, Yamaha's goal is "Becoming an Indispensable, Brilliantly Individual Company." To realize this vision, it is important for us to continually offer new value to society, act responsibly as a global enterprise, and secure the trust of all our stakeholders. As a signatory to the United Nations Global Compact, Yamaha observes the Compact's Ten Principles of corporate behavior. Yamaha is also aware of the global social and environmental issues indicated by the U.N.'s launching of the Sustainable Development Goals (SDGs) in September 2015 and is working toward solutions to these issues through its business activities.

The Yamaha Group will continue to work in partnership with society, and, through the pursuit of business activities that have their origins in sound and music, will endeavor to contribute to the sustainable development of society.

President and Representative Director Yamaha Corporation



Yamaha Corporation Group CSR Policy

Our Aim is "Sharing Passion & Performance"

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

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

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

Formulated in February 2010 and revised in June 2016

Yamaha Corporation Group CSR Policy

 Japanese /  English /  Chinese /  Indonesian

CSR Management

1. Basic Approach to CSR
2. CSR Management Applying ISO 26000
3. Development of Strategic CSR Themes
4. Communication with Stakeholders
5. CSR Education
6. Applying CSR Report in the Company
7. In-house Seminar Held on the Theme "Creation of Products and Services with a Focus on Social Issues"
8. CSR Management Promotion Plan

Basic Approach to CSR

The mission of the Yamaha Group is to continue pursuing its corporate philosophy of "With our unique expertise and sensibilities, gained from our devotion to sound and music, we are committed to creating excitement and cultural inspiration together with people around the world." To put this philosophy into practice, Yamaha works to establish and maintain bonds of trust with its stakeholders while also contributing to the creation of a sustainable society through its business activities.

CSR Management Applying ISO 26000

The Yamaha Group continues to engage in a variety of CSR issues by offering products and services and engaging in business processes and corporate activities in regional societies.

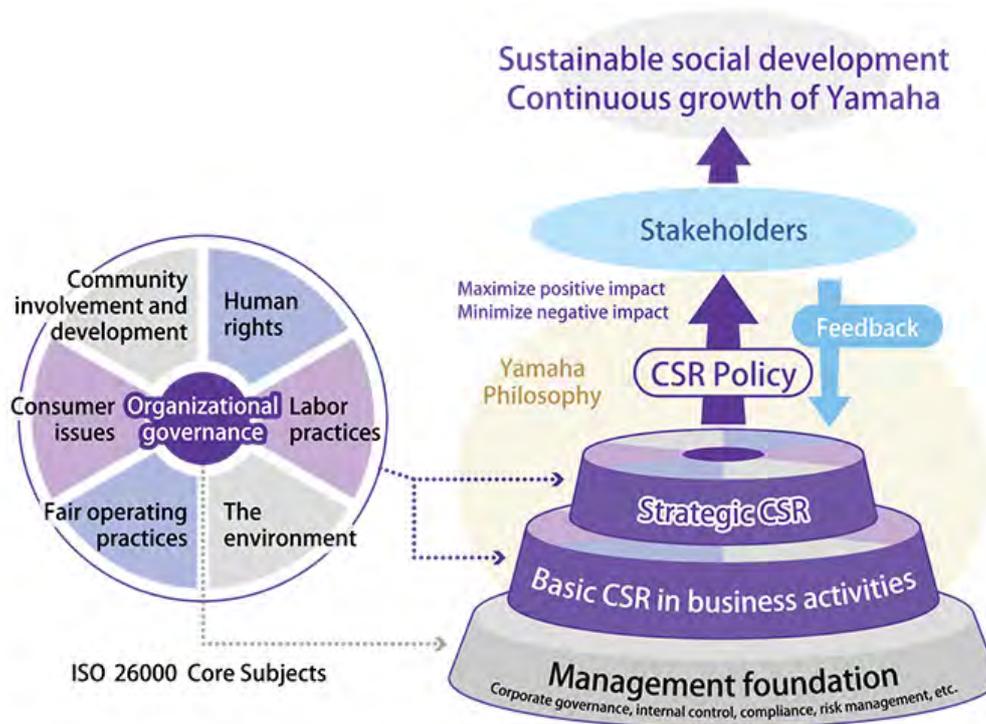
In promoting CSR initiatives, it is important to respond as well as possible to the needs and expectations of society in addition to the issues on which the Yamaha Group itself focuses. Based on this recognition, as of fiscal 2014, Yamaha has been applying ISO 26000 Guidance on Social Responsibility to inspect the status of CSR activities in the Yamaha Group. In fiscal 2015, we organized activities in accordance with the core subjects of ISO 26000. Based on the goal of influencing stakeholders, we set forth the "CSR Promotion Plan," which includes prioritized themes and items for future initiatives of the Yamaha Group.

Development of Strategic CSR Themes

In fiscal 2016, in accordance with the CSR Promotion Plan, we confirmed progress in each theme. We also made sure that we understood the demands and needs of our customers, the local communities in which we work, NPOs and NGOs, our employees, socially responsible investment (SRI) research organizations and others, and listened to experts from outside the company. From this, we then devised the themes necessary for further promotion. Based on medium- and long-term management strategies that focus on our management vision, those themes were discussed at the executive level and we formulated "The Strategic CSR Themes" of the Yamaha Group.

Moreover, according to those strategic CSR themes, we revised our CSR policy and included it as a business issue of each ESG perspective in the medium-term management plan, "NEXT STAGE 12." From now on, we plan to set numerical targets in order to measure progress more easily.

[Yamaha Corporation Group CSR Policy](#) >



Strategic CSR Themes

- Development of products and services with a focus on social issues (universal design, environmentally friendly products, application of sound technologies, etc.)
- Development of regional community-based business and social contribution activities (resolution of regional issues through music, contribution to the development of regional communities, etc.)
- Lowering of greenhouse gas emissions (emission management that expands the scope of emissions throughout the entire supply chain, etc.)
Sustainable procurement of timber (stringent verification of traceability and lawfulness, expanded use of certified timber, etc.)
- Socially responsible procurement (by confirming adherence to the Yamaha Supplier CSR Code of Conduct and making requests for improvements when necessary, etc.)
- Systematic initiatives for the respect of human rights (evaluating the influence of our business activities on human rights, etc.)
- Promotion of diversity and human resources development (promotion of the active role of female workers, cultivation of global human resources, etc.)

Strategic CSR Theme Selection Process

Inspect contents of activities

- Inspect previous initiatives for the core subjects of ISO 26000 (fiscal 2014.)

Organize CSR Promotion Plan

- Organize activities in line with the core subjects of ISO 26000. (fiscal 2015)

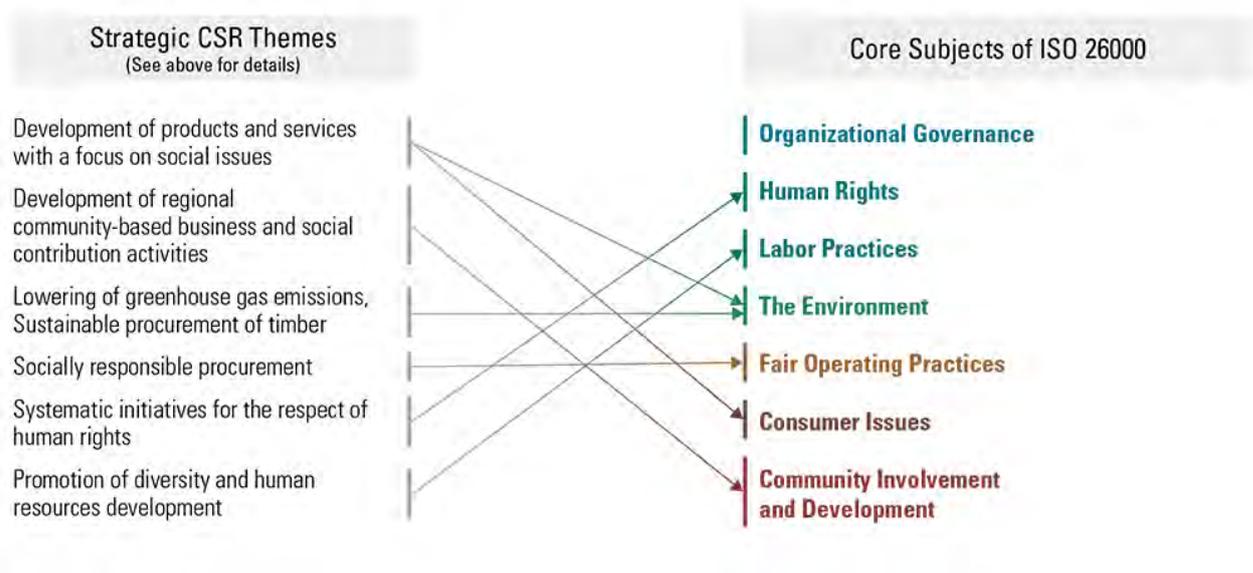
Extract priority issues

- Check progress in accordance with CSR Promotion Plan
- Understand items requested regarding sustainability (our customers, local communities, NPOs and NGOs, employees, SRI research organizations and others)
- Extract priority issues after listening to experts outside of the company (fiscal 2016)

Strategic CSR Theme Development

- Based on medium- and long-term management strategies that focus on management vision, the themes were discussed among executive management and "The Strategic CSR Themes" were formulated to strengthen promotion.
- Reflect the contents of The Strategic CSR Themes in the CSR Policy (fiscal 2017)

Relationship between The Strategic CSR Themes and Core Subjects of ISO 26000



Communication with Stakeholders

[Engagement with Stakeholders](#) >

CSR Education

In promoting initiatives based on our CSR Policy, the Yamaha Group believes it is important to deepen employee understanding of CSR and raise awareness for environmental and social issues. The Yamaha Group engages in educational and awareness-raising activities by sending CSR information via its website and Intranet, as well as training and seminars for all employees, from managers to new recruits, with the aim of promoting CSR throughout each aspect of its business operations.

Fiscal 2016 Results

Item	Target	Content	Number of participants
In-house seminar	Management team and department managers, general employees	A seminar by experts from outside the company, Lecture on the creation of products and services with a focus on social issues	250
Basic CSR training	New recruits, etc.	Introduction to CSR, explanation of Yamaha Group CSR Policy and measures, etc.	52



CSR education at new recruit training

Applying CSR Report in the Company

In June 2015, we distributed the CSR Report (booklet) to all the employees of the Yamaha Group in Japan in order for them to understand the CSR Policy and results of CSR initiatives. In addition, we conducted a "CSR Quiz"—based on the report—over the Intranet in order to promote a better understanding.



"CSR Quiz"



Intranet CSR website for sharing information with employees

In-house Seminar Held on the Theme "Creation of Products and Services with a Focus on Social Issues"

In fiscal 2016, the Yamaha Group planned and began implementing six themes (i.e., Strategic CSR Themes) in order to further promote its CSR. In February 2016, an in-house seminar was held on the theme "Creation of Products and Services that Address Issues Facing Society," and approximately 250 employees from the Yamaha Group participated.

We invited Mr. Manabu Akaike, a director at the Universal Design Research Institute, to talk about contributing to solve social issues and creating business products and services. Mr. Akaike was the first person to apply social innovation such as universal design to develop products, facilities and regions in response to environmental and welfare needs.

While focusing on practicing CSR, Yamaha is growing momentum in introducing universal designs and eco-conscious designs, and creating products and services that approach solving social problems. Having raised further awareness through the seminar, plans are to increase our activities in this area.



In-house seminar with guest speaker Mr. Akaike.

CSR Management Promotion Plan

[CSR Management Promotion Plan >](#)

Engagement with Stakeholders

1. Opportunities and Methods for Communicating with Key Stakeholders
2. Customers
3. Shareholders/Investors
4. Employees
5. Business partners (suppliers, clients, subcontractors)
6. Local communities
7. Global environment

The Yamaha Group's business activities are conducted through relationships with various interested parties. We consider these parties to be key stakeholders and categorize them into separate groups, such as the customers to whom we provide products and services, the shareholders and investors, our employees, our business partners (suppliers, clients and subcontractors), and the people in the regional communities where we develop our business. We also place importance on consideration for the global environment since our business activities could have both positive and negative influence on it.

The Yamaha Group encompasses "Customer-Oriented and Quality-Conscious Management," "Transparent and Sound Management," "Valuing People," and "Harmony with Society" as promises to stakeholders. In order to pursue these values and remain committed to our corporate slogan, "Sharing Passion & Performance," we use various opportunities for communication that enables us to listen to the opinions and needs of all stakeholders and reflect these in our corporate activities.

We also solicit a third-party opinions on the CSR Report from an expert each year, and work hard to incorporate his/her ideas into our CSR activities and the report. We will continue to examine more multifaceted review systems.

Opportunities and Methods for Communicating with Key Stakeholders



Customers

In offering products and services, we aim to impress and deeply satisfy the customer.

Key Responsibility

Provision of safe and secure products and services of value/Promotion of universal design/Appropriate provision of product information/Appropriate customer response and support/Appropriate protection of customer privacy and personal information

Usual Method of Communication

Customer inquiries service for each product and service (telephone and email, etc.)/Regular business activities

Shareholders/Investors

We disclose management information to and engage in proactive and continuous communication with the shareholders and investors who financially support our business activities.

Key Responsibility

Timely disclosure of accurate management information/Appropriate profit allocation/Maintenance and improvement of corporate value

Usual Method of Communication

General Shareholders' Meeting/Briefing sessions for investors/Website and e-mail magazine for investors

Employees

We respect the individuality and sensitivity of the people who work at Yamaha, we work to create an environment where each and every one of them can display creativity, and we aim to create a corporate culture that allows us to offer better products and services.

Key Responsibility

Fair evaluation and treatment/Respect for human rights and diversity/Application and training of human resources/Support for diverse working styles/Ensuring health and safety

Usual Method of Communication

Opinion surveys on business management/Labor-management meetings and consultations

Business partners (suppliers, clients, subcontractors)

We consider our business partners to be partners we walk hand in hand with toward the goal of achieving our corporate philosophy, and we work to deepen mutual understanding and build and maintain a good relationship of trust with them, based on a foundation of fair and transparent dealings.

Key Responsibility

Selection of business partners by fair and reasonable standards/Fair trade practices/Elimination of dubious business relationships/Prohibition of the abuse of dominant bargaining positions

Usual Method of Communication

Regular business and procurement activities/Production and sales trend report meetings/Policy briefing sessions/CSR surveys

Local communities

Regarding our business activities in different countries and regions, we comply with the related laws, ordinances and international standards, giving ample consideration to environmental conservation and respect for human rights. Moreover, we proactively participate in various activities that contribute to the development of regional society and culture, and we contribute to build a better community as a corporate citizen that is one member of society.

Key Responsibility

Coexistence with the region and contribution to its development (promotion of culture, education of the next generation, welfare, job creation, technology and skill development, etc.)

Usual Method of Communication

Information exchange meetings with the regional and local organizations /Factory tours/ Employee participation in regional activities

Global environment

We understand the significance of environmental conservation and the preservation of biodiversity for the sake of the earth's environment, which is the basis of a sustainable society. We are engaged in various activities to contribute to the environment, including of course reducing the environmental burden of our business activities, products, and services.

Key Responsibility

Prevention of pollution/Conservation of water resources/Management and reduction of chemical substances/Conservation of biodiversity

Usual Method of Communication

Information exchange and dialogue with the local communities and NPO/NGOs

CSR Management Promotion Plan

1. CSR Management
2. Organizational Governance
3. Human Rights and Labor Practices
4. The Environment
5. Fair Operating Practices
6. Consumer Issues
7. Community Involvement and Development

CSR Management

CSR Management

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
PDCA activities to promote CSR	<ul style="list-style-type: none"> • Listed CSR promotion conditions (progress management and disclosure) • Developed Strategic CSR Themes 	<ul style="list-style-type: none"> • Set goals for CSR promotion and manage progress of achievements • Conduct promotion system for Strategic CSR Themes
Ensuring penetration of CSR throughout the Group	<ul style="list-style-type: none"> • Upgraded CSR website (renewed top page and introduced new Web PDF download page) • Sent information via Intranet (in-house activities, examples of other companies, topics) • Implemented CSR seminars (products, service themes) • Implemented e-learning for CSR Report 	<ul style="list-style-type: none"> • Examine how to improve CSR website usability • Strengthen distribution of information via the Intranet • Implement seminars and e-learning

Engagement with Stakeholders

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Developing a system that reflects stakeholders' input	<ul style="list-style-type: none"> • Confirmed the status of communications with stakeholders • Discussed CSR activity results and future direction with experts and NGOs 	<ul style="list-style-type: none"> • Discuss Strategic CSR Themes with experts and NGOs

Organizational Governance

Corporate Governance

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Reinforcing the corporate governance system	<ul style="list-style-type: none"> • Formulated corporate governance policies • Maintained/Improved corporate governance system based on the policies • Continued appropriate operation of the Board of Directors and the Board of Auditors 	<ul style="list-style-type: none"> • Maintain/Improve corporate governance system based on the policies • Continue appropriate operation of the Board of Directors and the Board of Auditors
Strengthening internal control	<ul style="list-style-type: none"> • Followed up on conformity to policies by thorough monitoring and remedial actions 	<ul style="list-style-type: none"> • Promote improvements to and strengthening of Group governance

Compliance

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Thorough observation of the Compliance Code of Conduct within the Group	<ul style="list-style-type: none"> • Held periodic Compliance Subcommittee meetings • Total of approximately 300 employees attended legal training programs • Held compliance seminars • Prepared revision of Code of Conduct • Implemented compliance questionnaires • Consultation/Reports to head office Help Line: 26 cases 	<ul style="list-style-type: none"> • Hold periodic Compliance Subcommittee meetings (four times planned) • Publish revised Code of Conduct

Risk Management

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Strengthening the risk management system	<ul style="list-style-type: none"> • Promoted the formation of business contingency plan (BCP) for business recovery; built entire system/process • Implemented business infrastructure recovery drill • Formed an emergency contact system 	<ul style="list-style-type: none"> • Promote improvement of workable company-wide risk management • Promote the formation of BCPs (spread to Group globally)

Information Disclosure and IR Activities

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Promoting and expanding IR activities to enhance understanding of the Company	<ul style="list-style-type: none"> • Held investor briefings <ul style="list-style-type: none"> ◦ Results briefing (every quarter) ◦ Individual investors briefing ◦ Yamaha briefing for securities company staff ◦ Business briefings for institutional investors/stock analysts • Upgraded website for investors <ul style="list-style-type: none"> ◦ Renewed website top page for investors ◦ Published annual report online version <p>etc.</p>	<ul style="list-style-type: none"> • Promote communication with investors <ul style="list-style-type: none"> ◦ Conduct briefing sessions ◦ Expand website for investors, etc. • Increase feedback of investor opinions to the management team

Human Rights and Labor Practices

Promoting of Human Rights Awareness

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Promoting human rights awareness throughout the Yamaha Group	<ul style="list-style-type: none"> • Increased employee awareness by distributing information via the Intranet • Introduced research evaluation tool for impact on human rights 	<ul style="list-style-type: none"> • Continue to enlighten employees via the Intranet • Examine introduction of evaluation tool for impact on human rights

Initiatives Supporting Employee Human Rights

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Promoting measures to prevent harassment	<ul style="list-style-type: none"> • Promoted education and enlightenment of employees • Maintained appropriate operation of the hotline 	<ul style="list-style-type: none"> • Promote education and enlightenment of employees • Maintain appropriate operation of the hotline

Hiring and Employment

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Carrying out fair evaluations and treatment	<ul style="list-style-type: none"> • Promoted fair evaluation and treatment • Improved personnel evaluation systems 	<ul style="list-style-type: none"> • Promote fair evaluation and treatment • Introduce new personnel affairs system

Human Resource Development Initiatives

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Promoting purposeful, targeted education and training	<ul style="list-style-type: none"> Examined training systems in conjunction with personnel system reviews 	<ul style="list-style-type: none"> Line-management training for introducing new personnel system Streamline training systems in conjunction with personnel system reviews
Maintaining an environment for manufacturing and craftsmanship	<ul style="list-style-type: none"> Reinforced roles of manufacturing bases Ongoing supervisor education (Japan) (advanced skills school, training center, etc.) Implemented management training at overseas production sites and examined next measures Ongoing promotion of passing on skills (From-To program, etc.) 	<ul style="list-style-type: none"> Reinforce roles of manufacturing bases Ongoing supervisor education (Japan) (same as column on left) Review management training at overseas production sites Ongoing promotion of passing on skills (From-To program, etc.)

Promotion of Diversity and Inclusion

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Promoting employee diversity	<ul style="list-style-type: none"> Ongoing promotion of diversity management plans (Japan) (maintaining/improving ratio of women for managerial positions, promoting employment of foreign employees) Formulated action plan for assisting women's careers 	<ul style="list-style-type: none"> Ongoing promotion of diversity management plans (Japan) (same as column on left) Research at overseas Group companies (ratio of female employees, etc.)
Meeting employment requirements of society	<ul style="list-style-type: none"> Promoted employment of diverse human resources (Japan) Promoted employment of people with disabilities and increased ratio of employees with disabilities (Japan) 	<ul style="list-style-type: none"> Promote employment of diverse human resources (Japan) Promote employment of people with disabilities and increase ratio of employees with disabilities (Japan) Review the senior partner system (re-employment system after retirement)

Promoting a Better Work-Life Balance

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Improving work-life balance	<ul style="list-style-type: none"> Initiatives to reduce working hours (Go Home at the Same Time Day, taking paid leave days all together, etc.) Developed and promoted work-life balance support systems Provided employee education and enlightenment (published personal experiences/explanation of work-life balance support systems on intranet) 	<ul style="list-style-type: none"> Initiatives to reduce working hours (same as column on left) Streamline rehiring of employees that retired to care for elders Expand rehiring system for person accompanying family on overseas assignment Provide employee education and enlightenment (same as column on left)

Communication with Employees

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Enhancing communications between labor and management	<ul style="list-style-type: none"> Set up labor and management meetings and consultations (Joint Management Council, Company-wide Production and Sales Committee, Branch Office Employer-Employee Relationship Committee, Human Resources System Review Meeting, Allocation Committee, Work-Life Balance (WLB) Promotion Committee, Overseas Work Committee, etc.) 	<ul style="list-style-type: none"> Set up labor and management meetings and consultations (same as column on left) Promote labor and management communications in each Group company

Health and Safety

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Standardizing Group rules and activities	<ul style="list-style-type: none"> Group-wide standardization of rules <ul style="list-style-type: none"> Safety and Health Basic Action Standards, Rules of traffic safety card Distributed revised safety card to employees (Japan) Promoted activities to anticipate safety (risk assessment activities) <ul style="list-style-type: none"> Expanded dissemination to bases in Japan and overseas 	<ul style="list-style-type: none"> Distribute Group-wide standards <ul style="list-style-type: none"> Expand and thoroughly disseminate by translating into multiple languages and distributing to overseas sites Expand activities to promote safety Group-wide (sites not yet included in Japan and overseas) <ul style="list-style-type: none"> Risk prediction activities, risk assessment activities
Maintaining employee health	<ul style="list-style-type: none"> Promoted mental health care <ul style="list-style-type: none"> Implemented education and awareness (sales offices) Introduced support program for returning to Group workplace 	<ul style="list-style-type: none"> Promote mental health care <ul style="list-style-type: none"> Introduce stress check Implement education for self-care

The Environment

Environmental Management

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Establishing environmental management system	<ul style="list-style-type: none"> Maintained ISO 14001 certification at each facility Applied Yamaha Environmental Management System (YEMS) throughout the entire Group 	<ul style="list-style-type: none"> Maintain ISO 14001 certification at each facility Apply Yamaha Environmental Management System (YEMS) throughout the entire Group
Maintaining environmental management capabilities	<ul style="list-style-type: none"> Implemented environmental education according to job and role Held seminars for training internal environmental auditors and advanced training 	<ul style="list-style-type: none"> Promote environmental education according to job and role Hold training and skill improvement seminars for internal environmental auditors

Environmentally Friendly Products and Services

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Creating environmentally friendly products	<ul style="list-style-type: none"> Established internal standards and implemented in-house verification system for environmentally friendly products Proactively conveyed information about environmentally friendly products to consumers 	<ul style="list-style-type: none"> Sustainment of in-house verification system for environmentally friendly products Increase in-house verified environmentally friendly products Calculate and disclose greenhouse gases emitted while using products

Climate Change Mitigation and Adaption

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Reducing greenhouse gas emissions related to business activities	<ul style="list-style-type: none"> Continued ongoing efforts to reduce greenhouse gas emissions at facilities Reduced energy consumption per unit at Japan production bases 	<ul style="list-style-type: none"> Group-wide understanding of Scope 1 and 2 regulations regarding greenhouse gas emissions Start trial to expand calculation scope (Scope 3) Continue ongoing efforts to reduce greenhouse gas emissions at facilities

Prevention of Pollution

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Conducting thorough environmental management at manufacturing bases	<ul style="list-style-type: none"> Responded to further reinforcement of regulatory standards at overseas manufacturing bases Reduced risk by securely enforcing environmental audits and remedial actions Developed a road map that conforms with the Environmental Facility Management Standards for pollution prevention 	<ul style="list-style-type: none"> Reinforce environmental management at overseas manufacturing bases Comply with and promote the Environmental Facility Management Standards for pollution prevention
Promoting reduction and recycling of wastes	<ul style="list-style-type: none"> Maintained zero emission at Japanese production bases Completed disposition of large and high-density PCB waste in Japan 	<ul style="list-style-type: none"> Maintain zero emissions at Japanese production bases Promote effective use of wastes

Conservation of Water Resources

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Conserving and effectively using water resources	<ul style="list-style-type: none"> Promoted water recycling at overseas manufacturing bases 	<ul style="list-style-type: none"> Start water recycling by introducing new effluent treatment facility in Chinese factory Promote water recycling at overseas manufacturing bases

Chemical Substance Management and Reduction

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Reducing the emission of chemicals from production processes	<ul style="list-style-type: none"> Implemented reduction activities based on Chemical Substances Usage Standards 	<ul style="list-style-type: none"> Continue reduction activities based on Chemical Substance Usage Standards (especially for VOCs, activities to use alternative materials and reduce emissions)

Biodiversity Preservation Initiatives

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Using wood resources appropriately and effectively	<ul style="list-style-type: none"> Established items of legality and sustainability in Supplier CSR Code of Conduct Started to confirm legality and sustainability of procured timber 	<ul style="list-style-type: none"> Continue to check the situation of legality and sustainability (restart timber SAQ) Expand to use of certified timber
Promoting forests preservation	<ul style="list-style-type: none"> Implemented maintenance of planting area in Indonesia (follow-up) Implemented Enshunada coastal forest recovery 	<ul style="list-style-type: none"> Examine upcoming forest preservation activities Implement Enshunada coastal forest recovery

Fair Operating Practices

Protection of corruption

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Trough in preventing corruption and building a deterrence system	<ul style="list-style-type: none"> Created anticorruption commitment form for clients of Yamaha Music Gulf FZE Local hearing held at affiliate companies in Indonesia 	<ul style="list-style-type: none"> Prepare creation of guidelines Exchange information with Group companies (especially overseas)

Responsible Participation in Politics

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Maintaining transparency with respect to participation in politics	<ul style="list-style-type: none"> Consolidated systems for preparatory conferences Implemented auditor's audits 	<ul style="list-style-type: none"> Consistently apply systems for conferences, consultations and audits

Fair Trade Practice

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Strictly adhering to fair competition and building a deterrent system to eliminate anti-competitive behavior	<ul style="list-style-type: none"> Implemented laws and regulations training for Anti-Monopoly Act, etc. Held a total of seven times with 357 participants 	<ul style="list-style-type: none"> Create guideline for Anti-Monopoly Act/Competition Law Exchange information with Group companies (including overseas)

Promotion of Social Responsibility in the Value Chain

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Promoting socially responsible procurement	<ul style="list-style-type: none"> Requested compliance for Yamaha Supplier CSR Code of Conduct Requested implementation of self-check for Code of Conduct (first-tier suppliers of production bases in Japan) 	<ul style="list-style-type: none"> Continue to request compliance to Yamaha Supplier CSR Code of Conduct Request implementation of self-check system for Code of Conduct (first-tier suppliers at production bases overseas)

Respect for Property Rights (Protecting Intellectual Property)

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Managing and appropriately using intellectual property	<ul style="list-style-type: none"> Examined revising the regulations related to employee inventions Researched intellectual property management situation in Group companies Effectively managed intellectual properties owned by Yamaha Implemented education and enlightenment activities, mainly about copyrights 	<ul style="list-style-type: none"> Establish and manage regulations for handling intellectual properties (reinforce Group company structure) Provide employee education and training on the appropriate use of intellectual properties Effectively manage intellectual properties owned by Yamaha

Consumer Issues

Product Information Disclosure

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Appropriately disclosing information on the safety of products and services	<ul style="list-style-type: none"> Renewed safety enlightenment information in sales catalogs for schools 	<ul style="list-style-type: none"> Periodic review of safety enlightenment information

Ensuring Product Safety

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Ensuring product safety and taking immediate action when faced with a product safety issue	<ul style="list-style-type: none"> Prepared/Examined revision of the standards for enhancing risk assessment effectiveness Redefined reporting routes when faced with an important quality problem (revised Group quality management policy) 	<ul style="list-style-type: none"> Start to operate and effectively improve new standards for product risk assessment in development processes

Quality Assurance

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Strengthening the quality assurance system and quality management	<ul style="list-style-type: none"> • Redefined Group-wide quality management system (revised Group-wide quality management policy) • Promoted creation of QMS in affiliated sales companies in Japan • Reviewed quality assurance training system 	<ul style="list-style-type: none"> • Define quality management requirements and streamline information to produce a QMS manual for affiliated sales companies and affiliated overseas businesses • Education in response to ISO 9001 2015 for QMS internal auditors • Re-build quality assurance training system • Promote reinforcement of safety management for customers in resort business

Sustainable Consumption

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Contributing to sustainability through products and services	<ul style="list-style-type: none"> • Established internal standards and implemented in-house verification system for environmentally friendly products • Proactively communicated information related to product environmental features to consumers 	<ul style="list-style-type: none"> • Sustainment of in-house verification system for environmentally friendly products • Increase in-house verification of environmentally friendly products

Enhancing Products and Services

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Promoting universal design	<ul style="list-style-type: none"> • On-going promotion in Development and Design divisions • Implemented in-house seminar featuring universal design 	<ul style="list-style-type: none"> • Promote inter-division sharing of universal design and example applications, etc.
Proposing solutions for issues in society	<ul style="list-style-type: none"> • In-house Seminar Held on the Theme "Developing Products and Services that Address Issues Facing Society" 	<ul style="list-style-type: none"> • Promote planning and development by including sustainability elements as quality goals

Improving Customer Satisfaction

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Improving customer satisfaction with products and services	<ul style="list-style-type: none"> • Reinforced collection and utilization processes for market and consumer information in major markets • Promoted fostering the culture of understanding customer orientation 	<ul style="list-style-type: none"> • Continue to reinforce collection and utilization processes for market and customer information in major markets • Promote fostering the culture of understanding customer orientation, and expand target division

Initiatives for Improved Customer Response and Support

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Initiatives for improved customer response and support	<ul style="list-style-type: none"> Streamlined manual to thoroughly adhere to Group After-sales Service Management Policies Streamlined/Operated global customer support system Established/Operated after-sales service management system Conducted technical service seminar, maintained and expanded Yamaha after-sales service network 	<ul style="list-style-type: none"> Thoroughly adhere to Group After-sales Service Management Policies and improve compliance through monitoring Streamline process of creating value in customer relationship

Personal Information Protection (Customer Data and Privacy)

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Preventing accidents by managing the personal information of customers	<ul style="list-style-type: none"> Monitored Yamaha Music Retailing (customer information management status) 	<ul style="list-style-type: none"> Review manual including personal information management in information security framework (examine in information security working group)

Community Involvement and Development

Connection to Local Communities

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Building good relations with communities that are home to our offices and factories	<ul style="list-style-type: none"> Held periodic discussions with surrounding communities Implemented summer festival for local residents at each base Opened facilities and parking lots to local communities 	<ul style="list-style-type: none"> Make ongoing efforts to communicate with communities that are home to our offices and factories Make ongoing effort to participate in events organized by local governments and other organizations

Contributing to Regional Community Development

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Helping Regional community development	<ul style="list-style-type: none"> Contributed to community revitalization through musical events Expanded programs helping communities that are home to our offices and factories Continued ongoing support for creating communities through music 	<ul style="list-style-type: none"> Contribute to community revitalization through musical events Continue manufacturing classes for children and examine new programs Continue ongoing support for creating communities through music

Promoting Music Culture (Promoting Initiatives through Sound and Music)

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Help promote and develop music culture	<ul style="list-style-type: none"> • Examined/Provided services that are connected to school education • Promoted education support activities through music in emerging countries 	<ul style="list-style-type: none"> • Provide services that are connected to school education • Promote education support activities through music in emerging countries

Donations and Social Welfare Activities

Key Theme	Results in Fiscal 2016	Plans in Fiscal 2017
Promoting donations and social welfare activities	<ul style="list-style-type: none"> • Promoted employee volunteer activities (provided opportunities and proactively sent information via the Intranet) • Promoted regional welfare activities • Supported areas affected by disaster 	<ul style="list-style-type: none"> • Expand activities that help to foster employees' voluntary spirit • Support areas affected by disaster and examine ways to support them

UN Global Compact

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



The 10 Principles of the United Nations Global Compact

Human Rights	Principle 1 : Businesses should support and respect the protection of internationally proclaimed human rights; and
	Principle 2 : make sure that they are not complicit in human rights abuses.
Labor	Principle 3 : Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
	Principle 4 : the elimination of all forms of forced and compulsory labor;
	Principle 5 : the effective abolition of child labor; and
	Principle 6 : the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7 : Businesses should support a precautionary approach to environmental challenges;
	Principle 8 : undertake initiatives to promote greater environmental responsibility; and
	Principle 9 : encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10 : Businesses should work against corruption in all its forms, including extortion and bribery.

Organizational Governance



Corporate Governance



Compliance



Risk Management



**Information Disclosure and IR
Activities (Communication
with Shareholders and
Investors)**

Corporate Governance

1. Basic Policies for Corporate Governance
2. Basic Corporate Governance System
3. Enhance Governance of the Board of Directors by Appointing Highly Independent Outside Directors
4. Enhance Management Functions and Administrative Functions through the Executive Officer System
5. Ensure Fair and Highly Transparent Management through Appropriate Auditing
6. Registration of Independent Officers
7. Major Activities by Outside Directors and Outside Auditors in the Year Ending March 31, 2015
8. Support System for Outside Directors and Outside Corporate Auditors
9. Basic Concept of the Internal Control System
10. Executive Officer Remuneration
11. A System to Reflect the Opinions of Stakeholders in Management
12. Information Relating to Conflict of Interest
13. Process to Notify the Board of Directors of Serious Items of Concern
14. Content of Serious Items of Concern Reported to the Board of Directors and the Countermeasures Thereof

Basic Policies for Corporate Governance

Yamaha Corporation and its Group companies have issued the Yamaha Philosophy as its corporate philosophy and its Promises to Stakeholders, and have disseminated them to all related parties, starting with our shareholders. By fulfilling our social responsibilities in such areas as compliance, the environment, safety, and contribution to the community even as we ensure a high level of profitability based on our global competitive prowess and increased business efficiency, we are working to ensure sustainable growth and to enhance the enterprise value over the medium-to-longer term.

To realize this vision, based on the "Basic policies for corporate governance" presented below, along with putting in place the organizational design, operating framework, and mechanisms as well as implementing various measures to manage the Company, we are carrying out quality business management in a transparent manner through the appropriate disclosure of information.

Basic policies for corporate governance

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

Yamaha Philosophy

Corporate Slogan	Sharing Passion & Performance
Corporate Philosophy	With our unique expertise and sensibilities, gained from our devotion to sound and music, we are committed to creating excitement and cultural inspiration together with people around the world.
Customer Experience ^{*1}	<ul style="list-style-type: none"> • Joy: Become immersed • Beauty: Be fascinated • Confidence: Have confidence • Discovery: Realize potential
Yamaha Quality ^{*2}	Excellence, Authenticity, Innovation
Yamaha Way ^{*3}	Embrace Your Will, Stand on Integrity, Take Proactive Actions, Go Beyond the Limits, Stick to the Goals

*1 The Customer Experience exemplifies the meaning of "Sharing Passion & Performance" from the customer's viewpoint. When customers experience, use, or own Yamaha products and services they should experience a profound response that will stimulate both their emotions and senses.

*2 The Yamaha Quality is a set of criteria that supports Yamaha's insistence on quality in products and services and our dedication to excellence in manufacturing. These criteria assist in making the Corporate Philosophy a reality.

*3 The Yamaha Way explains the mindset that all employees of the Yamaha Group should adopt and the manner in which they should act on a daily basis in order to put the embody our Corporate Philosophy into practice.

Promises to Stakeholders

- **Customer-Oriented and Quality-Conscious Management**
Yamaha fully satisfies its customers by offering quality products and services that incorporate new and traditional technologies as well as refined creativity and artistry.
- **Transparent and Sound Management**
Yamaha delivers proper returns to shareholders by ensuring a solid business performance and achieves lasting development through transparent and sound management.
- **Valuing People**
Yamaha strives to be an organization where each person's individuality and creativity are respected and all can demonstrate their full potential through their work.
- **Harmony with Society**
Yamaha is a good corporate citizen that contributes to the development of society, culture, and the economy by observing laws, demonstrating high ethical standards, and endeavoring to protect the environment.

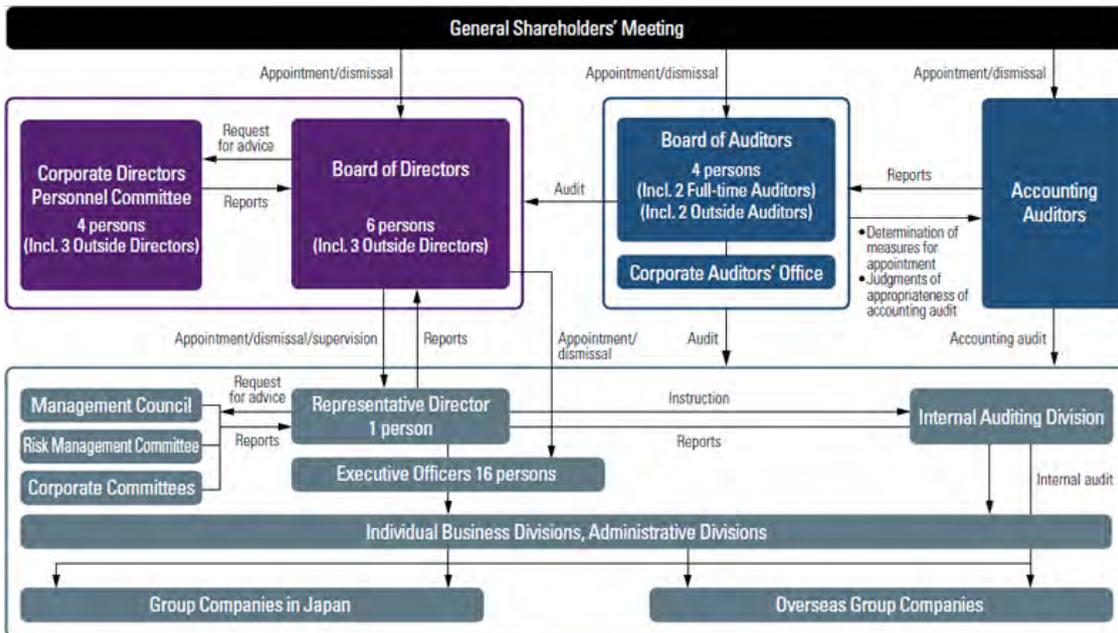
Our Corporate Governance Policies, including the basic policies above, can be seen on our website, here: <https://www.yamaha.com/en/ir/governance/>

Basic Corporate Governance System

Yamaha Corporation has elected to be governed as a company with a Board of Auditors. With the General Shareholders' Meeting as its highest decision-making body, Yamaha Corporation has built a corporate governance system centered on the supervision of management's execution of duties by the Board of Directors, and audits by the corporate auditors. Furthermore, in addition to the Corporate Directors Personnel Committee, which is an advisory body to the Board of Directors, Yamaha has also established a Management Council, a Risk Management Committee, and Corporate committees as advisory bodies to the President and Representative Director. At the same time, Yamaha is seeking to reinforce the governance function by developing its internal audit system.

We are also internally developing a framework to preside over our Group companies. We are seeking to strengthen Group governance through audits conducted by the Group companies' auditors, through Group company audits conducted by corporate auditors, and by ensuring that Group companies use an appropriate decision-making process that conforms to our Group Management Charter, which sets out the basic management policies that should be shared by our Group companies.

Corporate Governance Structure (As of June 23, 2016)



Composition of the Board of Directors

Yamaha's Board of Directors is configured from diverse directors with the necessary insight, high sense of ethics, fairness and sincerity, as well as specialized knowledge and experience. The number of directors is set to enable the Board of Directors to function efficiently and effectively. Moreover, we also separate supervision and execution, and appoint a number of independent outside directors to strengthen the supervising function.

Enhance Governance of the Board of Directors by Appointing Highly Independent Outside Directors

The number of Directors of the Company is six (6) as of June 23, 2016 (three (3) of them are Outside Directors). The Board Meeting held monthly (in principle). In keeping with its fiduciary duty, the Board of Directors presses for the Group's sustainable growth and enhancement of enterprise value over the medium-to-longer term. The Board of Directors performs its oversight function for the overall management of the Company by formulating basic management policies, making important decisions about the execution of the Company's business, nominating and appointing directors and others, making decisions about directors' remuneration, approving transactions with related parties, and supervising the construction and operation of internal control systems. To fulfill this role, the Board of Directors freely engages in frank and constructive discussions and exchanges of ideas in order to make the best business decisions in a manner that is fair as well as quick and decisive.

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

In keeping with their independent status, the independent outside directors perform a management oversight function, advisory function, and a conflict of interest oversight function as well as appropriately reflect the views of the stakeholders within the Board of Directors.

To clarify the management responsibilities of the directors, their terms are set at one year.

Reason for Appointment of Outside Directors and Auditors

Title	Name	Reason for appointment
Director	Hiroyuki Yanagi	<ul style="list-style-type: none"> • Excellent character and insight as required of a director. • Management experience as the CEO of Yamaha Motor Co., Ltd. • Yamaha is confident Mr. Yanagi will help to strengthen its governance function, improve brand value and provide appropriate advice from an objective perspective.
Director	Shigeru Nosaka	<ul style="list-style-type: none"> • Excellent character and insight as required of a director. • Management experience in other industries. • Yamaha is confident Mr. Nosaka will help to strengthen its governance function and provide appropriate advice from an objective perspective.
Director	Masatoshi Itoh	<ul style="list-style-type: none"> • Excellent character and insight as required of a director. Management experience in other industries. • Yamaha is confident Mr. Itoh will help to strengthen its governance function, improve brand value and provide appropriate advice from an objective perspective.
Corporate Auditor	Hirohiko Ikeda	<ul style="list-style-type: none"> • Excellent character and insight as required of an auditor. • A lawyer deeply versed in laws and regulations. • Yamaha is confident Mr. Ikeda will conduct fair and just audits from an objective perspective.
Corporate Auditor	Junya Hakota	<ul style="list-style-type: none"> • Excellent character and insight as required of an auditor. • A chartered accountant deeply versed in corporate accounting. • Yamaha is confident Mr. Hakota will conduct fair and just audits from an objective perspective.

Enhance Management Functions and Administrative Functions through the Executive Officer System

Yamaha has introduced an Executive Officer System for the purpose of strengthening its execution of business functions. As of June 23, 2016, the Executive Officer System is comprised of 16 executive officers, including two managing executive officers and five senior executive officers. Given their significant job responsibilities, the senior executive officers, in principle, preside over divisions and are responsible for their business performance, providing appropriate instructions and orders directly to enhance division performance. Moreover, executive officers are assigned to divisions that are responsible for key management issues in each group.

Ensure Fair and Highly Transparent Management through Appropriate Auditing

The number of corporate auditors of the Company is four (4) as of June 23, 2016 (two (2) of them are outside corporate auditors). The Board of Auditors' Meeting is held once a month in principle. In keeping with their fiduciary duty, the corporate auditors bear the responsibility of ensuring the sound and sustainable growth of the Company and the Group and establishing a good corporate governance system that is worthy of public trust by auditing the execution of the duties of the directors and executive officers as an independent body.

The Board of Auditors prepares audit reports, appoints and dismisses full-time corporate auditors; determines audit policies, methods for reviewing the status of the business and finances, and other matters pertaining to the execution of the corporate auditors' duties; decides the resolution for the appointment of the accounting auditor to be submitted at the General Shareholders' Meeting; and gives its consent for corporate auditor appointment resolutions.

To ensure correct decisions on the appropriateness of operational and accounting audit, one of Corporate Auditors with expertise in finance and accounting is appointed as the full-time corporate auditor.

To enable fair and impartial audit from an objective viewpoint, professionals independent of the Company (such as certified public accountants, attorneys at law) is involved in the outside corporate auditors. In order to improve the auditing environment, the Company has established a Corporate Auditors' Office staffed by employees working for the corporate auditors (staffed by one (1) employee as of June 23, 2016).

The Company has established an Internal Auditing Division (staffed by 12 employees as of June 23, 2016) to review and assess the Company's system for the control and operation of overall management activities, as well as the performance of business executions, in view of legitimacy and rationality. Based on the results of this review and assessment, the Internal Auditing Division provides information related thereto and advice and recommendations for improvement and realignment. It also endeavors to improve audit efficiency by closely communicating and consulting with the Corporate Auditors and Accounting Auditor.

Selection Process and Criteria for Yamaha Directors, Executive Officers and Auditors

The Corporate Directors Personnel Committee nominates candidates as directors to the Board of Directors after evaluating them against various criteria such as character, insight, ability and quality of resources.

Candidates for independent outside directors are nominated based on meeting the independency requirements of Japan's Companies Act and the Tokyo Stock Exchange, as well as Yamaha's own criteria for independency.

The Corporate Directors Personnel Committee nominates candidates as auditors to the Board of Directors after evaluating them against criteria such as character, insight, ability and quality of resources, and receiving approval from the Board of Auditors. Moreover, Yamaha ensures that at least one of the auditors has appropriate knowledge of finance and accounting.

The Corporate Directors Personnel Committee nominates candidates as executive officers to the Board of Directors after evaluating them against criteria such as character, insight, ability and quality of resources.

Registration of Independent Officers

Yamaha has registered outside directors, Shigeru Nosaka, Masatoshi Ito and outside corporate auditors, Hirohiko Ikeda and Junya Hakoda, as independent officers under the provisions of the Tokyo Stock Exchange. (As of June 23, 2016)

Major Activities by Outside Directors and Outside Auditors in the Year Ending March 31, 2015

Outside director Hiroyuki Yanagi attended 11 of the 13 meetings of the Board of Directors held during the fiscal year ending March 31, 2016. Utilizing his extensive experience and specialist knowledge as a manager, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside director Yoshikatsu Ota attended 12 of the 13 meetings of the Board of Directors held during the fiscal year ending March 31, 2016. Utilizing his extensive experience and specialist knowledge as a manager, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside director Shigeru Nosaka attended 9 of the 10 meetings of the Board of Directors held during the fiscal year ending March 31, 2016. Utilizing his extensive experience and specialist knowledge as a manager, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside auditor Hirohiko Ikeda attended 12 of the 13 meetings of the Board of Directors and all 15 Board of Auditors meetings during the fiscal year ended March 31, 2015. He made statements mainly from his specialist standpoint as a lawyer.

Outside auditor Junya Hakoda attended 10 meetings of the Board of Directors and all 11 Board of Auditors meetings during the fiscal year ending March 31, 2016. He made statements mainly from his specialist standpoint as a chartered accountant.

Support System for Outside Directors and Outside Corporate Auditors

Providing Information to Outside Directors

In principle, management meetings are held monthly with the aim of sharing important management matters with directors and auditors so they better understand the performance of the company. In addition, directors and corporate auditors receive individual explanations regarding the agenda of the Board of Directors and other reported matters where necessary.

We also do our best to inform outside directors in advance regarding the agenda of the Board of Directors or Board of Auditors meetings they will be attending, doing so by having respective staff members provide them with explanations. This ensures the outside directors have sufficient time to investigate the items to be discussed. The Company also strives at all times to maintain an effective auditing environment by providing support such as conveying information, supplying materials, gathering opinions, conducting investigations and collecting information.

Regular Meetings between Independent Outside Directors

Independent outside directors hold regular meetings attended exclusively by themselves in order to promote shared understanding of Yamaha's business status, and receive reports from the Internal Auditing Division and exchange information with auditors.

Independent outside directors also hold regular meetings with Yamaha's President & Representative Director to exchange opinions.

Basic Concept of the Internal Control System

Yamaha has established an internal control system pursuant to Japan's Companies Act and the Enforcement Regulations of the Companies Act. Yamaha seeks to achieve optimal corporate governance in order to raise corporate value and the Yamaha brand image. At the same time, the Company works to improve the internal control system to raise business efficiency, increase the dependability of Yamaha's accounting and financial data, and strengthen compliance, asset soundness, and risk management capabilities.

Yamaha established the Group Management Charter to clarify Group management policies, and has requested subsidiaries to establish an internal control system based on the Group's internal control policies. Furthermore, for certain key issues such as management information—which influences Group management—Yamaha has also requested subsidiaries to obtain pre-authorization from and report issues of concern to Yamaha Corporation

Yamaha has developed and put into operation internal controls for financial reporting based on implementation standards for internal control reporting systems (Financial Instruments and Exchange Law). We will maintain and more firmly establish this internal control system to ensure the reliability of our financial reporting.

Executive Officer Remuneration

Director remuneration comprises, within the bounds of that approved in advance at the General Shareholders' Meeting, fixed remuneration and performance-linked remuneration as well as director bonuses meant to reflect near-term performance, and acquired type remuneration of stock to provide more incentive to enhance enterprise value over the medium-to-longer term. These are decided by the Board of Directors after deliberation by the Corporate Directors Personnel Committee.

Remuneration for corporate auditors is set through discussions with the corporate auditors, is based on the scope approved at the General Shareholders' Meeting, and gives consideration to the balance of remuneration for Directors, the scale of Yamaha's operations, etc.

Remunerations for Directors

The remuneration for each Director (excluding Outside Directors) is set to consist of (1) a fixed amount, (2) a performance-based amount and (3) bonuses for Directors.

The performance-based amount in (2) is determined based on evaluation indices; namely, rate of sales (ROS), return on equity (ROE), the degree of increase in sales compared to the same period of the previous fiscal year, and the degree of improvement in operating income compared to the same period of the previous fiscal year, on a consolidated basis. The performance-based amount changes within the range from 0% to 50% of the fixed amount, depending on the performance. Bonuses for Directors in (3) are calculated in tandem with consolidated net income, within the upper limit of 0.5% of the consolidated net income for the previous fiscal year as predetermined at the General Shareholders' Meeting.

Starting from July 2015, Directors will acquire the Company's shares via the Director Shareholding Association in an amount of 12.5% of the fixed amount, and will continue to hold the shares during their terms of office. This will further enhance the Directors' incentive to improve medium- and long-term performance.

Outside Directors are paid only a fixed amount determined in consideration of the balance with the remuneration for Directors and the scale of Yamaha's business operations.

Remuneration for Corporate Auditors

Remuneration for Corporate Auditors consists of a fixed amount only and is set through discussions with the corporate auditors, is based on the scope approved at the General Shareholders' Meeting and gives consideration to the balance of remuneration for Directors, the scale of Yamaha's operations, etc.

Amount of Remuneration and Other Compensation Provided to Yamaha Corporation's Directors and Corporate Auditors (Fiscal 2016)

Classification	Total Compensation (Millions of Yen)	Compensation by Type (Millions of Yen)			Number of directors and corporate auditors
		Fixed Remuneration	Performance-based compensation	Bonuses	
Directors (excluding Outside Directors)	256	125	47	82	5
Corporate Auditors (excluding Outside Corporate Auditors)	60	60	—	—	3
Outside Directors and Outside Corporate Auditors	32	32	—	—	7

A System to Reflect the Opinions of Stakeholders in Management

In addition to accommodating visits from major shareholders and institutional investors, Yamaha Corporation hosts a financial results briefing when the mid-term management plan is revealed and for every quarterly settlement, as well as a business briefing, facility tours and briefing sessions for individual investors. We also release our management plans and explanatory materials from financial results briefings on our website.

Results of dialogue with shareholders and investors are reported to the Board of Directors on an arbitrary basis from the President, Director in charge or Managing Officer, and this content is appropriately reflected in our operations, which ultimately achieves the sustainable growth of the Yamaha Group.

We also analyze the exercising of voting rights for each agenda of the ordinary general meeting of shareholders and report the results to the Board of Directors.

Information Relating to Conflict of Interest

When doing business with Directors, Auditors and their close relatives, we implement the necessary systems to monitor the situation, and ensure the interests of Yamaha Corporation and shareholders are not damaged. Business between related parties requires the approval of the Board of Directors based on Japan's Companies Act and the results of such business must be reported afterwards.

Process to Notify the Board of Directors of Serious Items of Concern

Yamaha has established an internal reporting desk, the Compliance Helpline, to receive reports on conduct that violate or have the potential to violate the Compliance Code of Conduct, rules of employment and laws.

Content of Serious Items of Concern Reported to the Board of Directors and the Countermeasures Thereof

All matters reported are reviewed by the Compliance Subcommittee of the Risk Management Committee, which is a corporate committee, and discussions are held to determine a suitable response.

Compliance

1. Compliance Promotion System
2. Compliance Code of Conduct
3. Results from Operation of Compliance Hotline (April 2014 to March 2015)
4. Compliance Seminars
5. Compliance Questionnaire

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 Promotion System

The Yamaha Group began in earnest to implement compliance activities in Japan in 2003 with the establishment of the Compliance Committee, chaired initially by the Company's chairman and thereafter by the president and representative director. At the same time, steps were taken to put in place the Compliance Code of Conduct. Since June 2010, the Compliance Subcommittee has been aiming to implement more dynamic activities as the Working Group for Compliance under the Risk Management Committee following reorganization of the Corporate Governance Committees. A secretariat for the subcommittee has been established in the Human Resources Division. While collaborating closely with each department, the subcommittee is promoting cross-sectional compliance throughout the Group.

In fiscal 2016, the Compliance Subcommittee met four times. These meetings involved confirming the progress of compliance by the Group overall, as well as reporting on the status of the written survey relating to the Act Against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors and the seminar held in October, the month designated to promote compliance. Moreover, in fiscal 2016, the Compliance Subcommittee also discussed the compliance questionnaire targeting employees that is distributed once every three years.

Compliance Code of Conduct

The Yamaha Group formulated the Compliance Code of Conduct in 2003 and has continued to revise it accordingly since then as the business environment becomes more global and social circumstances change. It is also printed in multiple languages.

Additions were made to the Compliance Code of Conduct in fiscal 2007 in line with global business expansion, including an article regarding the prohibition of forced and child labor, and other information essential for Group companies with overseas business interests. Taking into consideration revisions to various laws and regulations in five-year blocks since 2006 as well as changes in social conditions, the Yamaha Group revised the Japanese version of its Compliance Code of Conduct in April 2011. Detailed explanations were added covering such items as revisions to consumer, antitrust and labor legislation, changes to expectations in companies held by society and the general increase, society-wide, in whistle-blowing.

Additionally, in order to promote compliance with a consistent philosophy and rules across the board worldwide, based on the Japanese Compliance Code of Conduct, 32 overseas companies formulated respective codes of conduct taking local laws and regulations into consideration. Revisions to the Japanese version are referenced, and revisions are made in a timely manner to accommodate changes in each region. The revisions are made with the assistance of local outside experts who confirm content.



Development of overseas versions of the Code of Conduct

[Initiatives in Compliance \(Japanese only\)](#) >

[Yamaha Compliance Code of Conduct \(Japanese only\)](#) >

(1) Distributed and promoted third edition of Compliance Code of Conduct booklet

The Yamaha Group publishes and distributes to its employees a booklet that describes in detail the Group's Compliance Code of Conduct. As a part of human resource training according to career stage, compliance has been made a component of training programs, which provide a further look at the content of the Compliance Code of Conduct.

The Code of Conduct booklet is distributed to new employees upon beginning their employment with Yamaha. In principle, we distribute this booklet to all employees with employment contracts, therefore even part-time workers at retail stores are included in the distribution scope. We issue an average of approximately 100 booklets each month.

There is also a PDF version of the Code of Conduct booklet available on the in-house compliance site of our Intranet.

(2) Promoted October as Month to Bolster Compliance

The Yamaha Group has designated October as the month to bolster compliance every year in line with Keidanren's Corporate Ethics Promotion Month, and is working on initiatives to heighten awareness of compliance.

In fiscal 2016, Yamaha held five legal training programs covering the Antimonopoly Act, the Act Against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors, laws related to consumer protection, the Act Against Unjustifiable Premiums and Misleading Representations and the Act on the Protection of Personal Information. This training was held at Yamaha's head office and locations around Tokyo a total of 18 times with approximately 300 employees participating. The aim of this training was to make all employees aware of important mandatory laws relating to business not covered in OJT and normal department training so that they may obtain sufficient knowledge to be aware of work-related issues and risks.



Legal training (Yamaha Corporation head office)

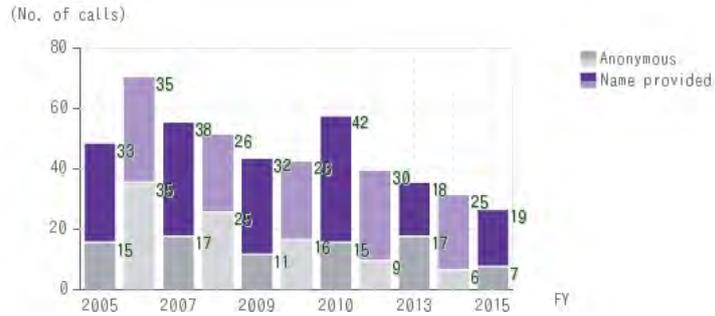
Results from Operation of Compliance Hotline (April 2014 to March 2015)

Yamaha set up and started operating a hotline in April 2003 to provide consultation and take internal reports related to compliance-related matters. In order to make the hotline easier to use, Yamaha is spreading awareness internally through means such as putting up posters during the compliance emphasis period, taking surveys and providing training. Whistle-blowing Management Regulations and hotline operations regulations have been formulated with provisions that concern the non-disclosure of information regarding the reporter and prohibition of unfair treatment. In July 2013, we began accepting e-mail inquiries via an outside hotline operated by a corporate law firm.

In fiscal 2016, the hotline was contacted on 26 occasions, which is 31 times less than the average for previous years.

Details of the consultations and internal reports were the same for fiscal 2016 as previous years, with harassment and labor-management related issues such as employment accounting for the majority. Even for cases that were not specifically recognized as harassment, external lecturers were invited to the workplace to teach countermeasures and help promote compliance.

The Status of Calls to the Compliance Hotline



Compliance Seminars

Since fiscal 2004, Yamaha has designated October as the month to promote compliance and holds a compliance seminar for Group employees during the month.

In fiscal 2016, the title of the seminar was Strategic Management of Company Information, and participants learned about protecting trade secrets in accordance with the Unfair Competition Prevention Act.

The seminar raised points not only regarding protection of trade secrets belonging to one's own company, but also not infringing the rights of other parties.

Compliance Questionnaire

A compliance questionnaire was conducted in February 2016 targeting the employees of domestic group companies. This questionnaire is conducted once every three years and is used to assess distribution and awareness status of the Compliance Code of Conduct as well as the workplace environment and employees' individual awareness of compliance. Responses were received from 84% of the approximately 9,500 employees targeted.

Risk Management

1. Basic Policy for Risk Management
2. Classification of Risk and Definition of Risk Management
3. Risk Management Promotion System
4. Introduction to Concrete Initiatives

Basic Policy for Risk Management

The Yamaha Group has formulated its Corporate Philosophy, which is: "With our unique expertise and sensibilities, gained from our devotion to sound and music, we are committed to creating excitement and cultural inspiration together with people around the world." The Yamaha Group perceives events that impede the attainment of its Corporate Philosophy as risks and implements risk management based on the following policy.

1. We shall establish a structure and framework for risk management and work to enhance responsiveness to risk and maximize corporate value.
2. We shall identify, evaluate and reduce risk through risk management activities during ordinary times, conduct awareness-raising activities such as education and training, and share information on risks in order to permeate risk awareness and foster risk sensitivity.
3. We shall prioritize people's safety when risk occurs, and coordinate with the local community to ensure sincere, appropriate and speedy response as a means to minimize the impact of risk. In addition, we shall strive to ensure the stable supply of products and services, continue business to the extent possible and contribute to the sustainable development of society.
4. We shall work to prevent reoccurrence of risk that we have resolved

Classification of Risk and Definition of Risk Management

The Yamaha Group classifies the various types of risks related to its business in the following manner and is working on measures to counter each type.

External Management Environment Risk

External risk that is difficult for a company to predict

Business Process Risk

Risk in which the impact can be reduced through internal control and factor analysis, etc.

Business Strategy Risk

Risk associated with business strategy and management judgment

The Yamaha Group broadly defines "risk management" as general activities implemented to properly control the various types of risk that occur in conducting business. In addition, risk management is divided into measures and response at ordinary times and during an emergency in the following manner.

At ordinary times

Risk management (Narrow definition)

Yamaha implements measures to prevent the incidence of risk at ordinary times based on a narrow definition of risk in which risk can potentially manifest in any situation.

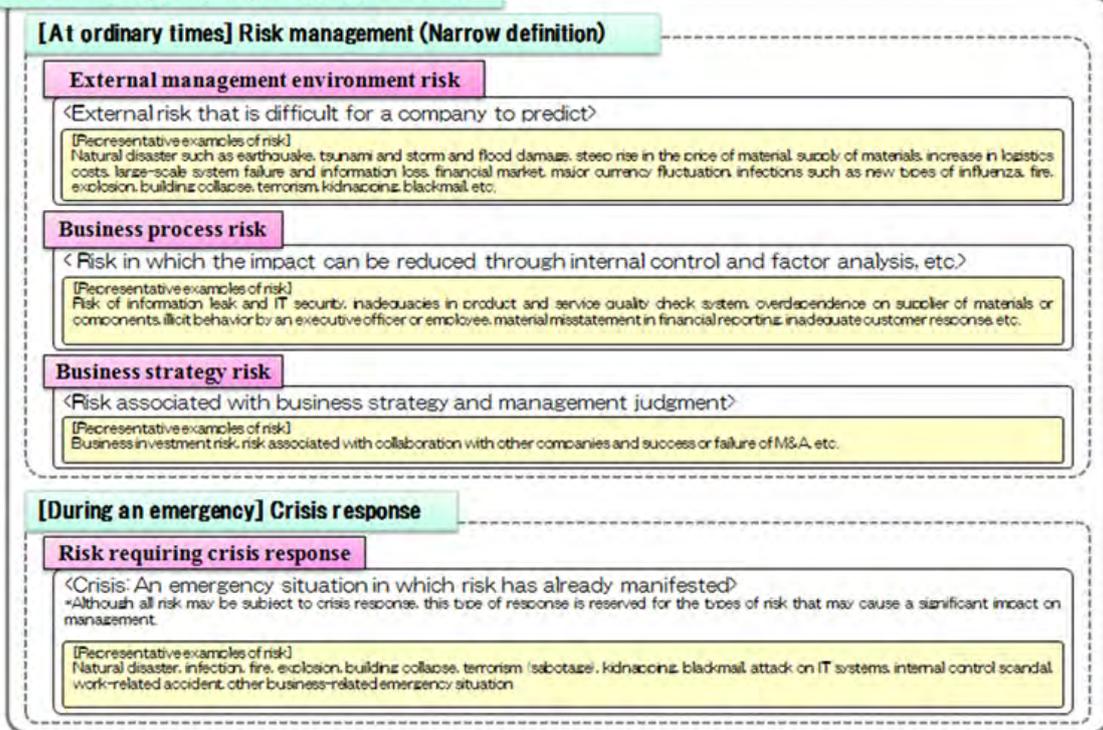
During an emergency

Crisis response

In case a crisis occurs, Yamaha will react quickly and accurately to minimize the impact and ensure immediate recovery based on a definition of crisis as an emergency situation in which risk has already manifested.

* Although all risk may be subject to crisis response, this type of response is reserved for the types of risk that may cause a significant impact on management.

Risk management (Broad definition)

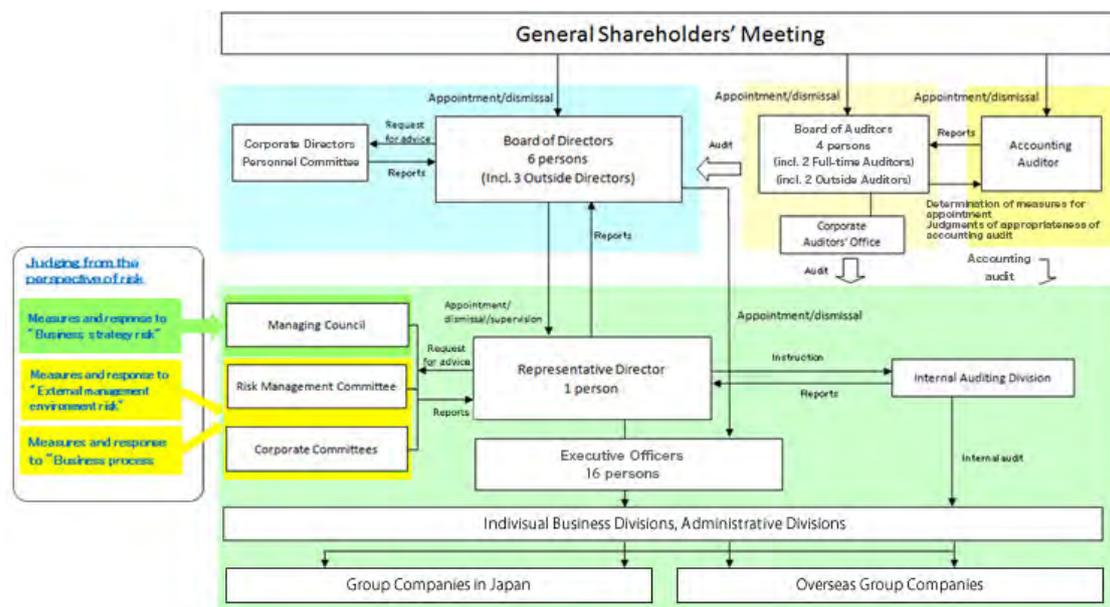


Risk Management Promotion System

Based on the basic policy for risk management, Yamaha Corporation established a Risk Management Committee as an advisory body to the President. This committee deliberates on matters related to risk management from a company-wide standpoint and reports its findings to the President and Representative Director. Working groups for the business continuity plan (BCP) and disaster countermeasures, internal control, compliance, export screening, and information security have been established under the Risk Management Committee to deal with important matters that are difficult for individual business divisions and administrative divisions to cover during the execution of their basic day-to-day duties, and implement risk management activities.

Lately, there have been many accidents involving the leakage of personal information by companies, making it essential to improve management of such information. In November 2014, Yamaha Corporation thus established the Information Security Working Group. The Information Security Working Group sets information management policies, assesses existing management systems, specifies their weak points and provides guidance to improve management standards of the entire Yamaha Group.





Introduction to Concrete Initiatives

Business Continuity Plan (BCP)

In 2009, The Yamaha Group formulated the BCP Guidelines, the basic Group-wide policy for a business continuity plan that is designed to enable the immediate resumption of operations in the event of an earthquake in Japan's Tokai region where the Yamaha headquarters is located or another natural disaster such as a fire or an infectious disease outbreak that could cause damage to buildings or facilities. In 2012, Yamaha established various guidelines including the BCP/Disaster Basic Countermeasures, Earthquake Countermeasures, and Fire Countermeasures and Storm and Flood Damage Countermeasures, which update and supersede the BCP Guidelines.

The Yamaha Group has been conducting BCP training assuming an emergency situation since fiscal 2011. In fiscal 2014, Yamaha installed a safety confirmation system that uses mobile phones to check on the safety of employees after a disaster.

To prepare more effective courses of action for the entire Group in light of the threat of the Great Tokai Earthquake, possibly the largest risk faced, in fiscal 2015, the Yamaha Group established the Great Tokai Earthquake Countermeasures Working Group in the BCP/Disaster Countermeasures Working Group.

In fiscal 2016, after the official release of the 4th Estimate of Damage from Earthquakes in Shizuoka, Yamaha reviewed the earthquake resistance of its buildings and formulated a plan to strengthen building earthquake resistance over the next three years.

Activity example

Promoting the Formation of a Business Contingency Plan (BCP) for Business Recovery (Overall Systems/Response Processes)

Yamaha reviewed the functions and roles of the company headquarters—which needs to be able to pass judgment regarding business continuation and make decisions swiftly in times of crisis. As a result, we rebuilt systems and established response processes.

Formation of an Emergency Contact System

The Yamaha Group rebuilt and put into operation an emergency contact system that enables the swift collection of information and quick decision-making in the event of a situation arising that could impact business continuation or a situation predicted to heavily damage/impact the local area.

Infrastructure Recovery BCP Drill

In order to confirm the effectiveness of our infrastructure recovery BCP, we conducted a business infrastructure recovery drill and revised the BCP procedure manual to solve issues identified at that time.



Business infrastructure recovery drill 1



Business infrastructure recovery drill 2

In addition, the Group has been making efforts to reinforce the earthquake resistance of its factories and other buildings to withstand the Great Tokai Earthquake. In fiscal 2014, it took measures one step further by performing renovations to improve the earthquake resistance of Toyooka Factory Building No. 1, Yamaha Corporation's main production facility.

The Yamaha Group is also conducting production equipment earthquake resistance audits at production sites in Western Shizuoka Prefecture to ascertain risk and minimize damage done to humans and production equipment. To further reinforce the earthquake resistance of its equipment, the Yamaha Group established Yamaha Equipment Earthquake Resistance Standards, which prescribes countermeasure target levels.



Improving earthquake resistance at the Toyooka Factory

1



Improving earthquake resistance at the Toyooka Factory

2

Safety Abroad

Yamaha is taking steps to ensure the safety of employees that are stationed overseas and that go overseas on business trips, doing so from the perspective of prevention and response in the event of an accident. Information concerning dangers in each country and region is gathered from sources such as Japan's Ministry of Foreign Affairs, private security companies, employees stationed at overseas Group companies, and those who have returned from abroad. It is then analyzed and distributed internally in the form of reminders and business trip regulations. Safety-related education is also provided to employees who have been dispatched overseas and those taking business trips.

Fiscal 2016 results

Content	Target	Frequency	Number of participants
Training prior to assignment overseas	For employees	11 sessions	36 employees
	For employees' families	5 sessions	18 people
Overseas business trip orientation	For those going on an overseas business trip for the first time	3 sessions	54 people

Export Control

Yamaha has established provisions for national security-related trade control in its Compliance Code of Conduct as rules pertaining to international trading.

Yamaha Compliance Code of Conduct (excerpt)

8-3 National security-related trade control

Yamaha hopes for global peace. Yamaha observes the applicable security-related trade control regulations that have been set out to prevent proliferation of weapons of mass destruction and accumulation of other weapons. To that end, Yamaha will develop and comply with internal procedure rules.

A Working Group for Export Screening has been established under the Risk Management Committee at Yamaha Corporation, formulating export control regulations and regulations for import and export procedures among others, and establishing a work process related to export control. Yamaha is also working to educate its employees on and improve their awareness of the importance of export control in the company by conducting export control seminars led by industry experts.

Environmental Risk Management

As a part of its CSR activities, the Yamaha Group actively works to promote the regional environment by reducing the environmental burden of its business activities, products and services, and effectively using energy and natural resources under the Yamaha Group Environmental Policy. Key initiatives for environmental risk management include regular monitoring, environmental audits and emergency response training.

[Click here for details of environmental risk management](#) >

Information Disclosure and IR Activities (Communication with Shareholders and Investors)

1. Information Disclosure Policy
2. Promoting and Expanding IR Activities to Enhance Understanding of the Company
3. Inclusion in Socially Responsible Investment Indexes
4. Policies for Retained Earnings and Returns to Shareholders

Information Disclosure Policy

Proper information disclosure is critical for conducting continued transparent business operations with the true understanding of shareholders, investors, and other stakeholders. Yamaha Corporation states in its Compliance Code of Conduct that it will provide a true and accurate report of financial conditions and operational results to its shareholders. This will be done in accordance with laws and other regulations, and shall be provided to shareholders and government entities. Appropriate management information is provided to shareholders and investors as well.

Yamaha sets forth rules regarding information disclosure to shareholders and investors in its Disclosure Policy published on its website.

Yamaha Compliance Code of Conduct (Excerpt)

2-1 Accurate accounting records and financial reports

Yamaha accurately prepares its accounting books in compliance with applicable laws and regulations and provides a true and accurate report of its financial condition and operational results to the required government entities and to its shareholders. Yamaha hereby declares that it will in no case dress up its reports motivated by unjust reasons, nor will it engage in any inappropriate accounting practices.

2-2 Timely disclosure of information

In pursuit of establishing "transparency" in its operations, Yamaha regularly updates its shareholders and investors with appropriate business information in order to obtain their support for Yamaha's activities. In addition, Yamaha also promptly publishes any information that may have a material impact on its business operations.

[Disclosure Policy](#) >

Promoting and Expanding IR Activities to Enhance Understanding of the Company

Yamaha Corporation carries out timely and proactive disclosure of information to institutional and private investors around the world, in line with its Disclosure Policy.

In addition to holding quarterly results briefings for stock analysts and institutional investors, Yamaha occasionally conducts conferences and briefings on its management policies and individual business segments as well as factory and facility tours. In fiscal 2016, Yamaha hosted a briefing session for musical instruments and audio equipment businesses at Yamaha Ginza Studio.

For investors outside of Japan, Yamaha provides investor relations information in English. Additionally, the Company's management team—including the president—visits overseas locations several times a year to foster mutual understanding through direct communication that encompasses explanations of the Company's management plans as well as the status of its businesses.

For private investors, and as a part of the effort to expand its shareholder base, Yamaha began conducting explanatory meetings and briefings for private investors in regional cities in Japan in fiscal 2011. In fiscal 2016, meetings were held at three venues: Tokyo in November 2015, and Nagoya and Gifu in March 2016. Yamaha also runs a special incentive plan for shareholders every year.

Yamaha aims to bolster communication with shareholders through these activities, in which it shares opinions and information gathered with related departments inside the Company to be used for everyday IR^{*1} activities and the execution of management.

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

Major IR Activities in the Fiscal Year Ended March 31, 2016

Regularly Scheduled Events

Financial results briefings

Each quarter (four annually)

One-on-one meetings

250 times

Overseas investors meetings

(U.S.A., Europe, Asia)

Other Events

- Briefing on the mid-term management plan
- Briefing on Yamaha's business strategies
- Facility tour
- Explanatory meetings for private investors



A conference for private investors



A briefing for securities analysts and institutional investors to explain about Yamaha's business strategies

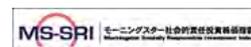


Complimentary gift provided as an incentive for shareholders (who hold 1,000 or more shares)

Inclusion in Socially Responsible Investment Indexes

Socially Responsible Investment (SRI) indexes^{*2} and funds in Japan and other countries evaluate potential investments not only from a financial perspective, but from social and 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, MSCI Global Sustainability Indexes and the Morningstar Social Responsibility Index (MS-SRI).

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



As one way of measuring financial soundness, each year Yamaha Corporation commissions a long-term preferred debt rating assessment from credit rating agencies. The results are shown below.

Credit Ratings (as of March 31, 2016)

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

Policies for Retained Earnings and Returns to Shareholders

Yamaha Corporation has adopted a basic profit allocation policy linked to the level of consolidated net income in the medium term that provides for increasing return on equity (ROE) by retaining earnings as appropriate for strengthening the Company's management position through investments in R&D, sales capabilities, capital equipment and facilities, and other areas, while also emphasizing shareholder returns to reflect consolidated performance. In principle, Yamaha provides continuous, stable dividends; however, giving consideration to the balance between returns and an appropriate amount of retained earnings for future growth investments, the Company will provide returns in a flexible and appropriate manner with the aim of improving capital efficiency. Yamaha has set a target consolidated dividend payout ratio of 30% or more.



Dividends per Share

Human Rights and Labor Practices



Promotion of Human Rights Awareness



Promotion of Diversity and Inclusion



Measures to Prevent Harassment



Hiring and Employment



Promoting a Better Work-Life Balance



Communication with Employees



Health and Safety



Human Resource Development Initiatives

Promotion of Human Rights Awareness

1. Basic Principles Concerning Human Rights
2. Initiatives in Respect of Human Rights
3. Education Concerning Human Rights

Basic Principles Concerning Human Rights

The Yamaha Group explicitly states in its Compliance Code of Conduct its respect for basic human rights, its prohibition of forced and child labor, its assurance of the three rights of work, and other stipulations, and its commitment to upholding these principles. The Group also became a signatory to the United Nations Global Compact in 2011 and upholds the 10 principles, one of which concerns human rights.

Yamaha Compliance Code of Conduct (excerpt)

4-1 Respect for human rights and prohibition against discrimination

Yamaha respects fundamental human rights and endeavors to observe internationally recognized standards in its business activities. Yamaha especially objects to any discrimination based on race, gender, religion, language or ethnic background, and will not discriminate based on ideology, creed or political opinion.

3-7 Prohibition against forced labor and child labor

Yamaha prohibits any form of forced labor or labor by children under the minimum age permissible by law. In addition, Yamaha supports international efforts to exclude and abolish such child labor and endeavors to realize this ideal.

3-3 Favorable employer-employee relationships

Yamaha adheres to the protection of employees' rights prescribed by international treaties, law, collective labor agreement and other agreements between the employer and "employees". We promote the creation of an environment where employees and the employer can cooperate to achieve the corporate objectives.

Initiatives in Respect of Human Rights

As part of its Compliance Code of Conduct, the Yamaha Group forbids sexual harassment, power harassment, or any behavior that could be construed as harassment, as well as unjust discrimination.

The Group also requests that its business partners comply with its policy concerning procurement and CSR in the interest of furthering its policy concerning human rights not only within the Group but also throughout its supply chain. When concluding agreements with new business partners, The Group conducts surveys to ascertain these companies' degree of commitment to upholding human rights and other CSR issues.

Yamaha Compliance Code of Conduct (excerpt)

3-2 Prohibition against harassment

Yamaha prohibits unjustified discrimination by language or behavior that may be construed as harassment, including sexual harassment and power harassment of subordinates or any other employees.

Education Concerning Human Rights

The Yamaha Group disseminates information to employees and conducts seminars to improve understanding concerning human rights issues in the Group's business activities. Using our Intranet, we provide explanations of the guiding principles concerning the issue of conflicting minerals and human rights in Group businesses. We are also continue to educate employees by holding expert-led CSR seminars and CSR procurement seminars for personnel in charge of purchasing, where discussions are held on themes such as human rights issues in the supply chain.

Training Held on the Theme of Human Rights

Each year, Yamaha holds sexual and power harassment training for employees who have been newly assigned to managerial positions as part of its training program targeting new managers.

We plan to hold regular internal seminars on harassment and discrimination and compile a handbook in order to enlighten employees and raise awareness on such topics.

Promotion of Diversity and Inclusion

1. Policy and Action Plan for Promoting Diversity
2. Promote Employment of People with Disabilities
3. Study Group on Employing People with Disabilities
4. Promoting Employment of Foreign Employees
5. Utilizing the Senior Partner System
6. Assisting Women's Careers
7. Major Measures to Assist Women's Careers

Policy and Action Plan for Promoting Diversity

The Yamaha Group promotes diversity management using the common activity policy of leveraging the diversity of employees to increase corporate competitiveness.

The Group has created an action plan to promote diversity management at all Yamaha Group companies in Japan for the three-year period from fiscal 2017-2019. Furthermore, the Group is undertaking various efforts in the interest of improving employees' skills and expanding their opportunities, getting more people active on the global stage, making work environments easier to work in, and fostering a good corporate culture.

In order to promote diversity throughout the entire Yamaha Group, Yamaha began conducting surveys to investigate the status of personnel hiring as well as the percentage of female employees in fiscal 2015.

Yamaha Group Diversity Management Promotion [Action Plan] Activity Policy

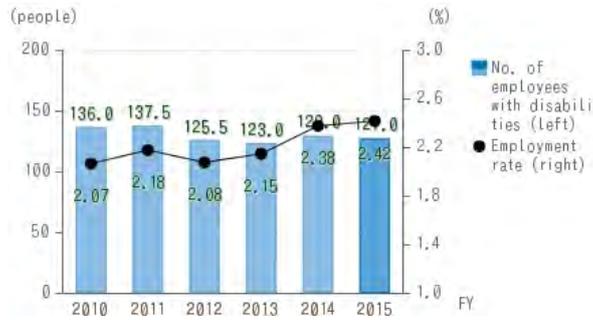
Through the promotion of diversity management, the Yamaha Group respects and leverages the diversity of its employees (age, gender, nationality, various lifestyles that involve time constraints due to childcare or nursing care, etc.) in order to further strengthen its corporate competitiveness, grow and develop further.

Promote Employment of People with Disabilities

Yamaha Corporation established a special subsidiary*¹ in 1989, Yamaha Ai Works Co., Ltd. (YAW). Yamaha Ai Works offers opportunities for employment in general office work, including data processing, printing, and stuffing and sealing envelopes, together with administrative tasks related to accounting and employee benefit programs. In this manner, the company is promoting employment for people with disabilities as well as the development of conducive working conditions. As of March 1, 2016, 87 people with disabilities were employed at Yamaha Corporation, of which 43 were employed at Yamaha Ai Works. The employment rate has hovered above 2% since fiscal 2010, reliably achieving standards set for April 2014 and beyond in the Act on Employment Promotion etc. of Persons with Disabilities.

*¹ Subsidiaries recognized under the Act for Eliminating Discrimination against 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.

Employment Numbers and Rate of People with Disabilities



Study Group on Employing People with Disabilities

The Yamaha Ai Works hosted a study group on December 3 to coincide with International Day of People with Disabilities.

Spanning two days beginning December 3, 2015, the event gave Group employees an opportunity to take a tour of the company's office, participate in a study group on employment of people with disabilities and take part in a selling session attended by the welfare office. During the study group, a representative from Yamaha Ai Works provided an explanation regarding the various laws concerning employment of people with disabilities and related Yamaha Group initiatives, touched upon the Act to Eliminating Discrimination against Persons with Disabilities enforced in April 2016, and discussed how to eliminate discrimination together with the participating employees.

This initiative was also introduced at the Ai Works tour hosted by Hello Work Hamamatsu on December 10, 2015, at which time Yamaha's stance on raising employee awareness was highly praised.

Events to Raise Awareness of Employing People with Disabilities

Date	Event	Description	No. of participants
12/3	Yamaha Ai Works tour	Tour to observe the company's employees at work and the barrier-free environment of their workspace	Approx. 20
	Study group on employing people with disabilities	<ul style="list-style-type: none"> Explanation of the Act on Employment Promotion, etc. of Persons with Disabilities, special subsidiaries and the Act to Eliminate Discrimination against People with Disabilities Yamaha Group initiatives for employing people with disabilities Discussion on how to eliminate discrimination 	Approx. 50
12/4	Interactive event involving company employees and external organization	<ul style="list-style-type: none"> Invited the work continuation support welfare office of Hamamatsu City to an event where cookies made by people with disabilities were sold (all cookies sold out) 	Not counted*2

*2 Event open to the general public held during lunchtime at an employee cafeteria



Participants touring the workplace



A scene from the study group

Promoting Employment of Foreign Employees

Yamaha Corporation had 45 foreign employees working in the company as of March 1, 2016. In order to enhance the role of diverse personnel regardless of nationality, we set a numerical target for hiring new graduates from foreign countries and provide information on our English website.

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 197 people working under the system as of the end of March 2016.

The system allows us to effectively utilize personnel with a wealth of operational knowledge, skills and experience, while it enables younger employees to receive instruction and training as well as leads to more active participation in society post-retirement and more motivation in life. Group companies have also established similar programs in an effort to provide employment to people beyond the normal retirement age. In order to make more extensive use of this system, Yamaha Corporation revised the process and conditions in fiscal 2009, holding interviews with applicants early on and preferential reemployment in the place where one is working at the time of retirement. Yamaha has also provided work to all applicants arriving at retirement age in fiscal 2016 based on the Revised Law concerning Stabilization of Employment of Older Persons enacted in April 2013. There are now 174 senior employees working (including returning employees in Group companies).

Group companies have adopted similar measures and are hiring retired workers.

Assisting Women's Careers

The Yamaha Group holds the diversity of its employees in high regard, and aims to be a place where all employees can make the most of their abilities, regardless of their gender, nationality or other factors. In this regard, the Group strives to promote a workplace environment in which women can excel and creates systems to make this a reality.

Yamaha Corporation launched the Positive Action Project in 2004, and established a dedicated organization (currently a dedicated role) within the Human Resources Division in March 2006. The organization focuses on creating systems to make a comfortable environment for women to work in and continue working for a long period of time, as well as foster a good workplace culture. In fiscal 2014, Yamaha Corporation released the Positive Action Declaration on a portal site for information on the Positive Action Project commissioned by the Ministry of Health, Labour and Welfare. Then, following Shizuoka Prefecture's re-announcement of its "Creating a Society for Gender Equality" campaign in fiscal 2015, in March 2016 Yamaha pressed forward with promoting women in the workplace by formulating an action plan based on the Act to Promote Women in the Workplace and made efforts to raise awareness of this within the company and externally.

[Action Plan]

1. Planning Term

Three years: April 1, 2016 - March 31, 2019

2. Yamaha's Issues

Issue 1:

The work-life balance support system has been streamlined, and now there is almost no difference in the number of continuous years of employment for men and women.

However, as the ratio of women in management roles is still low, initiatives for improvement in this aspect are required.

Issue 2:

We are implementing initiatives to increase opportunities for women to participate in training courses, etc. However, the process for systematically preparing women for mid-level management is still inadequate.

3. Goal

The target has been set to increase the ratio of women in management roles to more than 7%.

4. Contents of Initiatives and Implementation Period

Initiative 1: Increase the number of women hired as technical experts

- Publish Yamaha initiatives for assisting women with work-life balance support, etc. on the company's career website.
- To appeal the image of having a career after entering the company to female university students, provide the opportunity for women working in the company to introduce job content.
- Increase the opportunity for communications between women taking science courses and women working as technical experts in the company.

Initiative 2: Implement selected programs for training personnel

- Continuously introduce various examples of role models and career paths via the Intranet.
- Create an environment where women can personally discuss career plans with supervisors and expand their career scope through training courses, etc.
- Encourage women to participate in business leadership training courses, etc.

Initiative 3: Focus on reducing total annual working hours and lowering the number of employees work long hours

- Enforce continuous "Go Home at the Same Time Day."
- Promote employees to use paid holidays of special promotion holiday system.
- Implement training courses, etc. to improve line supervisor awareness.

Additionally, Yamaha Corporation was awarded the fiscal 2006 "Family Friendly Company Award" from the Ministry of Health, Labour and Welfare and acquired the "Kurumin" mark for supporting the development of future generations in fiscal 2009 and 2015. Through these initiatives, Yamaha Corporation currently boasts nearly an equal average number of years of continuous employment for male and female employees with the proportion of women taking maternity leave and childcare leave as well as the proportion of women returning to work after childcare leave at almost 100% every year.

Major Measures to Assist Women's Careers

Proactive hiring of female employees

Increase the ratio of female new graduate hires

Hiring activities that include information about the active roles played by female employees and creating a more comfortable working environment for women

Active promotion and expansion of opportunities to develop the abilities of female employees

Increasing the promotion of women for managerial positions

3-year target (by fiscal 2019) 7% or higher for Yamaha Corporation and 17% or higher for the Group (domestic/international)

Providing various education and training opportunities and expanding Positive Action training

Creating comfortable environments for women

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

Creating and implementing Yamaha Action Plans

Promoting the operation of a balanced support system and the revision and creation of structures

Changing workplace awareness and fostering a corporate culture

Conducting educational activities through training and seminars

Providing information through the My Yamaha Life - For a Better Career and Work-Life Balance, an intranet service

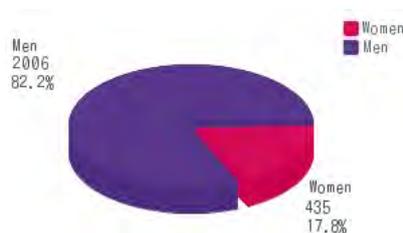
Launched in January 2008 as a communication site designed to promote optimal balance between a career, work and family life, the site is generally updated once a month and is accessed by more than 500 employees each month. The work-life balance aspect of the site was added in fiscal 2013, and the site was named Diversity and Work-Life Balance in fiscal 2014. After that, Yamaha Corporation continued to further enhance information on the site. By serving as a forum through which information can be dispensed and shared, the site provides support for all types of employees to enhance their working and private lives allowing them to work in an active and lively manner.



An Intranet website disseminating information on diversity and work-life balance

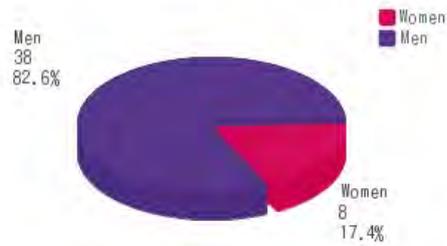
Principal Indicators Related to Female Employees at Yamaha Corporation Ratio of Female Employees (trend in employee ratio)

		Mar. 2014	Mar. 2015	Mar. 2016
Men	No.	3,162	2,166	2,006
	Ratio	80.0%	82.8%	82.2%
Women	No.	791	451	435
	Ratio	20.0%	17.2%	17.8%

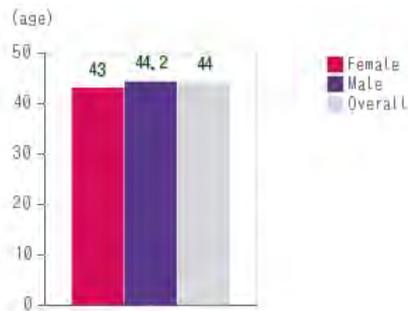


Key Indicators Related to Women's Success at Yamaha Corporation (trend in university graduate employment ratio)

		April 2014	April 2015	April 2016
Men	No.	20	40	38
	Ratio	64.5%	74.1%	82.6%
Women	No.	11	14	8
	Ratio	35.5%	25.9%	17.4%



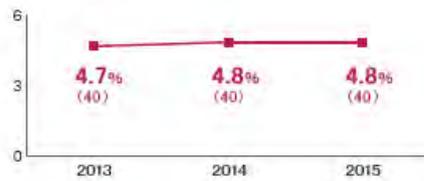
Average Age of Employees at Yamaha Corporation (as of March 2016)



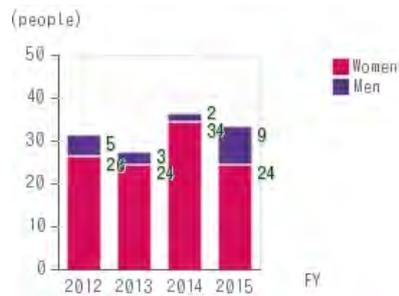
Number of Years of Continuous Employment (as of Mar. 31, 2016)



Female Manager Ratio



Number of Employees Taking Childcare Leave



Measures to Prevent Harassment

The Yamaha Group Compliance Code of Conduct prohibits any language, behavior, or unfair discrimination that could be construed as sexual harassment or other impropriety. Yamaha has distributed the Code of Conduct in the form of a booklet which includes detailed explanations to all employees. Employment regulations also clarify and make all employees thoroughly aware that failure to comply with company rules and regulations relating to harassment is prohibited. We also work to thoroughly prevent harassment through workplace meetings and management training to better educate employees about the issues involved.

Appropriate Operation of the Hotline

In addition, we have set up a hotline that deals with requests for advice and notifications concerning compliance issues in general from employees and business partners. Every effort is made to respond as promptly as possible and to solve any problems that are brought up through these channels. In fiscal 2016, a total of 26 notifications were received. Most requests and notifications were related to "Relationship with Employees", No.3 of the Compliance Code of Conduct.

If an unjustifiable act is reported to the hotline, an investigation is conducted to determine the facts and judgment is passed as to whether or not the reported matter is in fact a breach of compliance. If a problem is identified, corrective action is taken and guidance is given. For harassment matters, however, we may be unable to conduct concrete investigations if the victim strongly requests anonymity. In such cases, we may still conduct an investigation while obtaining the understanding of the person who reported the matter or make efforts to improve the workplace environment regardless of whether or not a specific investigation is carried out.

Details of both the counseling desk and hotline are outlined in the Compliance Code of Conduct, where Group information is provided to further promote awareness.

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

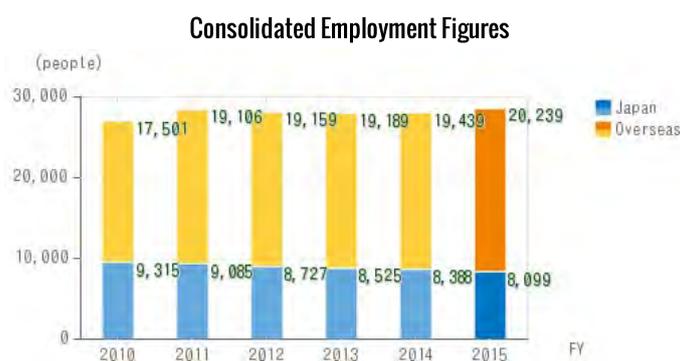
Hiring and Employment

1. Yamaha Philosophy Concerning Hiring and Employment
2. Employment Data
3. Various Social Insurance/Welfare Systems

Yamaha Philosophy Concerning Hiring and Employment

The Yamaha Group respect human rights in hiring and employment and work to maintain fair hiring practices and provide employment opportunities to a diverse range of people. For example, information relating to the Company's hiring and employment practices and opportunities is aired openly and publicly through the Internet. Yamaha regularly recruits university graduates and it is possible for graduates to enter the Company with less than one year's work experience. We also actively employ people with disabilities, people from foreign countries and the elderly. We also observe employment and labors laws in the countries where we do business and conduct appropriate labor management based on labor practices and labor-management relations. Employee evaluations and conditions are decided based on fair rules that take into consideration individual work execution capabilities and the responsibilities and results of work.

Employment Data (as of March 31, 2016)



Consolidated Employment Figures by Region (Unit: People)

Domestic and Overseas Total	Japan	North America	Europe	China	AP	Total
Number of Employees	6,149	774	1,065	5,619	6,741	20,348
Number of Temporary Employees (Yearly Average)	1,950	29	91	0	5,920	7,990
Total	8,099	803	1,156	5,619	12,661	28,338

Total Employees According to Gender (Yamaha Corporation)

Man	Women	Total
2,006	435	2,441

Total Employees According to Employment Contract and Gender (Yamaha Corporation)

Employment Contract	Man	Women	Total
Regular employees	2006	435	2441
Non-regular employees	Contract employees	29	229
	Fixed-term employees	9	12

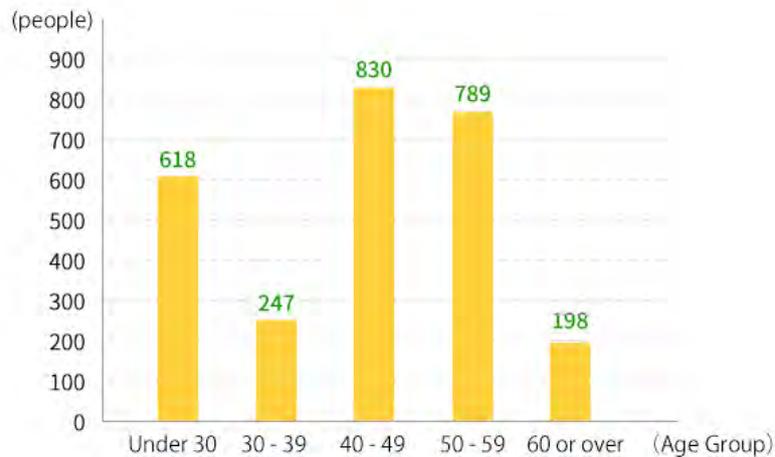
Total Employees According to Employment Type and Gender (Yamaha Corporation)

Employment Type	Man	Women	Total
Full-time (regular employees)	2,006	435	2441
Full-time (senior employee)	168	17	185
Non-full-time (SP)	11	2	13

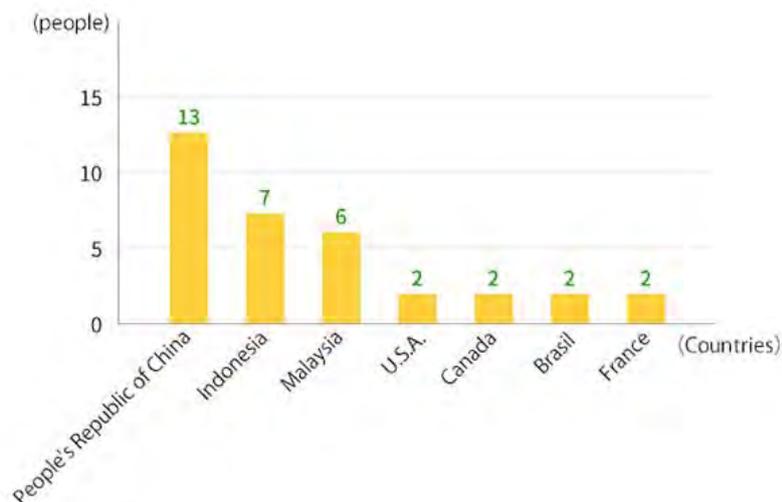
Total Labor Force According to Employee/Temporary Employee and Gender (Yamaha Corporation)

Employment Type	Man	Women	Total
Temporary	325	127	452

Breakdown of Employees by Age Group (Yamaha Corporation)



Breakdown of Foreign Employees by Nationality (Yamaha Corporation)



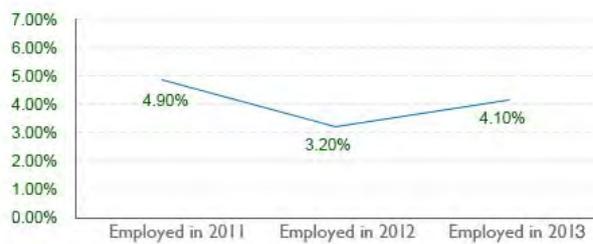
New Employees (for fiscal 2016)

New graduate hires	54
Mid-career hires	7
Total	61

Total turnover (for fiscal 2016)

Retirement	232
Other resignations	51

Turnover Rate within Three Years of Employment



Various Social Insurance/Welfare Systems

Extensive social insurance systems (health, pension fund, employment, worker' accident), corporate pension plan, mutual aid (congratulatory money, condolence money, disaster allowance, childcare temporary leave allowance, maternity allowance, sickness benefit, nursing care temporary leave allowance, survivor's pension, disability pension, mutual aid loan, etc.), employee stock ownership, nest-egg savings, dormitory for single employees, housing for transferees, employee discount purchase system, Yamaha Resort discounted accommodation, medical centers, general-purpose ground, welfare hall, gymnasium, group term insurance, group insurance, affiliated home loan, employee canteens (Yamaha Corporation head office zone), health management center (Yamaha Corporation head office) insurance consultation plaza (Yamaha Corporation head office)

Promoting a Better Work-Life Balance

1. Promoting a Better Work-Life Balance
2. Initiatives to Reduce Working Hours
3. Building and Improving Work-Life Balance Support Systems

Promoting a Better Work-Life Balance

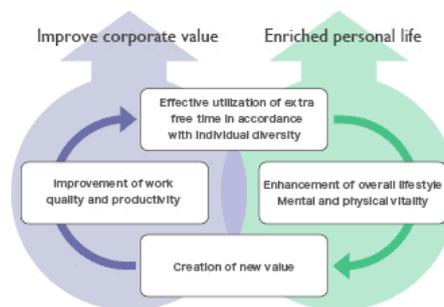
The Yamaha Group has continued to actively seek labor-management cooperation to promote a better work-life balance. In this manner, the Group strives to realize corporate growth in concert with a fuller life for all employees.

In addition to efforts over many years to shorten overall working hours, Yamaha Corporation introduced child care leave in 1990, followed by a system of nursing care leave in 1992, both ahead of statutory requirements. In this way employees and management are working together to improve company support systems. Yamaha Corporation established the Work-Life Balance (WLB) Promotion Committee, jointly run by labor and management. It is endeavoring to reduce working hours and implement and improve work-family support systems for the variety of circumstances encountered by individual employees. From 2012, Work-Life Balance Action Plans were developed for each department to achieve more efficient work-styles.

Basic Policy on Work-Life Balance

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

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



Initiatives to Reduce Working Hours

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

Yamaha Corporation has adopted the system of Lump Acquisition of Paid Annual Leave. Moreover, in order to

encourage employees to take paid annual leave, we review the written vacation plans of employees who have only taken a small number of paid leave days the previous fiscal year and conduct a follow-up. In fiscal 2016, Yamaha continued sending regular emails to employees who only used a minimal number of paid leave days—and to their immediate supervisors—to encourage full use of said time. We began taking the same approach towards management-level employees from fiscal 2016.

In order to realize a more self-directed and productive style of work, we are focused on raising awareness among individual employees and managers through work-life balance seminars by experts and information dissemination through our Intranet. In August 2011, Yamaha also introduced the "All Go Home at the Same Time Day" system, in which all office employees leave the office at a designated time, thereby shortening total hours worked and preventing excessive work. Through these measures, consciousness towards work hours has improved. The All Go Home at the Same Time Day system has proven very successful to date and Yamaha will continue with this initiative going forward.

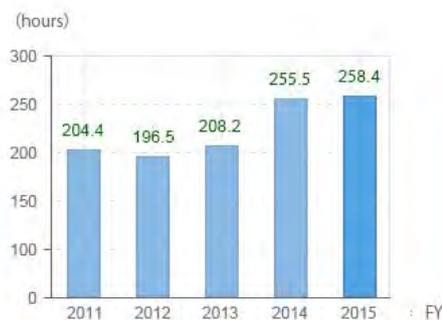
Work-Life Balance Seminar Achievements

Month/Venue	Theme	Target	Participants
July 2011 (1st seminar) Head office	Work-life balance and reforming workstyle —Making time for yourself and creating a risk-responsive work environment	Employees(mainly key management)	Approx. 340
February 2012 (2nd seminar) Head office	Ways to achieve a good work-life balance —Highly productive workstyle with good results	Same as above	Approx. 390
September 2012 (3rd seminar) Head office	Work-life balance and time management —Working so that you can get home on time	Same as above	Approx. 400
November 2014 (4th seminar) Tokyo office	Work-life balance practice —Working with highly productive employees	Employees	Approx. 100

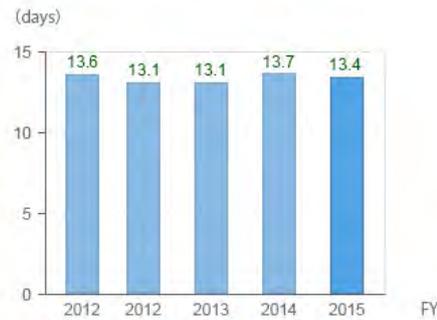
Employee Work Hours (Yamaha Corporation)



Overtime Work Hours (Yamaha Corporation)



Trend in Paid Leave Days Taken (Yamaha Corporation)



Building and Improving Work-Life Balance Support Systems

Yamaha Corporation is creating and improving its support systems for work-life balance by building flexible work systems responsive to the varied circumstances of individual employees with the aim of enabling a dynamic organization in which all employees enjoy a fuller life.

Based on the Act for Measures to Support the Development of the Next Generation, Yamaha Corporation created an action plan and goals through discussions between the management and labor. Yamaha received recognition from Japan's Ministry of Health, Labour and Welfare's for its support in developing future generations in 2008 and 2014. Accordingly, it once again acquired certification for the Kurumin (August 2014) mark for its support in developing future generations.

During the labor negotiations in the spring of 2008, management and labor reached an agreement to expand systems for work-life balance further, and this has been gradually introduced ever since. The action plan for the third phase of the three-year plan beginning in fiscal 2014 incorporates encouragement of male employees to take paternity leave, enforcement of "Go Home at the Same Time Day" and the promotion of paid annual leave acquisition. As the result, Yamaha acquired "Platinum Kurumin" certification, which is awarded by a system that certifies companies that conduct initiatives to support work-life balance at a specific level of standard or more among the companies that have acquired the Kurumin mark.

Major Systems for Childcare/Nursing Care Compared to Requirements by Law

System	As required by law	Yamaha Corporation
Maternity leave (pre-birth, post-birth)	42 days before birth (98 days in the case of multiple pregnancy), 56 days after birth	56 days before birth (98 days in the case of multiple pregnancy), 56 days after birth
Childcare leave	In principle, until the child turns 1 year old (or 1 year and 6 months when certain requirements are met)	Until the child is 1-year 6-months old or the end of April after the child has turned 1 year old whichever is longest
Leave to care for sick children	Children up until elementary school age	Children in the first year of elementary school and up until the end of March
Shorter work hours for childcare	Until the child turns 3 years old	Until the child completes the first 3 years of elementary school
Exemption from overtime work for childcare purposes	Limited overtime work until child turns 3 years old	Exemption from overtime work until child completes the first 3 years of elementary school
Scope of nursing care	To care for a spouse, child, parent, parent of spouse and grandparent, sibling, grandchild living in the same residence or those who are dependents	Family within two-degrees of kinship

Leave of absence for nursing care purposes	Up to 93 days for each family member requiring care	Up to 1 year for each family member requiring care
Shorter work hours for nursing care	93 days	Up to 3 years
Nursing care leave	5 days a year for each family member and 10 days for 2 or more family members	5 days a year for each family member

In addition to expanding the system, we provided information that included the introduction of role models via seminars by outside instructors and on the intranet to foster a workplace environment with heightened understanding and awareness of work-life balance.

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.



"Platinum Kurumin" special certification mark recognizing support for developing future generations

[Number of Employees Taking Maternity Leave](#) >

Communication with Employees

1. Communication with Employees
2. Relationship with Labor Unions

Communication with Employees

The Yamaha Group encourages thorough communication between labor and management in order to create working environments where both can work together towards achieving corporate goals.

Critical management issues are examined and discussed between labor and management at regularly-held joint management councils and other such opportunities that allow participants to hear from labor unions about current working conditions and engage in lively discussions. The administration and revision of various programs related to human resources and labor are conducted after thorough discussion based on the perceptions of labor and management on the issues at hand.

If changes will impact employee day-to-day work duties, the labor agreement stipulates that employees must be "notified immediately." Based on this agreement, Yamaha notifies its employees promptly in advance once a decision has been made to implement a change.

The Group also works to improve relationships between labor and management by providing regular opportunities for dialogue and jointly-organized recreation activities.

Relationship with Labor Unions

Labor and management hold a variety of dialogues aimed at improving mutual relations and facilitating business activities.

Yamaha Corporation explains matters concerning various corporate policies to labor unions whenever necessary, labor and management each publish reports from the discussions, and the Group otherwise works to keep employees informed. In addition to organizing regular discussions between labor and management and committee meetings, Yamaha Corporation organizes meetings between labor and management based on company and departmental policies and discussions between labor and management concerning how to address issues that have come to light through things such as union meetings. Labor union directors also participate in the running of things such as corporate pension funds, health insurance societies, and employee stock ownership plans.

Labor unions have established a union shop system at the Company. Labor unions or employee associations have been set up at each Yamaha Group company in Japan and hold dialogues between labor and management. These organizations coordinate with each other as the Yamaha Union Conference^{*1}.

Moving forward, in promoting labor communications for each company in the Group, while conducting information exchange and interaction with the Yamaha Union Conference, regular labor and management liaison meetings will be convened.

^{*1} Yamaha Union Conference (established in September 1990)

Along with deepening solidarity among those working within the Yamaha Group, the Council works to develop each organization, create better working environments, maintain and improve labor conditions, conduct social contribution activities, and exchange a wide range of information aimed at enriching personal lives.

Rate of Unionization (Includes Yamaha Corporation and Employees Temporarily Posted with Other Companies)

	March 2016
Labor union members	3,732
Total employee population (including managers)	4,855
Rate of unionization	Approx. 77%

Regular Labor and Management Conferences and Committee Meetings Conducted in Fiscal 2016

Name	Frequency Held	Participants	Main Topics
Joint management Council	Twice/year (August and February)	Company: President, directors, etc. Union: Central Executive Committee	Company-wide management issues
Company-wide Production and Sales Committee	Monthly	Company: Director in charge of labor administration, Human Resources Division (department managers and personnel in charge of labor administration) Unions: Central Executive Committee	Monthly topics (reports and labor conditions)
Business Site Labor and Management Committee	Monthly	Company: Business office managers, business office division managers, administrators Unions: Branch Executive Committee (Central Executive Committee)	Monthly production and sales conditions within each division; reports on labor conditions
Allocation Committee	Twice/year (May and November)	Company: Human Resources Division (department managers and personnel in charge of compensation) Unions: Central Executive Committee	Pay raise and bonus
Work-Life Balance (WLB) Promotion Committee	Any time Reports published at least once a year	Company: Human Resources Division (personnel in charge of labor administration) Unions: Central Executive Committee	Reducing long working hours, encouraging the taking of paid vacation days, and various other initiatives related to WLB

Other Meetings

Overseas Work Committee, Calendar Meeting, Labor-Management Discussions Regarding Company/Division Policy, etc.

Health and Safety

1. Yamaha Group's Basic Policy on Health and Safety
2. Formal Agreement with Labor Union Concerning Safety and Health
3. Health and Safety Management Structure and Activity Guideline
4. Striving for Accident-Free Workplaces
5. Maintaining and Ensuring Employee Health
6. Amending and Standardizing Rules That Should be Adhered to by All

Yamaha Group's Basic Policy on Health and Safety

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

Group Safety and Health Management Policies

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

Formal Agreement with Labor Union Concerning Safety and Health

The labor agreement sets forth that "The Company must take all necessary measures to ensure safe, healthy conditions at its factories and improve its work environments while union members must uphold all rules concerning safety and health. The company and union shall also work together to improve union members' knowledge of safety and health." The agreement also establishes provisions concerning issues such as the Safety and Health Committee, Dangerous and Injurious Work, Medical Examinations, Compulsory Leave, and Accident Compensation.

Health and Safety Management Structure and Activity Guideline

Yamaha Corporation created the Industrial Safety and Health Committee, which is headed by the Director in Charge of Industrial Safety and Health. Committee members include branch managers, department managers and representatives of major Group companies among others. The committee promotes a variety of policies related to managing health and safety throughout the Yamaha Group. At the start of each fiscal year in April, Yamaha Corporation and Yamaha Group companies regularly hold a Group-wide Health and Safety Convention. At the convention, there is a general overview of health and safety activities in the previous fiscal year, confirmation of policies and activities for the current fiscal year, and targets for occupational accident prevention are set. Approximately 450 people, including company representatives, labor union representatives, and representatives from each organization and Group companies, participated in the Group-wide Health and Safety Convention held in April 2016. In addition, from this year's Convention, each company introduced examples of activities relating to health and safety, as well as road safety, and shared information in order to prevent recurrence.

Fiscal 2017 Action Plan

1. Occupational safety: **Enforce "Safety Must Be Prioritized Over Everything"**
2. Traffic safety: **Enforce elimination of accidents largely attributable to negligence and defensive driving**
3. Health management: **Improve health management and the workplace environment in order to work safely**



Fiscal 2017 Yamaha Group Safety and Health Convention

Striving for Accident-Free Workplaces

1. Frequency*¹ of Work-Related Accidents over the Past Three Years

	2014	2015	2016
Yamaha Corporation	0.42	0.91	0.97
Group companies in Japan	3.19 * ²	2.08	3.19
Group companies overseas	1.46	1.02	1.46

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

*2 The Yamaha Group updated its statistical method for counting the total number of accidents irrespective of their gravity from fiscal 2014. We are aiming to target "from zero accidents to zero danger" through thorough safety measures that include minor accidents.

The main injuries incurred in the Yamaha Group are cuts, scrapes, getting entangled in factory equipment, machinery, etc., entanglement, falling, etc. In fiscal 2016, there were 37 accidents requiring time off of work and no work-related deaths.

2.Primary Health and Safety Activities

(1) Activities to reduce risk

In addition to introducing measures in response to specific accidents, it is important for management to emphasize measures that prevent accidents from happening in the future. Using risk assessment as the fundamental tool, the Yamaha Group continues to engage in activities to predict risk and prevent accidents. In fiscal 2010, we began revising our evaluation methods based on the Occupational Health and Safety Work Standards Checklist, and in fiscal 2014, the risk assessment method was revised to make it easier to understand. Risk assessments particularly focus on work and surrounding environments where the work is performed, allowing an order of priority once results

have been digitized. Currently, the Yamaha Group continues to promote activities about, and provide education on risk reduction more broadly to Group companies in Japan and overseas, as well as develop activities for overseas production sites where work-related accidents frequently occur.

(2) Safety Patrols and More

Under the guidance of the Group-wide Health and Safety Management Lead Office (Human Resources Division, Yamaha Corporation), safety patrols are conducted at group companies in Japan and overseas. Patrols were carried out at three bases in Japan and three bases overseas in fiscal 2016. In the document check stage, a health and safety management analysis table designed to quantitatively assess the level of health and safety at each base is adopted. Approximately 170 items focusing on the clarification of health and safety management systems and policies, and the status of regulations and standards established are quantified.

Moreover, workplace inspections are conducted to correct and provide guidance on problematic areas primarily in particularly dangerous and hazardous workplaces at each base in order to prevent disasters.

Meanwhile, the Group's non-production companies in Japan established a self-directed health and safety diagnosis^{*3} which is in line with the compliance policies and based on the number of employees. This diagnosis was introduced at four sites in fiscal 2016. The results of the diagnoses revealed that some health and safety education was inadequate. To improve the situation, Yamaha is providing health and safety education tools, dispatching trainers/lecturers and fostering educators.

^{*3} Diagnosis used for self-evaluation of approximately 150 items to be understood to ensure compliance and make efforts to improve personal health and a safety.

No. of Health Patrols and Self-directed Health and Safety Diagnoses Completed

	Japan	Overseas	Total
FY 2012	13	3	16bases
FY 2013	10	6	16bases
FY 2014	3	2	5bases
FY 2015	6(9)	2	17bases
FY 2016	3(4)	4	11bases

Figures in parentheses indicate the number of self-directed health and safety diagnoses completed

Safety Guidance at Overseas Production Sites

In the Yamaha Group, health and safety managers conduct patrols and provide guidance as safety measures for overseas Group companies. Facility control managers conduct audits and provide guidance on facilities such as production equipment in an effort to prevent accidents and disasters, and to improve health and safety levels. Yamaha currently positions the risk assessment activity as a core activity to achieve work safety, while in regards to work health, an industrial physician accompanies health and safety managers to overseas affiliates in order to provide education and guidance on improving the workplace environment such as improvements to personal protection equipment.



Giving advice to site supervisors on wearing appropriate protective equipment



Facility audit in Indonesia 1



Facility audit in Indonesia 2



Facility audit in Indonesia 3



Facility audit in Indonesia 4

Maintaining and Ensuring Employee Health

The basic policy of the fiscal 2016 action plan is—in the interest of improving work productivity—to provide support for employees to look after their own health and understand the health risks, as well as create measures to address such risks so that the entire Group can fulfill its obligation to prioritize safety. Based on this policy, we made efforts related to health checkups, mental healthcare, measures against smoking and supporting the health of employees stationed abroad in fiscal 2016.

(A) Health checkups

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

In fiscal 2016, we offered individualized training on health and sanitation to employees who work with organic solvents based on the results of questionnaires about sanitation during their hearing health checkups, and compiled data for each workplace.

We also focused on the implementation of regular health checkups and taking appropriate countermeasures based on the results thereof. A total of 96.3% of Yamaha Group employees completed a health checkup, and in 98.6% of these cases an industrial physician passed a decision on the best place for the particular employee to work.

To solidify the foundation for deploying this kind of initiative throughout the entire Group, Yamaha is reassessing contracts for part-time industrial physicians in its operations centers throughout Japan and is striving to enforce aftercare.

(B) Mental healthcare

Yamaha is promoting mental health activities based on a policy to ensure that workers remain mentally healthy in accordance with the policies of Japan's Ministry of Health, Labor and Welfare. Specifically, we continued to implement several measures: (1) training for managers, supervisors and new recruits through an internal industrial physician and counselors; (2) operation of a return-to-work support program that connects occupational health and safety staff, supervisors and personnel; (3) a mental health counseling desk staffed by psychiatrists and clinical psychologists from outside medical institutions; and (4) counseling provided by outside institutions through an external Employee Assistance Program (EAP).^{*4}

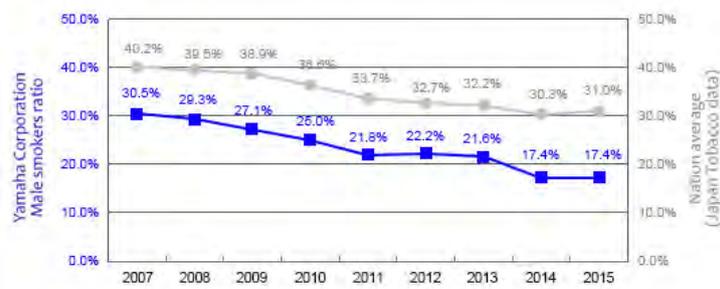
We are continuously working in coordination with EAP companies to enable training for production-line workers and appropriate return-to-work support throughout the Group going forward.

^{*4} Program provides counseling to employees and their families for mental health issues, helps employees return to the workplace after leave for mental illness, and utilizes external specialists such as ones that offer health-related training for managers in charge of with employees working under them.

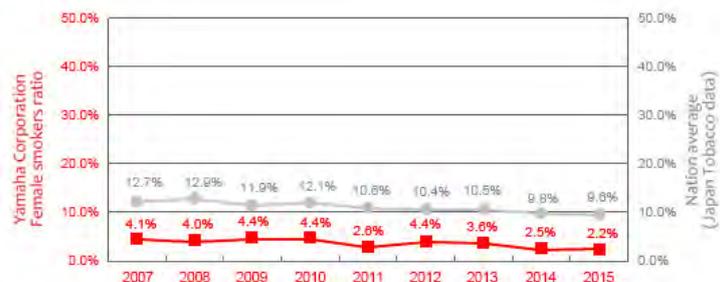
(C) No smoking policy

To protect the health of all of our workers, smokers and non-smokers alike, since 1998, Yamaha Corporation has continued to advise employees to stop smoking at their health checkups, reduced the number of designated smoking areas, promoted no-smoking days, and helped employees quit the habit. In April 2011, we prohibited smoking during work hours throughout the premises. As a result of these initiatives, the percentage of smokers among all employees declined from 35.7% in 2000 to 14.8% in 2015.

As shown in the diagram below, the ratio of men and women smokers at Yamaha Corporation headquarters is clearly lower than the national average (based on data from Japan Tobacco). Going forward, we will aim to further reduce the ratio of smokers by reducing the number of smoking areas inside the premises, thereby preventing passive smoking, continue to encourage individuals to quit smoking through nursing staff during health checkups, and provide information from medical institutions that conduct no-smoking clinics.



Yamaha Corporation Smoking Ratio (Male)



Yamaha Corporation Smoking Ratio (Female)

(D) Supporting the health of employees stationed abroad

For each Yamaha Group employee stationed overseas, we have an industrial physician send an email specifically relating to that individual containing health advice in light of results of the annual regular health checkup. Moreover, we held health consultations and interviews with employees stationed overseas in Jakarta, Indonesia in fiscal 2014, and again in Surabaya, Jakarta in fiscal 2016. Information gained from the interviews is used to improve the health and environmental aspects of employees stationed overseas.

Amending and Standardizing Rules That Should be Adhered to by All

As early as 1977, in the name of securing workplace health and safety, Yamaha Corporation had begun gradually establishing rules relating to people and their surroundings such as employees' attitude towards health and safety, basic code of conduct and equipment safety standards. These have been compiled into handbooks and portable cards, etc. and distributed to employees.

With the aim of polishing these rules further and standardizing them throughout the entire Yamaha Group, we conducted a large-scale review in fiscal 2016. We are compiling new rules in multiple languages and promoting awareness and implementation.

Human Resource Development Initiatives

1. Purposeful, Targeted Education and Training
2. Fostering Global Human Resources Engaged in Manufacturing
3. Development of Global Personnel
4. Regular Face-to-Face Meetings to Support Employee Development

Based on the Yamaha Group ideal that "a company and individuals grow together," the Yamaha Group endeavors to encourage each and every employee to develop their capabilities through self-realization regardless of nationality, age, gender and other unrelated factors. It has established human resource development programs with the goal of developing human resources that can put Yamaha values into practice and become truly professional.

Purposeful, Targeted Education and Training

Yamaha Corporation believes that creating a mutually beneficial relationship between the employee and the Company inspires motivation. Therefore, the Company works to create a system that is equally focused on education and training and career development as the basis for nurturing human resources that can act globally. Each training program is tailored to a specific objective in one of the following categories: Stratified Training, Selective Training, Function-Specific Training and Self-Development Education.

Main Training and Education Systems

Name		Target/Content
Stratified Training		Increases individual skills level to match career stages
Selective Training	Yamaha Management Institute	Development of core personnel who will be involved in company management in the future
	Manufacturing Management Training	Development of personnel to manage production bases
	Yamaha Advanced Skill School	Development of next-generation core personnel on domestic production shop floors
	Yamaha Technology Training Center	Same as above
From-To Program		Passing down core technologies relating to musical instrument manufacturing
Global Manufacturing Management Training (SSI – World)		A program for developing local personnel at overseas manufacturing subsidiaries
Function-Specific Training		Quality engineering, international training, core technology training, etc.
Self-Development Education	Yamaha Business School (training by correspondence)	Supporting autonomous learning by employees
Life Design (Employees turning 50)	Life design seminars	Opportunity to contemplate life designs and information-sharing
	Second Life Preparatory Seminar	Life beyond 60 for employees 2 years out from retirement

Life Design Seminar and Second Life Preparatory Seminar

Life Design Seminar

Number of times held: 4 Number of participants: 160

Second Life Preparatory Seminar

Number of times held: 7 Number of participants: 178 + 47 accompanying persons

Total: 225

Total Training Hours per Year for Fostering Human Resources (Yamaha Corporation)

Fiscal 2016: Approx. 3,000 hours

Fostering Global Human Resources Engaged in Manufacturing

The Yamaha Group aims to create an optimal production system on a global basis by clarifying the roles and functions of each of its bases in Japan and overseas and focusing on development of human resources that support manufacturing.

Positioning each manufacturing plant in Japan as a manufacturing base of high-value added products, we focus on developing technologies that are highly competitive in the global market and ensuring that core skills required to manufacture musical instruments are passed on. China and Indonesia, for example, are designated as key manufacturing bases for affordably priced products—including pianos, string, percussion and wind instruments—and electronic musical instruments. We dispatch many technicians and supervisors from Japan to provide support and guidance at these sites for the purpose of further improving quality and productivity.

To foster human resources capable of contributing to these activities, Yamaha offers various education and training on an ongoing basis. In fiscal 2015, global manufacturing management training, a program for local human resource development, was newly established at overseas manufacturing subsidiaries, and the first round was held from November 2014 to August 2015. The second round began in May 2016 after changing the name of the activity to SSI-World in accordance with the replenishment and reorganization of manufacturing management personnel development systems.

Global Manufacturing Management Training (Yamaha Music Manufacturing Asia)



A lecture on the theme of kaizen



Actually improving plant layout during a lecture

Development of Global Personnel

As a company that engages in its businesses in countries around the world, the Yamaha Group appoints local personnel from each base to important posts within the group and exerts efforts to develop personnel who can play a strong role at the global level.

In April 2015, the first German national was appointed president of Yamaha Music Europe, our European regional distributor. Apart from this, local personnel were also appointed as the presidents of five companies bought by the Yamaha Group.

Establishment of a Global Human Resources Development Section

In October 2015, Yamaha's HR Department established the Global Human Resources Development Section, which aims to develop personnel capable of engaging in business at the global level. The aim of this new section is to accomplish the following four missions.

Missions of the Global Human Resources Development Section

1. Appraise core global personnel
Assign personnel to the best position for them while disregarding the boundaries of country of origin and country of originating company.
2. Grade
Promote the transfer of personnel between local affiliates as an indication of activities common to Group companies
3. Evaluate/Treatment
Acquire and retain a balance of outstanding personnel within the Group
4. Train/Succession plan
Prepare a plan for developing successors

Regular Face-to-Face Meetings to Support Employee Development

Yamaha holds regular face-to-face meetings between employees and the company to exchange opinions on future career plans and support employee development. In fiscal 2015, from October until February 2016, 54 new hires including mid-career hires, 53 employees in their fourth year of employment and 75 employees in their eighth year of employment had such meetings. Meetings were attended by workplace managers, the HR manager assigned to each department, and HR Department staff in order to assess if employees are fulfilling their duties enthusiastically and primarily discuss future career plans.

The Environment



Promotion of Environmental Management



Material Balance



Goals and Achievements



Environmental Accounting



Environmental Education and Training



Environmental Risk Management



Chemical Substance Management



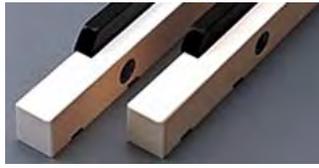
Environmentally Friendly Products



Initiatives in Energy-saving Products



Initiatives in Resource-Conserving Products



Conservation and Effective Use of Wood Resources



Green Procurement Activities



Waste Reduction and Resource Recycling



Effective Use and Conservation of Water Resources



Preventing Global Warming



Forests/Biodiversity Preservation Initiatives



Regional Activities



ISO 14001-Certified Sites



Yamaha Group History of Environmental Initiatives



Environmental Performance Data

Promotion of Environmental Management

1. Yamaha Group Environmental Policy
2. Acquisition of Group-wide ISO 14001 Certification
3. Environmental Management Systems
4. Debriefing Sessions on Environmental Activities

As part of the Yamaha Group Environmental Policy, each employee within the Group often engages in activities that help protect the global environment. Examples include reducing the environmental impact of Yamaha business activities, products and services, effectively using energy and other natural resources, and supporting regional environment preservation activities.

Yamaha Group Environmental Policy

The Yamaha Group established the Yamaha Group Environmental Policy in fiscal 1994, and has used this policy as a guide in pursuing its environmental protection activities. Each business site has set its own environmental policies, goals and targets in light of their own business conditions, and engages in specific activities to protect the environment.

We created the Yamaha Group Environmental Policy as a unified policy for Group companies in a step toward acquiring ISO 14001 certification for the entire Group in Japan. Beginning from fiscal 2011, we have worked to systematically transform the ISO 14001 environmental management systems at individually certified business offices into a standardized Group-wide system.

This new environmental policy was designed to satisfy ISO 14001 requirements, adding the president's signature, and other enhancements, with the ultimate aim of creating a better global environment under the slogan "Sustaining the Concerto of Yamaha with the Earth."

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

[Yamaha Group Environmental Policy](#) >

Acquisition of Group-wide ISO 14001 Certification

In fiscal 1998, the Yamaha Group introduced its ISO 14001 environment management system as the centerpiece of its environmental protection initiative. By fiscal 2007, Yamaha Corporation and Group manufacturing companies both in Japan and overseas, as well as resort facilities and major sales offices, had completed certification in 37 business sites representing 78% of total employees. Thereafter these entities have worked diligently to protect the environment by setting environmental goals and targets in view of their unique business environments.

From fiscal 2011, we have been steadily advancing efforts at Group companies in Japan integrating ISO 14001 environmental management systems at business sites that have already been certified, doing so to improve the efficiency of activities for protecting the environment on a Group-wide basis. Unification at Group companies was completed in Japan in fiscal 2012.

Environmental Management Systems

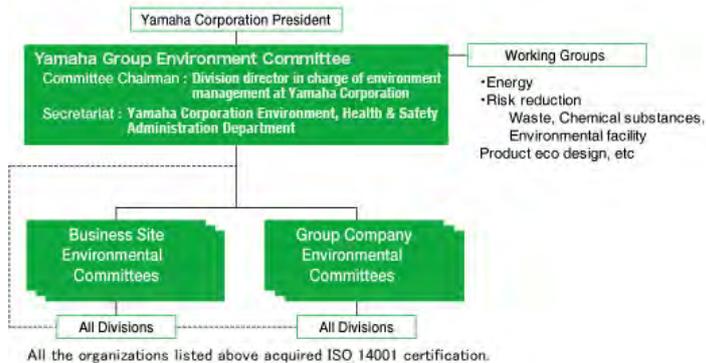
The Yamaha Group periodically convened the Environmental Management Promotion Committee as a part of its Group-wide environmental management system, to debate and reach decisions on key issues such as environmental strategy.

From fiscal 2011, in accordance with the acquisition of Group-wide certification and the formulation of a Group-wide environmental policy, the Environmental Management Promotion Committee was succeeded by the Yamaha Group Environment Committee, which formulates environmental goals and targets for the Group as a whole, and promotes

initiatives for the environment through business activities. In addition, working groups were established under the Committee's direction in order to advance specific measures such as energy conservation and waste reduction.

The Yamaha Group Environment Committee convenes once every quarter, with the division director in charge of environment management at Yamaha Corporation as the committee chairman, and participants comprising persons in charge of environmental management at Group companies, business sites, working group leaders, and internal environmental audit team leaders. The minutes of the meetings, including debates and decisions, are communicated to and shared with business sites and core business divisions within the Group. In its internal control document, the Group Environment Management Policy, the Yamaha Group lists environment-related activities and endeavors to ensure all Group companies, both within Japan and abroad, adhere to them.

Environmental Management Structure



Debriefing Sessions on Environmental Activities

In order to share and enable the mutual use of information on environmental activities among business locations, divisions and Group companies, the Yamaha Group has been holding debriefing sessions on the activities through the Environment Committee since fiscal 2012. These debriefing sessions allow the Group's production companies to report on a variety of subjects including efforts to make improvements through energy conservation diagnoses, efforts to reduce waste generated in production processes, and efforts to reduce CO2 emissions from logistics operations. Sharing information such as this among employees in charge of environmental management at business locations, divisions and Group companies as well as staff members from the secretariats raises the level of environmental management and helps improve activities at each location.



Report on activities at an Environment Committee meeting

Material Balance

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

Results of Material Balance in FY 2016 (Japan)

Yamaha Corporation, and Group Manufacturing companies and resort facilities in Japan

INPUT			OUTPUT				
	FY2016	FY2017	Comparison with FY2016		FY2016	FY2017	Comparison with FY2016
 Energy (TJ)	855	640	-25.1	 CO2 emissions (10,000t)	6.7	4.7	-29.9
 Water (10,000m ³)	227	136	-40.1	 Wastewater (10,000m ³)	215	122	-43.1
Surface water (marsh, river, lake, ocean, etc.)	0	0	-	River, lake	199	106	-46.5
Ground water (well water, hot-spring water)	180	89	-50.2	Brackish water intake source/ocean	0	0	-
Rainwater directly saved by organization	0	0	-	Ground water	0	0	-
Drainage water from other organization	0	0	-	Sewage	16.2	15.9	-1.8
Local municipal water and other water facilities (tap water, industrial water)	47	47	0.4	Water drainage to other organization	0	0	-
Volume of recycled water	6	6	0.7				
(Recycling rate)	2.7%	4.6%	68.1	 Amount of PRTR-designated substances released (t)	48.5	74.0	52.7
 Amount of PRTR-designated substances used (t)	300	232	-22.7	 Wood debris (1,000t)	0.74	0.66	-10.8
 Wood Raw materials (1,000m ³)	14.5	21.3	47.1				

Goals and Achievements

The Environment

Environmental Management

Key Theme	Major Results up to Fiscal 2016	Initiatives in Fiscal 2017 and Beyond
Establishing environmental management system	<ul style="list-style-type: none"> • Acquired/Maintained ISO 14001 certification at manufacturing facilities in Japan and overseas • Applied Yamaha Environmental Management System (YEMS) throughout the entire Group • Introduced environmental accounting 	<ul style="list-style-type: none"> • Maintain ISO 14001 certification at each facility • Apply Yamaha Environmental Management System throughout the entire Group
Maintaining environmental management capabilities	<ul style="list-style-type: none"> • Implemented environmental education and training according to job and role for employees (general, special) • Held seminars for training internal environmental auditors and advanced training • Encouraged and supported environmental activities at home 	<ul style="list-style-type: none"> • Promote environmental education according to job and role • Hold training and skill improvement seminars for internal environmental auditors

Environmentally Friendly Products and Services

Key Theme	Major Results up to Fiscal 2016	Initiatives in Fiscal 2017 and Beyond
Creating environmentally friendly products	<ul style="list-style-type: none"> • Developed environmentally friendly products (Introduction of LCA, energy conservation/resource conservation/chemical substances/wood) • Conformed to the laws and regulations of each country • Established Green Procurement Standards and developed them inside and outside of the Company • Established internal standards for environmentally friendly products • Proactively conveyed information about environmentally friendly products to consumers 	<ul style="list-style-type: none"> • Apply internal standards for environmentally friendly products • Proactively convey information about environmentally friendly products to consumers • Calculate and disclose greenhouse gases emitted while using products

Climate Change Mitigation and Adaption

Key Theme	Major Results up to Fiscal 2016	Initiatives in Fiscal 2017 and Beyond
Reducing greenhouse gas emissions related to business activities	<ul style="list-style-type: none"> • Continued ongoing efforts to reduce greenhouse gas emissions at facilities • Reduced CO2 emissions in shipping • Reduced energy consumption per unit at Japanese production bases 	<ul style="list-style-type: none"> • Group-wide understanding of Scope 1 and 2 regulations regarding greenhouse gas emissions Start trial expand calculation scope (Scope 3) • Continue ongoing efforts to reduce greenhouse gas emissions at facilities in Japan and overseas

Prevention of Pollution

Key Theme	Major Results up to Fiscal 2016	Initiatives in Fiscal 2017 and Beyond
Conducting thorough environmental management at manufacturing bases	<ul style="list-style-type: none"> • Set and maintained voluntary standards that exceed legal standards • Consolidated wastewater and gas processing facilities • Responded to emergency situations (streamline system, training) • Responded to further reinforcement of regulatory standards at overseas manufacturing bases • Reduced risk by securely enforcing environmental audits and remedial actions • Developed a road map that conforms with the Environmental Facility Management Standards for pollution prevention 	<ul style="list-style-type: none"> • Reinforce environmental management at overseas manufacturing bases • Comply with and promote the Environmental Facility Management Standards for pollution prevention
Promoting reduction and recycling of wastes	<ul style="list-style-type: none"> • Promoted and maintained zero emission of wastes at Japanese production bases • Promoted effective use of wastes (Conversion into valuable resources, etc.) • Completed disposing of large, high-density PCB waste in Japan 	<ul style="list-style-type: none"> • Maintain zero emissions at Japanese production bases • Promote effective use of wastes

Conservation of Water Resources

Key Theme	Major Results up to Fiscal 2016	Initiatives in Fiscal 2017 and Beyond
Conserving and effectively using water resources	<ul style="list-style-type: none"> • Reduced water consumption (cycling/recycling use, measures for leaking water facilities, etc.) • Promoted water recycling at overseas manufacturing bases 	<ul style="list-style-type: none"> • Start water recycling by introducing new effluent treatment facility in Chinese factory • Promote water recycling at overseas manufacturing bases

Chemical Substance Management and Reduction

Key Theme	Major Results up to Fiscal 2016	Initiatives in Fiscal 2017 and Beyond
Reducing the emission of chemicals from production processes	<ul style="list-style-type: none"> • Thoroughly managed chemical substances such as those designated under the PRTR Law • Reduced the emission of chemicals from painting processes (use alternative materials, improve processes , develop production methods) • Reduced amount of hazardous substances used in the production process and promoted switch to substances that are less hazardous 	<ul style="list-style-type: none"> • Reduce amount of hazardous substances used in the production process and promote switch to substances which are less hazardous

Biodiversity Preservation Initiatives

Key Theme	Major Results up to Fiscal 2016	Initiatives in Fiscal 2017 and Beyond
Using wood resources appropriately and effectively	<ul style="list-style-type: none"> • Established items of legality and sustainability in the Supplier CSR Code of Conduct and started to confirm legality and sustainability of procured timber 	<ul style="list-style-type: none"> • Continue to check the situation of legality and sustainability • Expand to use of certified timber
Promoting forest preservation	<ul style="list-style-type: none"> • Implemented Enshunada coastal forest recovery • Implemented maintenance of planting area in Indonesia 	<ul style="list-style-type: none"> • Examine upcoming forest preservation activities

Environmental Accounting

1. Environmental Cost
2. Environmental Effects

Yamaha Corporation introduced environmental accounting in fiscal 2000 as a means of quantitatively evaluating the effectiveness of its environmental conservation activities. These environmental accounting practices were then implemented at Yamaha Group production companies and resort facilities in Japan, and since fiscal 2005 they have also been implemented at some overseas Group production sites.

Environmental Cost

Yamaha Group (Yamaha Corporation, Group Production companies and resort facilities in Japan, and some overseas production sites)

The Yamaha Group's environmental equipment investment in fiscal 2016 decreased by ¥80 million to ¥170 million.

Principal investments were for air conditioner upgrades and other utility refinement.

Environmental Cost

(million yen)

Classification		Details	Investment ^{*1}	Expenses ^{*2}
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	83.3	289.7
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	54.5	35.4
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	16.4	380.4
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	165.2
Management costs		Environmental education, ISO 14001, greening of premises, etc.	14.5	432.4
Research and development costs		Development of environmentally friendly products, prototypes, etc.	0.0	10.7
Social activity costs		Social contributions, etc.	0.0	16.8
Environmental damage costs		Groundwater purification, SOx levies, etc.	0.0	11.9
Total			168.8 (-81.1)	1342.5 (-33.9)

() Indicates comparison with the previous year

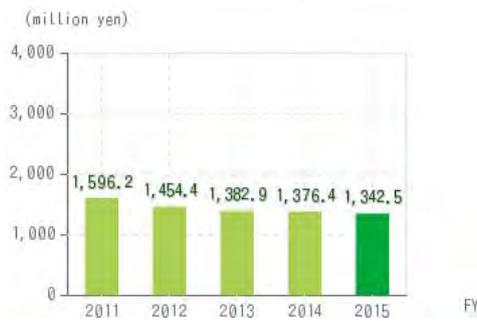
*1 Equipment investment refers to investment in factories and equipment made for environmental conservation objectives. The figure is calculated by multiplying the purchase price of individual pieces of equipment by a figure determined by the proportion of the environmental conservation purpose to the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

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

Environmental Investment



Environmental Expenses



Environmental Effects

Yamaha Group (Yamaha Corporation, Group Production companies and resort facilities in Japan, and some overseas production sites)

1. Environmental Conservation Effects

The Yamaha Group's CO₂ emissions fell by 1,100 tons compared with the previous fiscal year to 10,200 tons. Water usage decreased by 850,000 m³ year to 1,760,000 m³.

Environmental Conservation Effects

Details	Unit	FY2015	FY2016	Reduction
CO ₂ emissions	10,000tons-CO ₂	11.3	10.2	-1.1
Water consumption	10,000m ³	261	176	-84.7

2. Economic Effects

Electricity and heating costs decreased by roughly ¥820 million to ¥2.899 billion compared with the previous fiscal year.

Water costs decreased ¥14 million to ¥123 million from the previous year, and sewerage costs increased by ¥3 million, rising to ¥46 million.

Waste treatment costs increased by approximately ¥4 million to ¥183 million.

Through the conversion of waste to valuable materials, the Group gained ¥357 million in income from the sale of valuable materials, resulting in a total economic effect of ¥1.183billion.

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

Economic Effects

(million yen)

Details	FY2015	FY2016	Savings
Total savings	-465	826	1,292
Electricity and heating costs	3,719	2,899	820
Water costs	136	123	-14
Sewerage costs	43	46	-3
Waste disposal costs	179	183	-4
Income from sales of valuable wastes	329	357	28
Economic effects	-137	1,183	1,320

A minus sign (-) indicates an increase.

Environmental Education and Training

1. Specialized Training for Environmental Preservation Staff
2. Training and Brush-Up for Internal Environmental Auditors
3. Promoting Eco Initiatives among All Employees

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

Hours Dedicated to Employee Training and Education

Environmental education name	Target	Hours
General environmental education	All employees	1 hour/year
New employee education	Full-time employees	1 hour/year
Yamaha Technology Training Center	Candidate instructors	4 hours/year
Yamaha Advanced Skill School	Candidate foreman	8 hours/year
Environmental facility education, emergency situation drills	Personnel in charge of environmental facilities	2 hours/year
Internal auditor education	Internal environmental auditors and candidates thereof	18 hours/year

Specialized Training for Environmental Preservation Staff

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

We also reviewed rules concerning the management of chemical substances used at factories, and in March 2013 established new Yamaha Group Chemical Substance Usage Standards in order to further reduce environmental impact and improve work environments. Including overseas locations, we have finished conducting training for and implemented these usage standards at all major factories.

To prevent the leakage of pollutants, in October 2014, Yamaha established the Yamaha Group Environmental Facility Standards. Yamaha has also implemented emergency response training based on the ISO14001 operation manual of each local Yamaha entity.

Training and Brush-Up for Internal Environmental Auditors

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

A total of 14 auditors participated in the seminar held at the Yamaha headquarters during May of fiscal 2016. To date, more than 1,122 participants have obtained their internal environmental auditor qualification and of these, 490 employees are still currently employed at Yamaha.

With the migration to an ISO integrated management system since fiscal 2011, we have held an Internal Environmental Auditor Brush-Up Seminar to improve the skill set of staff members responsible for internal audits. In fiscal 2016, we held the seminar at the Yamaha headquarters during October, where 27 individuals were able to build stronger audit skills related to environmental activities that are linked directly to our business.

Promoting Eco Initiatives among All Employees

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

(1) Environmental Awareness Activities in the Home: Smart Life in My Home Commitment and My Eco Commitment Coloring Page

Since fiscal 2004, the Yamaha Group has worked with the Yamaha labor union to promote environmental activities in daily life such as the keeping of Smart Life Guide Eco-Account Books. We have been helping households make "Smart Life in My Home Commitments" to voluntarily improve the environment since fiscal 2012.

Under this commitment, employees establish, and commit to, eco-activity themes according to their individual circumstances for a period of four months from June to September. Yamaha received 441 reports on the activities conducted in fiscal 2016 and gave awards to the most exceptional initiatives.

Besides this initiative, we continued to implement the My Eco Commitment Coloring Page to enhance communication related to the environment in homes with children through coloring pages.



The Smart Life in My Home Commitment and My Eco Commitment coloring page

Examples of Initiatives under the Smart Life in My Home Commitment (Fiscal 2016)

Details of Commitment	Report on Activity
Green Eco Curtain helped survive the summer heat. This year Morning Glory was grown.	This year, water bottles were inserted into planter upside down to prevent the plant withering from lack of water. This was highly effective. There was little damage from typhoons this year and the Green Eco Curtain worked until late September. Next year it looks like we can enjoy another Eco Curtain from the seeds harvested this year.
Grew a green Eco Curtain	Normally, bitter melon, cucumber or Morning Glory is chosen as an Eco Curtain plant, but we used passionfruit. It bore so much fruit, the harvest was shared with friends and family. Fun for all.
Enhanced power-saving awareness by adopting KatEne	This made it possible to see how much electricity the household used and clearly see the benefits of saving power. The entire family enjoyed the new experience of saving power together.
Shift to energy-saving lighting (3rd round)	This is the third year since we began introducing LED lighting. This year 120 kWh worth of power was saved in the children's rooms and the study.
Recycling and cleaning, and cleaning out refrigerator	<ul style="list-style-type: none"> • My commitment activity was cleaning out the storage space where I keep the clothes I don't wear day-to-day, recycled and reused them. • I helped improve refrigerator cooling performance by cleaning out and re-arranging items in it, and now it is possible to keep it neat and orderly.
Eco-bags for the entire family	All four members of family carry an eco-bag with them at all times, so now we can enjoy being eco as a part of our daily lives.

Reduced fuel consumption and greenhouse gas emissions by riding bicycle to work	I saved 73 liters of gas over three months and contributed to the environment by switching to bicycle as the form of transportation to work. This move was also good for my health.
Driving trying to get good fuel efficiency (took data on no. of refuels and travel distance)	Became good at eco-driving by driving with good fuel efficiency and properly recording the no. of times refueled. Saved fuel as a result.
Used less electricity and gas than last year for each month between July and September	Monitored the electricity and gas meters for the three months between July and September. Used less of both each month compared to last year.

(2) Promoting Green Eco Curtains in Employee Homes

Beginning in fiscal 2010, the Yamaha Group has encouraged employees to create Green Eco-Curtain in their homes, in parallel with Green Eco Curtain activities at Yamaha business locations.

In addition to providing how-to instructions, Yamaha distributed seeds for morning glories and bitter gourds to those interested.

Every year we receive many reports from families that have practiced Green Eco Curtain activities as part of the Smart Life in My Home Commitment since fiscal 2012.



Photos of Green Eco Curtains collected from employees

Green Eco Curtain initiatives at the home of an employee who received an Outstanding Award for effort

Environmental Risk Management

1. Scheduled Monitoring and Compliance with Environmental Laws
2. Environmental Audits
3. Environmental Accidents/Litigation
4. Emergency Response and Training
5. Soil/Groundwater Cleanup and Management

Scheduled Monitoring and Compliance with Environmental Laws

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

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

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

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

We examined ways to reduce risk at environmental facilities through the Working Group for Risk Reduction, established in fiscal 2014. This led to coordinating with the administration and production departments at each business site to promptly react when laws and regulations are revised. These efforts let us achieve compliance with revisions to the Water Pollution Prevention Act, which lays down standards concerning things such as facility structures, two years before the law goes into effect. Moreover, in China, where environmental laws have been amended frequently in recent years, the Yamaha Group is working closely with local affiliates to strengthen compliance systems.

In fiscal 2016, we established a roadmap for conforming with environmental facility standards in order to prevent environmental pollution. The map shows the overall schedule of the Yamaha Group regarding the time by which standards for each item are to be met.



Taking environmental measurements1



Taking environmental measurements2

Environmental Audits

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

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

In fiscal 2016, environmental audits were conducted at two domestic sites and two overseas sites. From fiscal 2017, we will begin conducting audits in accordance with environmental facility standards to achieve further risk reduction.



Environmental Accidents/Litigation

During fiscal 2016, the Yamaha Group did not violate any laws, receive fines, pay fees, or be named in any lawsuits with respect to environmental concerns. The Yamaha Group did not experience any accidents having an effect on the outside environment, nor did we receive any significant complaints.

Emergency Response and Training

The Yamaha Group is working to prevent environmental pollution caused by the leak of harmful substances and oils from business locations by assuming emergency situations.

In light of the integration of ISO 14001 certification for environmental management systems at all production sites in Japan, Yamaha started integrating risk assessment standards related to emergency situations across the Group in fiscal 2012 and has been uncovering latent risk through repeated on-site studies. As a result, the Yamaha Group is striving to prevent accidents during assumed emergency situations at business locations. Each site has put procedures, equipment and tools in place to respond to such emergency situations should they occur and is conducting emergency response training.



Emergency response training1



Emergency response training2

Soil/Groundwater Cleanup and Management

During fiscal 1998, the Yamaha Group conducted a soil and groundwater survey at all Group manufacturing facilities. We confirmed contamination due to chlorine-based organic solvents at two locations.

Having initiated cleanup measures based on these findings, we completed groundwater cleanup at the Yamaha Corporation Toyooka Factory at the end of fiscal 2009. We reported our status to the prefecture authorities and held a meeting with the local citizens. The Yamaha Headquarters business site has been restored to near-standard levels, and we continue cleanup activities at present.

By fiscal 2001, we had completed cleanup activities at all locations with confirmed soil contamination.

In fiscal 2012, as a result of soil and groundwater surveys on the premises of Yamaha Corporation's Shinzu factory (Hamamatsu, Shizuoka Prefecture) in line with the end of business, it was found that part of the soil was contaminated with volatile organic compounds and heavy metals. The data was released on the Yamaha website and steps were taken to purify the soil through excavation and removal. Purification was completed in June 2012 and the site was delisted as a zone requiring remediation.

Results of a survey of soil and groundwater conducted in fiscal 2013 at Yamaha Corporation's Saitama Factory (Fujimino City, Saitama Pref.) after that facility was taken out of service showed that contamination from heavy metals was found to be present in part of the soil and groundwater on the premises. Yamaha reported the situation to relevant authorities, provided an explanation to residents of the area, put out a news release in order to ensure appropriate disclosure, and excavated and removed contaminated soil. Work was completed in March 2015.



Groundwater purification equipment at the headquarters business site

Investigating Water Quality and Biodiversity Where Yamaha Group-generated Water is Discharged

The Yamaha Group constantly monitors wastewater generated by its business sites to ensure there is no negative impact to waterways and related habitats.

Completed Disposal of Large, High-Concentration PCB Waste at Japanese Sites

By April 2015, the Yamaha Group had completed disposal of transformers, condensers and other large equipment waste containing high-concentration PCBs at its Japanese sites. Regarding small, high-concentration PCB waste consisting of fluorescent lamps, preliminary registration has already been completed and we are currently making preparations for appropriate disposal.

Chemical Substance Management

1. Chemical Substance Management and Reduction of Emissions
2. Reducing Chemical Substance Emissions of Piano Production Operations
3. Reducing Chemical Substance Emissions by Improving Coating Process
4. Protecting the Ozone Layer

Chemical Substance Management and Reduction of Emissions

When utilizing chemical substances, the Yamaha Group strives to minimize adverse impact on people and the environment by thoroughly managing chemical substances such as those designated under the PRTR^{*1} Law, and reducing emissions of substances from production processes and products. For these reasons, the Group has launched the Chemical Substances Management and Reduction Working Group (Risk Reduction Working Group from fiscal 2014) as a cross-sectional organization under its Yamaha Group Environment Committee to direct the Subcommittee on Chemical Substances at each of the Group's business sites toward the implementation of specific measures.

At present, the chemical emissions that occur in the course of production processes in companies of the Yamaha Group mainly consist of volatile organic compounds (VOCs)^{*2}. In fiscal 2009, the Group achieved a reduction in VOCs of 30% compared to the level in fiscal 2001 and have maintained that level since.

Moreover, the Yamaha Group will comply with the standards independently set by the Japan Musical Instruments Association, while continuing to take steps to consistently meet the target for a 30% reduction of emissions compared to fiscal 2001.

In accordance with the chemical substance usage standards of the Yamaha Group, from fiscal 2016, Yamaha began activities to reduce hazardous chemical substances. As a result, by March 2016, we had completely abolished the use of dichloromethane and reduced the use of 1-bromopropane by 54% compared to fiscal 2015. We will continue to reduce the usage amount and substitute with safe substances.

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

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

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

Reducing Chemical Substance Emissions of Piano Production Operations

Yamaha Piano Manufacturing Japan Co., Ltd., Yamaha Music Indonesia and Hangzhou Yamaha Musical Instruments Co., Ltd.

The Yamaha Group is working to reduce emissions of chemical substances at both its Japanese and overseas factories.

The design division is promoting shift to water-based paints and paints that contain no PRTR-designated substances for parts that have been certified to have no impact on product quality.

Within each process, which includes the Group's overseas factories, the Group is improving production efficiency (defect rate reduction measures) and optimizing painting conditions, and continues to engage in reducing chemical substance usage and waste generation.

Yamaha Piano Manufacturing Japan Co., Ltd. (Kakegawa City) has been gradually switching from an organic solvent-based product to a water-based product for painting piano parts, reducing the defect rate, optimizing painting conditions, and promoting the use of AS resin. Additionally, a further reduction of about 1% year over year was realized as a result of initiatives including the reduction of the defect rate and optimization of painting conditions.

Water-based paints are now used in the coloring processes for many piano part at P.T. Yamaha Music Indonesia. The same transition has also been made for some of the piano part paints at Hangzhou Yamaha Musical Instruments Co., Ltd. Each plant is implementing its own initiatives.

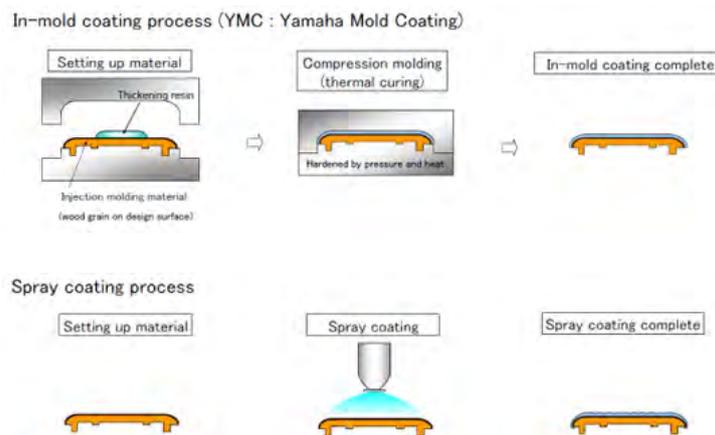
Through the process of using a water-based paint, local ventilation facilities have become unnecessary, contributing to an improvement in the working environment as well as increased energy efficiency.

Reducing Chemical Substance Emissions by Improving Coating Process

The Yamaha Group administers an array of different coatings to pianos and other musical instruments and automotive interior components, and as such, is committed to devising ways to draw out the maximum beauty of each product and to help ensure it can be used for a long period. We continue to research coating methods that have the least environmental impact, which includes reducing the amount of coating and organic solvent used as well as minimizing emission to the environment. To date, we have developed applications for electrostatic coating, powder coating and flow coater in accord with each product and are making use of them in our production process.

Yamaha Fine Technologies Co., Ltd.

Yamaha Fine Technologies Co., Ltd. has been gradually employing in-mold coating for automotive interior components since fiscal 2007, and is working to reduce the amount of coating used as well as the amount of emissions of organic solvents into the atmosphere. This is a method in which paint is applied to three-dimensional products in a liquid form. Compared with the spraying method, this new method releases less organic solvents into the atmosphere and uses less paint due to a high coating efficiency. This, in turn, largely contributes to reducing the energy used, which is necessary for ensuring good ventilation in the workplace.



Protecting the Ozone Layer

The Yamaha Group has historically worked to reduce usage of fluorocarbons to protect the ozone layer. We eliminated the use of all chlorofluorocarbons (CFCs) in our manufacturing processes during fiscal 1994. After 1993, we used hydrochlorofluorocarbons (HCFCs) in the degreasing process for metal materials; however, we also eliminated the use of all HCFCs by fiscal 2006. Since then, we have continued to preserve our CFC and HCFC-free manufacturing environment.

Environmentally Friendly Products

1. Primary Product Group Characteristics According to Life Cycle Assessments, and Initiatives
2. Establishment of the Yamaha Eco-Products Program
3. Formulation of Standards for and the Management of Hazardous Chemical Substances in Products
4. Improving Chemical Substance Management Systems
5. Developing Environmentally Friendly Products

The Yamaha Group has positioned efforts to develop technologies and provide products that are friendlier to the environment as a major environment management theme under its Yamaha Group [Environmental Policy](#).

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

[Management of Chemical Substances Contained in Products](#) >

[Green Procurement](#) >

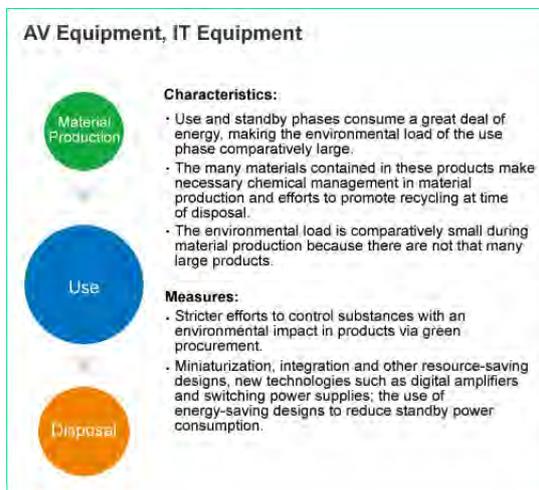
	Material production stage	Usage stage	Disposal stage	Product examples
<u>Energy conservation</u>		<ul style="list-style-type: none"> • Reduce power consumption • Reduce standby power consumption 		Routers, AV equipment products, Digital musical instruments
<u>Resource conservation</u>	<ul style="list-style-type: none"> • Miniaturization in design • Integrated design 	<ul style="list-style-type: none"> • Long-life design • Re-application utilizing added functions 	<ul style="list-style-type: none"> • Promotion of reuse • Promotion of recycling 	Electone™, Synthesizer, Home theater package, Silent Piano™
<u>Resource maintenance</u>	<ul style="list-style-type: none"> • Yamaha Timber Procurement and Usage Guidelines published • Reduce use of rare wood materials 	<ul style="list-style-type: none"> • Long-life design 	<ul style="list-style-type: none"> • Promotion of reuse • Promotion of recycling 	Electric guitar, System drums, Marimba, White and black keys, A.R.E. products
<u>Reducing substances with significant environmental loads</u>	<ul style="list-style-type: none"> • Management of chemical substances in products • Promotion of green procurement 	<ul style="list-style-type: none"> • Reduce VOC^{*1} emissions from products • Reduce harmful substances come into direct contact with customers 	<ul style="list-style-type: none"> • Promotion of reuse • Promotion of recycling • Reduce the environmental load of substances in waste 	Wind instruments

	Material production stage	Usage stage	Disposal stage	Product examples
<u>Products that support the environment</u>		<ul style="list-style-type: none"> • Reduce the environmental load generated by customer business sites • Reduce the environmental load created when using products manufactured by customers 		Micro-prober, Helium leak tester

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

Primary Product Group Characteristics According to Life Cycle Assessments, and Initiatives

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



Establishment of the Yamaha Eco-Products Program

In order to create a sustainable society, the Yamaha Group promotes the manufacture of environmentally friendly products based on the Yamaha Group Environmental Policy.

The Yamaha Eco-Products Program was launched in 2015 as a means of promoting this initiative and is aimed at certifying environmentally friendly products consistent with our independently established standards.

A Yamaha Eco-Label is affixed to those products meeting our environmental standards, thus certifying them as Yamaha Eco-Products. Our objective is to provide straightforward information on our environmental efforts and support our customers in the decision-making process when selecting a product.



[For details on the program, please see >](#)

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

Some chemical substances contained in products have an environmental impact and therefore require proper treatment on disposal. Other substances may have potential health impacts to their users depending on application. For that reason, countries around the world have been strengthening restrictions for chemical substances contained in products and requiring data disclosure.

In fiscal 2003, Yamaha established its own Standards for Chemical Content in Products. The standards are revised when necessary in response to legislative changes, the accession of voluntary standards, and other factors. These standards are used to manage chemical substances in products during design and development.

Improving Chemical Substance Management Systems

In order to manage chemical substances contained in products, it is imperative to identify and control the chemical substances contained in the parts and materials making up finished products. In fiscal 2009, the Yamaha Group established a system for the management of chemical substances contained in Yamaha products' parts and materials. Additionally, as part of its green procurement activities, the Yamaha Group conducted a survey of its chemical containing parts and materials with the cooperation of its suppliers, thereby contributing to improved management of these substances.

From fiscal 2011, Yamaha renewed its chemical substance management system, adding compliance with AIS^{*2} a standard industry format for the identification of chemical substances in products. The new system was likewise designed to comply flexibly with the European Union's ever-growing chemical substance regulations, such as SVHC^{*3} under REACH, for example, while simultaneously helping to reduce the work load of our suppliers.

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

[About green procurement activities >](#)

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

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

Developing Environmentally Friendly Products

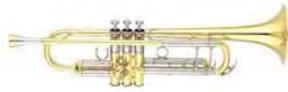
Soprano Recorders Made of Plant-based Resin



The YRS-401 and YRS-402B soprano recorders developed in July 2014 are the world's first musical instruments made using plant-based resin. They are eco-conscious recorders that will help end the use of fossil fuel-derived materials and mitigate global warming.

In October 2015, Yamaha launched the YRA-402B and YRA-48Balto recorders, thus adding to our lineup of recorders made from biomass-derived resin.

Wind Instruments Using Lead-Free Solder



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

Initiatives in Energy-saving Products

1. Examples of Energy-Saving Products
2. Yamaha Eco-Products Program Certified Products

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

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

Examples of Energy-Saving Products

(1) Router

Example Router (RTX5000)

Routers that operate on a 24-hour basis require a high level of performance and reliability while using little power. The RTX5000 and RTX3500 feature a multi-core CPU that has multiple CPU cores installed on one chip. They also feature a highly efficient power supply designed by Yamaha, making them perfect for the low energy usage demands of data centers.



(2) AV Products

Example AV Product (RX-S601)

In addition to developing AV models that keep energy consumption at 0.5W or below in standby mode, by using high-efficiency amps and a high-efficiency switching power supply, Yamaha's AV equipment also realizes reduced energy consumption when in operation. The RX-S601 AV receivers, for example, boasts standby energy consumption at a low 0.1W, while also being loaded with an automatic power-down feature to save energy when temporarily not in use. The energy savings realized by these products is significant compared to previous models. These functions also comply with ErP directives*1.



In addition, Yamaha has incorporated the ECO mode and Input Selection in HDMI Standby Through Mode as functions to save power. The ECO mode enables around a 20% saving in power consumption when using any function at ordinary times. Input Selection in HDMI Standby Through Mode allows for switching inputs even during standby.

(3) Electronic Musical Instruments

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



(4) PA Products

PA products are required to have energy-saving performance when in use. Particularly at events, etc. where the power supply is limited, or at facilities where building specifications require energy savings, saving energy during use is extremely important.



In order to respond to these requirements, Yamaha has pursued energy-saving performance by incorporating a Class-D amplifier in its MA/PA Series products. Furthermore, using a fan-free cooling design helps to improve quietness and durability, as well as contribute towards downsizing, weight reduction and saving resources.

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

Yamaha Eco-Products Program Certified Products

Example of a Product Compliant with ENERGY STAR MA2120/PA2120 PA power amplifier

The MA/PA Series are robust Class-D power amplifiers designed with optimal output for small to mid-sized equipment. The newly added top-ranking models, MA2120 and PA2120, are the first Yamaha products to conform with US energy-saving standard ENERGY STAR^{*2}, for which the demand for compliance from the equipment industry has intensified in recent years. The MA2120 and PA2120 feature an automatic standby mode that automatically switches the device into standby mode if a signal is not detected for more than 25 minutes, and an automatic wake-up mode, which switches the device on as soon as a signal input is detected. Additionally, these devices keep standby power consumption below 1W, thereby minimizing power consumption in equipment that operates continuously for the purpose of regular broadcasts and announcements at facilities or in stores.



The four MA/PA Series amplifiers offer high efficiency and energy savings, and are also certified as Yamaha Eco Products.^{*3}

^{*2} ENERGY STAR is a US Environmental Protection Agency (EPA) voluntary program that helps businesses and individuals reduce costs and protect the environment through improving energy efficiency. (URL: <https://www.energystar.gov/>)

^{*3} Yamaha Eco-Products are certified based on an independent standard established by the Yamaha Group dedicated to environmentally friendly product development.
(URL: https://www.yamaha.com/en/csr/guideline_eco_products/)

Initiatives in Resource-Conserving Products

Examples of Resource-Saving Products

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

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

(1) Electone™ STAGEA™ (Long-life)



Resource conservation example (ELS-02)

It's not uncommon for Electone owners to continually purchase higher functioning models as they become more proficient players. The Electone STAGEA ELS-02 Series launched in 2014 features the "vitalize system"^{*1} which increases the performance of an existing model to that of a new model through attachment of the "vitalize unit." This contributes to conservation of resources and reduction of waste by allowing a customer to continue using their electone for many years.

^{*1} This unit was named the "STAGEA vitalize unit" for its ability to breathe new life into — to "vitalize" — the ELS-01 series.

(2) Refurbished Yamaha Pianos (Long-life)

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

(3) RSG Series of silent piano units (Long-life) (Eco Mark^{*2} certification number: 12148001)



Pianos are long-life products that can be handed down from parents to children, but for certain reasons they may become disused in the home at times. Yamaha's Silent Piano can incorporate an add-on silent function that does not compromise conventional piano functions. Adding this function encourages greater use through an all-new style. The product name and number can be found on the Yamaha website or at any designated dealer.

^{*2} Eco Mark is a registered trademark of Japan Environment Association.

(4) Synthesizer/Workstation MX49 and MX61 (Lightweight)



Resource conservation example (MX49)

The MX 49, at 3.8 kg, is roughly as light as most electric guitars, while the MX 61 is also lightweight at 4.8 kg. Their light weight and minimal depth makes them easy to take into studios or use for live performances. Their designs make them easier to use while also conserving resources.

(5) Home Theater Package YAS-105 launched in 2015 (All-in-one Design Conserves Resources and Energy)



Resource Conservation Example (YAS-105)

The YAS-105 is 53 mm in height and has a slim, single-bar body, contributing to resource-saving efforts. It will not block the screen even when placed in front of a flat TV and can be mounted neatly on a wall.

Furthermore, equipped with the latest energy-saving technologies, it minimizes energy consumption when in use and during standby, and is compliant with the revised European ErP directive for standby power^{*3} that came into effect in 2015.



YAS-105

*3 The revised regulations are based on the current standby power consumption regulations and have newly incorporated requirements for when devices are in network standby.

(6) The World's First Recorder Made with Eco-Conscious Plant-Based Resin



Yamaha developed the world's first recorder made using plant-based resin, releasing soprano recorders YRS-401 and YRS-402B in October 2014, alto recorders YRA-402B and YRA-48B in October 2015 and the soprano/alto recorder set, YRSA-402B (available in Japan only).

Yamaha started making and selling recorders in 1967. ABS recorders, in particular, have long been used in elementary and junior high schools. Knowing that students play these instruments, Yamaha is striving to make them environment-friendly and safe to use by, for example, using ultrasonic welding instead of adhesives in the manufacturing process.

In developing its new products, Yamaha focused on using recyclable plant-based resin and adopted the polylactic acid ecodear™ developed by Toray Industries, Inc. The use of renewable plant-based polylactic acid, as opposed to fossil fuel-derived materials from which ABS resin is derived, promotes the efficient use of non-food plants.

Yamaha has also given its new recorders plant colors and included a leaflet in the case explaining why ecodear™ is used, thereby raising the students' environmental awareness.

Conservation and Effective Use of Wood Resources

1. Investigating the Sustainable Use of Timber Resources
2. Kitami Mokuzai Signs an Agreement to Establish "Piano Forests"
3. Use of Timber Resources in Environmentally Friendly Products
4. Making Effective Use of Wood Resources in Manufacturing Processes

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

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

Considering the large amount of timber used in our business operations, the Group established the Yamaha Timber Procurement and Usage Guidelines in fiscal 2008. The guidelines indicate the direction of our timber usage in order to better conserve this precious resource as well as ensure its availability for continued use. In fiscal 2015, the Yamaha Group established the Yamaha Supplier CSR Code of Conduct, which clearly stipulates points related to the harvesting and trading of wood resources that Yamaha suppliers are requested to observe.

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

Investigating the Sustainable Use of Timber Resources

As stipulated in the Yamaha Timber Procurement and Usage Guidelines, Yamaha promotes responsible timber procurement and has incorporated policies including sustainable timber procurement in the Yamaha Supplier CSR Code of Conduct. In accordance with these documents, we investigate the timber to be procured and place emphasis on more stringent verification through traceability and adherence to laws.

In fiscal 2016, Yamaha conducted an investigation to confirm the amount of African Blackwood (*Dalbergia melanoxylon*, commonly known as granadilla), a rare wood used in woodwind instruments such as the clarinet, as well as the status of forestry management by actually visiting the United Republic of Tanzania, where the timber is procured.

African Blackwood, which grows mainly in East African regions such as Mozambique and Tanzania, is highly valued for its use in various products such as furniture, crafts, and musical instruments. However, it grows slowly and therefore the amount available as a resource is decreasing due to insufficient forestry management. Currently, it is included in the IUCN Red List under the classification of "Near Threatened." This time, as part of the Forestry Agency's Program for the Promotion of Sustainable Forestry Management in Developing Countries and with the cooperation of a local NGO, Yamaha was able to visit and investigate an FSC-certified forest*¹ operated by the community, experimental plantations, and companies that process and distribute the wood.

As a result of the investigation, we obtained much knowledge on various points, such as the dispersion, growth, natural renewal of African Blackwood—which was unclear up until now—and ecological aspects including the differences between natural and planted trees. In addition, we were able to confirm that sustainable timber production was being carried out at the FSC-certified forest through approaches such as determining the logging amount after monitoring resource production. We also found out that it is possible to improve primary yield and distribution channels from the results of investigations regarding the status of the timber at a number of processing and distribution companies.

Placing importance on consideration for the environment such as ecosystem conservation, Yamaha believes continuing the utilization of forest resources in a sustainable way requires forestry management in the production region and supply chain management for processors and distributors. It must be economically sustainable and contribute to advancement of the community through creating jobs, improving income and encouraging infrastructure. Based on its investigations, Yamaha is exploring the feasibility of a business model that supports local sustainable forestry management and the sustainable use of African Blackwood.

*1 FSC-certified forests are believed to be guaranteed as having sustainable forestry management as certification is received after auditing by a third-party organization



Ecological survey of African Blackwood1



Ecological survey of African Blackwood2



A cross-section of African Blackwood

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

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

Kitami Mokuzaï Signs an Agreement to Establish "Piano Forests"

Kitami Mokuzaï Co., Ltd., a Hokkaido-based company specializing in the sale of unprocessed timber and lumber and manufacturing and processing of musical instrument materials, has been manufacturing piano sound boards using natural *Picea glehnii* since its establishment. In recent years, it has had to depend on importing timber from overseas due to a decrease in the amount of natural materials in Japan, and is now seeking to secure a stable supply of wood grown in the prefecture.

Amidst such circumstances, the Okhotsk General Subprefectural Bureau, representatives from Engaru—a town in Monbetsu District, Hokkaido—and Kitami Mokuzaï came together to discuss collaborating in order to secure a stable supply of *Picea glehnii*. Then, in March 2016, the three parties signed an agreement to establish "Piano Forests" in the forestlands owned by the Okhotsk Subprefectural Bureau and the town of Engaru in order to contribute to the creation of a vibrant community while preserving forests through the appropriate management and afforestation of *Picea glehnii*. Moreover, the initiative aims to ensure Okhotsk "tree culture" is passed on to future generations. This was confirmation that Kitami Mokuzaï would cooperate in the creation of sustainable forests and increasing demand for planted *Picea glehnii* in the future.

The content of the agreement is as follows.

< Agreement Overview >

1. Establishment of "Piano Forests"
2. Promote a transition to high-value planted *Picea glehnii*
3. Increase demand and raise awareness of *Picea glehnii* forestation
4. Promote tree-growing activities to encourage understanding of forest development
5. Strengthen collaboration with related institutions that approve of the initiative
6. Other items recognized as necessary from the discussion held with the three signatory parties

As a locally-orientated company, Kitami Mokuzaï endeavors to contribute to the region through sustainable forest development.



A Picea glehnii plantation



Signing ceremony

Use of Timber Resources in Environmentally Friendly Products

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

In addition, while developing alternative materials that accurately reproduce the sound quality of rare wood materials best suited for making instruments, we are focusing on technological developments that contribute to the effective use of wood resources. One such development is A.R.E.^{*2}, a new technology for realistically aging new wood by artificial means to create the ideal quality that old instruments possess.

Moreover, since no organic solvents or chemical substances are required, this technology reduces Yamaha's environmental load. Artists have also praised instruments made from wood modified using A.R.E. basic technology for the tones they produce that are as rich and deep as those of instruments well used for many years.

Praised for these features, A.R.E. basic technology was presented with top honors by the Prime Minister of Japan at the third Monozukuri (Manufacturing) Nippon Grand Awards in 2009. Additionally, it was awarded the special prize at the nationwide Asahi Shimbun Invention Awards in 2011. Changes to the L Series of acoustic guitars in March 2014 saw the implementation of A.R.E. in all models.

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

Yamaha's proprietary technology for aging wood in a short time to improve its acoustic characteristics

Examples of Products Created in Response to Resource Depletion

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

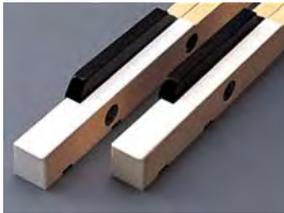


The RGX A2 Series electric guitar

(2) Examples of Products Made Using Rare Wood Alternatives



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



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



A bow made of carbon, an alternative to the Brazilwood and other rare woods often used. Allows for control over weight, center of gravity, hardness, and vibration characteristics, something difficult to achieve with wood. The YBN100 carbon bow for violins also achieves a timbre that is close to a wooden bow while emulating wood's elasticity and appearance

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



The YVN500S The acoustic violin



The BB2000 Series electric bass



The BB2000 Series acoustic guitar



The NCX2000 Series electronic nylon string guitar



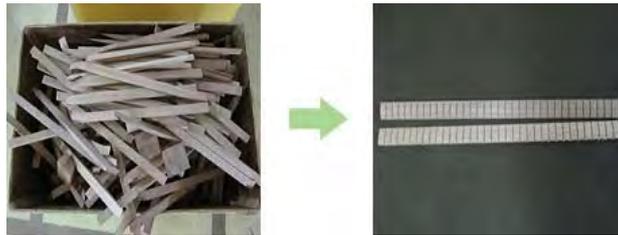
Used for stage flooring in Yamaha Hall in the Yamaha Ginza Building, opened February 2010

Making Effective Use of Wood Resources in Manufacturing Processes

In the manufacture of pianos and guitars at Hangzhou Yamaha Musical Instruments Co., Ltd. (China), Yamaha has made the reduction of wood resources used a priority since fiscal 2013 and is working to make effective use of wood in every manufacturing process.

For pianos, the company has cut down on the waste generated by leftover wood by making parts that have traditionally been liberally measured and processed into those of sizes that creates as little waste as possible. The effective use of wood resources is also achieved by taking certain parts that have traditionally been achieved by procuring and processing dimension lumber and instead creating them by using unused byproducts generated when creating other parts.

For guitars, the company collects usable materials from among those designated as waste due to cracks or knots and processes them into glued laminated timber to make certain parts. Furthermore, consideration of how to use timber offcuts, which Yamaha has traditionally designated as waste, has allowed for their reuse in multiple products. These efforts have led to reductions in timber usage in fiscal 2013 of more than 1% for pianos and more than 5% for guitars.



Some timber offcuts previously disposed of as waste are instead reused as angle rafters (reinforcing materials inside guitar bodies)

Green Procurement Activities

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

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

Establishing and Applying Green Procurement Standards

In order to provide a constant stream of environmentally friendly products, the Yamaha Group collaborates with business partners who supply components and materials. The Group formulated and published the Green Procurement Standards in June 2002. Data on the substances contained in materials and the status of initiatives for managing chemical substances provided by suppliers plays a role in confirming the status of restricted substances contained in products and assessing the influence of environmental regulations.

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

[Green Procurement Standards](#) >

Waste Reduction and Resource Recycling

1. Waste Reduction and Resource Recycling
2. Waste Risk Management
3. Examples of Waste Reduction
4. Effectively Using Wood Scrap
5. Other Case Studies

Waste Reduction and Resource Recycling

The Yamaha Group is engaged in the manufacture of a truly diverse variety of AV equipment and PA equipment, such as acoustic musical instruments and digital musical instruments, as well as other electronic equipment and automobile interior wood components. As such, we use a wide variety of raw materials and generate a wide variety of waste.

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

Waste going to landfills amounted to less than 1% of total waste generated, maintaining a zero-emission status for the Group.

Waste Risk Management

The Yamaha Group adopted a waste information management system within our Yecos environmental information management system in fiscal 2006. This marked a major step in reducing various environmental risks related to waste processing. The scope of management system adoption, heretofore centered on production-related business sites, was expanded to sales facilities. Waste management is now being done in line with Group-wide standards and management conditions are being monitored through internal environmental audits and other efforts. Since fiscal 2012, the Group has also worked to improve management precision by launching a system to centrally manage and execute information, documents, and operations pertaining to waste management.

Moreover, during fiscal 2006, we began publishing waste data sheets (WDS) summarizing substance property and other information related to waste. We were able to publish WDS for all specially controlled industrial waste^{*2} during fiscal 2011. Going forward in fiscal 2015, the Yamaha Group has expanded WDSs for sludge, waste oil, waste acid, and waste alkali.

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

Examples of Waste Reduction

Business-site	Timing	Description of activity
Toyooka Factory	Nov. 2010	Introduced vacuum concentration equipment for liquid waste and reduced the amount of waste acids and waste alkali generated in the wind instrument manufacturing process. Factory waste discharge was 49 tons in fiscal 2012 (80% reduction compared to fiscal 2010), largely contributed to reduction of domestic waste for the Yamaha Group.
	Fiscal 2012	Began processing waste from the R&D Department, which includes rare metals, as valuable resources and effectively utilizing it.
Kakegawa Factory	Sep. 2009	Installed more wastewater processing equipment and began the in-house processing of wastewater including adhesive agents generated in the piano manufacturing process. This has led to a waste reduction of around 900 tons annually since fiscal 2011.
	Sep. 2012	Increased ability to process wastewater including adhesive agents in newly installed processes. This has led to a waste reduction of around 270 tons annually.
Xiaoshan Yamaha Musical Instrument Co., Ltd.	Fiscal 2014	Reduced paint process-related waste by keeping the circulating water used in the musical instrument painting booths clean to enable longer usage. Waste produced was reduced more than 50% in fiscal 2014 compared to fiscal 2012 (202 tons reduced to 85 tons)
Yamaha Fine Technologies Co., Ltd.	Fiscal 2012	Reduced car part rejects by reducing equipment defects and quality defects. Reduced the factory's overall waste generation by 16% and achieved energy savings and resource savings by improving productivity.



Vacuum concentration equipment (Toyooka Factory)



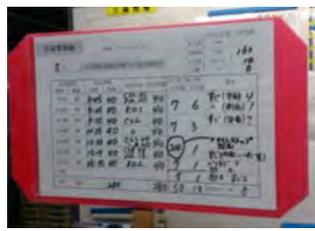
Concentrated sludge(Toyooka Factory)



Wastewater processing facility (Kakegawa Factory)



Circulating water tank for painting booths (Xiaoshan Yamaha Musical Instrument Co., Ltd.)



Time-based management of processes where defective products are generated (Yamaha Fine Technologies Co., Ltd.)

Effectively Using Wood Scrap

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



Wood scraps segmented for sale



Hardboard Production Method

Other Case Studies

(1) Pelletizing sawdust for recycling as a new material



Briquettes made from sawdust left over from the piano manufacturing process



Recycling as a material for wood plastic composite (WPC)

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



Coasters made from guitar sound hole cutout scrap



Key chains made from piano hammer ends



Wood from marimba keys shaped into chopsticks

Effective Use and Conservation of Water Resources

Since the first half of the 1970s, the Yamaha Group has been recycling cooling water and wastewater from production processes using a reverse osmosis (RO membrane) device, as well as actively pursuing a policy to prevent leakage.

Major Activities

Example) Toyooka Factory

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



Reverse osmosis (RO) membrane device (Toyooka Factory)

Example) Xiaoshan Yamaha Musical Instrument Co., Ltd.

In 2010, in line with the relocation of Xiaoshan Yamaha Musical Instrument Co., Ltd., which manufactures wind instruments and percussion instruments, a newly installed state-of-the-art wastewater treatment facility was introduced. As a result, around 80% of the wastewater is now being reused for manufacturing processes. This facility enables the reuse of wastewater to a level equivalent to pure water. Furthermore, in fiscal 2013, improvements increased the treatment capacity of the facility in order to conform with legal provisions for the inspection and improvement of corporate pollution resulting from electroplating in Zhejiang Province.*

In January 2015, a change was made to the cooling method for the annealing furnaces used for heat treating the copper tube components of wind instruments. The new cooling method uses a circulating water supply. This has halved the amount of water used for cooling and minimized energy cost.

* Legislation passed in Zhejiang Province aims to enhance environmental preservation in electroplating factories. Companies engaged in electroplating processes must conform to 56 items related to environmental preservation system and equipment. Standards for metals such as copper and nickel are stricter than those for general factory wastewater.



Wastewater treatment facility1 (Xiaoshan Yamaha)



Wastewater treatment facility2 (Xiaoshan Yamaha)



Cooling unit using circulated water

Example) P.T. Yamaha Musical Products Indonesia

The Group also introduced a new wastewater treatment facility at wind instrument manufacturer P.T. Yamaha Musical Products Indonesia (YMPI) in fiscal 2015. The new facility enables the reuse of 60% or more of water used. Furthermore, wastewater treatment processes are rationalized to reduce the use of chemicals.



Wastewater treatment facility at
YMPI

Example) Hangzhou Yamaha

In response to increasingly stringent wastewater standards, Hangzhou Yamaha formulated a plan to introduce a new wastewater treatment facility and completed its installation in May 2016. The wastewater treated in this facility is reused for cooling water, etc. and has made it possible to conserve 20,000 tons of water per year.

Preventing Global Warming

1. Preventing Global Warming
2. Reduction of Peak Power Consumption at Automobile Interior Wood Components Factory
3. Energy Conservation Activities at String and Percussion Instrument Factory
4. Energy Conservation Measures at Piano Factories
5. Energy Conservation Activities at a Factory in China
6. Environmental Initiatives at Resort Facilities
7. Reducing CO₂ Emissions in Logistics
8. Reduced Resources and CO₂ Emissions in Piano Frame
9. Conserving Resources and Reducing CO₂ Emissions by Standardizing Packing Materials for Shipping Components and Materials
10. External Evaluation
11. Initiatives at Offices

Preventing Global Warming

Measures to Address Global Warming

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

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

In fiscal 2011, we reduced CO₂ emissions by 41% relative to fiscal 1991 levels and greatly exceeded our target. In fiscal 2016, we reduced emissions by 46% relative to fiscal 1990 levels; achieving a total reduction of 5.9tons-CO₂. In addition to the measures described above, this achievement is included the sale of certain businesses. We plan to formulate a new target for beyond, while referring to relevant government targets.

We also aim to continuously reduce CO₂ emissions per unit of sales, and target a 1% reduction compared with the previous fiscal year.

Our aim is to continue reducing energy consumption per unit at each base.

Reduction of Peak Power Consumption at Automobile Interior Wood Components Factory

At Yamaha Fine Tech Co., Ltd. (YFT), power consumption was reduced by efficiently managing air-conditioning and sprinkling water on the factory roof during the period of peak power consumption. In fiscal 2015, a summer system (July-September), whereby the start time is moved two hours ahead to 6:00 a.m., was introduced for the automobile interior parts painting process where the air-conditioning load is high. Through these measures, the peak power point was shifted from 2:00 p.m. to 11:00 a.m. Compared with fiscal 2014, peak power consumption was reduced by approximately 310kWh, and power consumption by 200,000kWh during the three-month period. We will continue efforts to reduce power consumption through a range of measures, such as reducing the number of air-conditioning and heating units required, by reviewing workplace layout and the use of steam during the winter.

Energy Conservation Activities at String and Percussion Instrument Factory

The Ida Factory of string and percussion instrument manufacturer Yamaha Musical Products Japan Co., Ltd. has

been engaging in initiatives to reduce CO₂ emissions since fiscal 2011. In fiscal 2012, measures taken included ensuring the appropriate pressure for compressors, partitioning work booths, introducing power usage monitors and installing mosquito screens in offices, which resulted in reducing CO₂ emissions by more than the annual target. In fiscal 2014, the company implemented measures to save space and improve energy efficiency by consolidating equipment inside factories and rationalizing equipment layouts. The company will continue to conserve energy through appropriate management of air conditioning and process integration.



Ida Factory, Yamaha Musical Products Japan Co., Ltd.



Compressor in which the pressure has been set at an appropriate level

Energy Conservation Measures at Piano Factories

Yamaha Piano Manufacturing Japan Co., Ltd., which manufactures pianos, is conducting a range of ongoing efforts to conserve energy.

In fiscal 2014, the factory repaired air leaks from piping and corrected a heat loss problem by revamping the heat retention of steam pipes. It also replaced compressors with inverter compressors, efficiently managed their number, and repaired dust collectors, among other efforts. This allowed the factory to achieve energy conservation equivalent to a reduction of more than 100 tons of CO₂, equal to 1.2% of the factory's total CO₂ emissions.

Energy Conservation Activities at a Factory in China

Hangzhou Yamaha Musical Instruments introduced various energy-saving measures that include making technological improvements and enhancing everyday management to suppress growing energy consumption as a result of increased production.

In fiscal 2012, these measures let the factory reduce energy consumption by 15% per unit of sales on a year-on-year basis. Recognizing these efforts to help the environment, Hangzhou City officials presented the company with "Cleaner Production Certification^{*1}" in accordance with China's Cleaner Production Promotion Law at the end of 2011. The company also received ISO14001 certification in fiscal 2014. Yamaha's other initiatives to reduce energy consumption included, in fiscal 2012 the appropriate operation management of dust collectors, and in fiscal 2014 reducing water supply operation times, the strategic use of lighting, and reducing the amount of time lights are used. In fiscal 2015, an automatic control system for dust collectors was introduced and digital electricity meters were installed in switchboards to further minimize energy consumption, thereby reducing downtime for machinery at night.



Hangzhou Yamaha Musical Instruments Co., Ltd



Notice board of environmental activities such as those for saving energy



Environmental education for employees



Cleaner Production Certification

*1 Cleaner Production Certification

Cleaner Production Certification is granted by a government agency in each region to companies recognized as promoting clean manufacturing as defined in the Cleaner Production Promotion Law, improving resource usage efficiency, reducing and preventing pollutant emissions, protecting the environment, safeguarding people's health and promoting societal development, with the aim of reducing environmental impact in the manufacturing industry. China's Cleaner Production Promotion Law was enacted in China in 2003 with the aim of preventing environmental pollution through the realization of clean product manufacturing using clean energy, raw materials and production technology. The key feature of this law is the objective of preventing pollution before it happens rather than taking care of it afterward such as by regulating emissions, which is the traditional approach.

Environmental Initiatives at Resort Facilities

In fiscal 2015, Yamaha Resort Inc. established fixed dates of closure for its resort facility Katsuragi Kitanomaru™ as a means of concentrating on work. By closing the facility on Mondays and Tuesdays, power consumption was reduced by approximately 170,000kWh compared to that of the previous fiscal year, which amounts to a reduction of approximately 10%. At the Katsuragi Golf Club™, green fan operation time, and the air-conditioning and heating temperatures were adjusted in fiscal 2015, resulting in a 25,000kWh drop in power consumption compared to fiscal 2014. The Katsuragi™ has been replacing the gasoline-powered golf carts used on its premises with electric models that minimize CO₂ emissions since fiscal 2009. This conversion was completed in March 2013. This effort has allowed the resort to eliminate more than 8 tons of CO₂ emissions a year and avoid the risk of gasoline leaks into the ground through the demolition of gas stations. The facility has also been moving to LED lighting since fiscal 2012, resulting in yearly reductions of around 20,000 kWh, or roughly 10 tons of CO₂, as the company prioritized areas where its business necessitates keeping lighting on. In addition, lights in the Katsuragi Kitanomaru™ Garden and spotlights in the lobby of the Katsuragi Golf Club™ will be changed to LED.

Reducing CO₂ Emissions in Logistics

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

The Yamaha Group's total domestic transport volume and CO₂ emissions in fiscal 2016 decreased 39% compared to the previous fiscal year, reaching 1,083 million ton-kilometers while CO₂ emissions also decreased 34% to 1,866 tons.

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

Reduced Resources and CO₂ Emissions in Piano Frame

Previously, Yamaha used disposable iron packing racks when transporting piano frames from Japan to Hangzhou Yamaha Musical Instruments Co., Ltd. To eliminate this waste, we are gradually introducing returnable packing racks for piano frames that can be used multiple times.

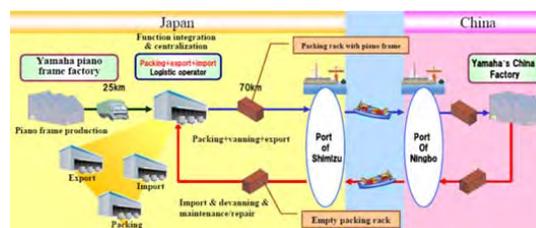
We completed the transition to returnable packing racks for pianos bound for China in fiscal 2012, and for Vietnam-bound pianos in fiscal 2014. Other initiatives included shortening the transportation route and improving load efficiency. These efforts resulted in a 100-ton reduction in CO₂ emissions associated with the disposal of iron packing and a 1,600-ton reduction in iron resource consumption for the year. Going forward, we will examine the possibility of shortening transport distance and reducing disposable packing materials, including for parts aside from piano frames.



Returnable rack for grand piano frames



Folded packing rack (when being returned)



Flow of returnable packing racks in logistics

Conserving Resources and Reducing CO₂ Emissions by Standardizing Packing Materials for Shipping Components and Materials

The Yamaha Group has traditionally shipped components and materials (KD materials) from Japan to Hangzhou Yamaha Musical Instruments Co., Ltd. (China) and P.T. Yamaha Indonesia using variously-sized packing boxes. Since October 2013, however, we have designed and standardized packing boxes according to container size to improve container loading efficiency. This has let us reduce the number of containers used and eliminate 3 tons of associated CO₂ emissions a year. The Group has also cut down on paper resource usage by designing packaging that uses as little cushioning and other packaging material as possible.

Due to the increasing supply of materials and components from overseas locations to Japan, the Group will also be looking into the usage of standard packing boxes to and from these locations.

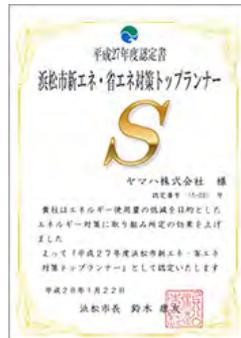


Loading container with packing boxes prior to standardization (left),
Loading container using standardized packing boxes (right)

External Evaluation

Yamaha Corporation acquired the highest rank, S rank, in the Eco-Friendly Business Category of the fiscal 2015 Hamamatsu City New Energy/Energy Conservation Top Runner Certification Program.^{*2} This was in recognition of Yamaha initiatives that included the adoption of cogeneration equipment at the Tenryu Factory, adoption of energy-saving equipment at various business sites, the installation of Green Curtains, and the promotion of environmental efforts at employees' homes.

*2 Hamamatsu City New Energy/Energy Conservation Top Runner Certification Program. A system instituted by Hamamatsu city in order to encourage businesses to implement new energy sources and energy conservation measures on their own initiative, recognizing those that work efficiently to reduce energy consumption as Top Runners. This system targets businesses within Hamamatsu City, dividing them into two categories; the "Eco-Friendly Business Category" for businesses that are reducing energy consumed by their facilities, and the "Eco-Drive Category" for businesses that are reducing energy consumed by vehicles. Businesses are awarded S Rank, AAA Rank, AA Rank, and A Rank certification according to the nature of the initiatives they are pursuing.



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.

Activities to Reduce CO₂ Emissions from Offices

The Yamaha Group engages in initiatives to conserve energy and reduce CO₂ emissions at its locations, such as offices and sales bases, as part of its campaign against global warming.

Initiatives to Conserve Electricity

The Yamaha Group worked to conserve electricity at business sites throughout Japan in fiscal 2012 in light of a power supply shortage due to the impact of the Great East Japan Earthquake. This initiative was continued in fiscal 2013.

[Key Measures to Conserve Electricity]

Efforts included reducing the amount of lighting (after examination of luminance), introducing LED lighting, turning off advertising lights, suspending elevators and notifying employees of power consumption to raise awareness.

The Move to LED Lighting

The Yamaha Corporation headquarters saved 16,800kWh of power by replacing approximately 200 florescent lights and mercury lamps with LED lighting in offices and outdoors from fiscal 2014 to 2016. In fiscal 2015, Yamaha Toyooka Factory saved approximately 44,000kWh by changing outside lighting to LEDs. Further efforts will be taken to systematically install more LED lighting in the future.

Implemented "Cool Biz" and "Warm Biz" initiatives (since 2005)

Summer (May to October): Encourage light attire such as no necktie and set air conditioning temperature to over 28°C

Winter (November to March): Wear warmer clothes so as not to rely too heavily on heating equipment and set temperature of heaters to under 20°C



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

Participated in the Ministry of the Environment's Lights Down Campaign (since 2006)

The Yamaha Group's offices and facilities have participated on an individual basis in the Lights Down Campaign, where businesses turn off illuminated outdoor advertising. The campaign raises awareness of saving electricity and realizing use of daily lighting. Performance in fiscal 2015: 20 facilities conducted and cut back electric power consumption by approximately 2,000kWh while reducing CO₂ emissions by approximately 8,000kg.

Green Eco Curtain Activities (since 2009)

These activities conserve energy and boost awareness by planting "curtains" of morning glories and other vine-type plants along the windows and walls of office and factory buildings. Every year some 10 business sites in Japan participate in these Green Eco Curtain activities.



Green Eco Curtain at Yamaha Corporation's headquarters



Green Eco Curtain at Yamaha Labor Union office

Yamaha Resort Corporation's Tsumagoi™ resort and Yamaha Music Retailing Co., Ltd.'s Kurashiki store installed Green Eco Curtains on the outside of windows in the lobby and the store, respectively. Customers enjoyed the cooling effects of the curtains.



Green Eco Curtains placed in front of the lobby at Yamaha Resort Inc.—Tsumagoi™



Green Eco Curtain at Yamaha Music Retailing Co., Ltd.'s Kurashiki store

Forests/Biodiversity Preservation Initiatives

1. Creating a Resort Where People and Nature Exist in Harmony
2. Yamaha Forest Phase II: Planting Trees in Indonesia
3. Enshunada Coastal Forest Recovery Support
4. Yamaha's Digital Audio Recorder Contributing to Protection of the Blakiston' Fish Owl

The Yamaha Group uses wood as a raw material to make a variety of products including acoustic musical instruments. To fulfill the social obligation as a user of wood, and based on its commitments for preservation of forests and biodiversity as stated in our corporate social responsibility and environmental policies, the Yamaha Group conducts tree-planting activities both in Japan and around the world.

[Yamaha Corporation Group CSR Policy](#) >

[Yamaha Group Environmental Policy](#) >

At Yamaha, we take initiatives to promote understanding the significance of environmental protection and the maintenance of biodiversity, reducing environmental burden, using appropriate sources of wood, and promoting forest protection activities to preserve a sound global environment.

Creating a Resort Where People and Nature Exist in Harmony

Taking advantage of a splendid natural setting, Yamaha Resort Inc.—Tsumagoi™ opened in 1974. The 1,700,000m² site has a large natural forest that is home to a variety of flora and fauna. With the theme of an integrated resort facility in luxurious natural surroundings, Tsumagoi™ preserves the natural environment while serving as an ideal resort destination.

In 2003, researchers studying this large forest confirmed the existence of animals and plants designated as endangered by the Ministry of the Environment, including *Gastrodia pubilabiata*, *Calanthe*, and the Goshawk. With the assistance of experts, Tsumagoi™ has formulated a new policy with the goal of further enhancing the resort's efforts to harmonize with nature.

1. *Gastrodia pubilabiata*

A plant inhabiting the warm temperate zone. The current number of plants is estimated at 2,000. *Gastrodia pubilabiata* is at risk of extinction over the next 80 years.

2. *Calanthe*

A plant inhabiting hilly and mountainous regions. The current number of plants is estimated at 20,000. *Calanthe* is at risk of extinction over the next 100 years.

3. Goshawk

A type of hawk living in temperate and subarctic zones. The goshawk is designated as a rare species by the Red Data Book of the Ministry of the Environment and under the Law for the Conservation of Endangered Species of Wild Fauna and Flora.

Along a stream in a quiet corner of the Tsumagoi™ site, which covers an area 36 times that of the Tokyo Dome, is a biotope of the rare "Genji" firefly. In 2002, Tsumagoi™ began creating pristine areas where these fireflies are released, protected, and able to flourish. Both fireflies and the thiaridal snail, upon which the fireflies feed, are steadily increasing in number and in early summer they can be seen throughout the biotope.



Yamaha Forest Phase II: Planting Trees in Indonesia



Since fiscal 2005, Yamaha Corporation and six local Indonesian subsidiaries*¹ have carried out Yamaha Forest tree-planting activities in Indonesia.

Indonesia is a treasure trove of diverse world species. In recent years, however, that bounty of biodiversity has been in rapid decline. Phase I (fiscal 2006-2010) of the Yamaha Forest project involved planting approximately 110,000 saplings over approximately 127 hectares of public land in Sukabumi, West Java in efforts to restore the functionality of the forest. These activities have also been effective in educating local Yamaha subsidiary employees, elementary, and middle-school students on environmental issues.

Phase II (fiscal years 2011-2015) of the project involved planting approximately 50,000 saplings over approximately 50 hectares of arid land in Ciremai National Park in Kuningan, West Java. With the goal of restoring natural forests and ecosystems of the area, Yamaha worked with the Japan International Cooperation Agency (JICA), the Ministry of Forestry of the Republic of Indonesia, and the Forestry Department of the University of Kuningan. These initiatives involved planting tree types selected based on academic studies in order to restore natural forests and rehabilitate ecosystems in accordance with regional characteristics. A tree planting event was held annually and various local parties participated. The event consisted of commemorative tree planting and educating the children involved about the environment.

In fiscal 2016, Yamaha continued performing maintenance work, such as cutting grass and addressing moisture retention, to ensure the smooth development of planted saplings. We also replanted trees where necessary. Yamaha Forest activities have been ongoing for 11 years, and a forest is gradually starting to form in the area where the trees were initially planted.



Tree planting event (December 2014)



Caring for saplings by mulching the ground with grass cuttings

*¹ Six local Indonesian subsidiaries: Yamaha Indonesia, Yamaha Music Manufacturing Indonesia, Yamaha Music Indonesia (Distributor), Yamaha Music Manufacturing Asia, Yamaha Musical Products Indonesia, Yamaha Electronics Manufacturing Indonesia

Enshunada Coastal Forest Recovery Support

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

In October 2015, the 8th planting event was held jointly with Yamaha Motor Co., Ltd., and approximately 210 people, including employees of Yamaha Corporation and Yamaha Motor and their families, members of the community and related parties participated. A total of 480 trees of five different varieties, including ubame oak and Japanese spindle tree, were planted. After the saplings were planted, there was a lecture given regarding the relationship between regional characteristics and flora, and the important role mycorrhizal fungi plays in the maturity of saplings.





Participants gather for a group photo in front of coastal trees

Yamaha's Digital Audio Recorder Contributing to Protection of the Blakiston' Fish Owl

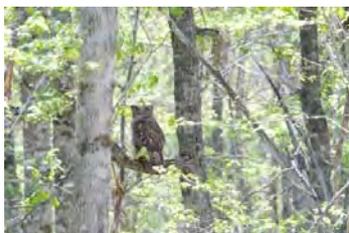
The Blakiston fish owl is a species of bird the Wild Bird Society of Japan is endeavoring to protect. It is believed there are only around 50 pairs and 140 birds in total remaining in eastern Hokkaido, Japan a result of environment deterioration. The Blakiston fish owl is currently classified as a "Critically Endangered" species with the greatest risk of extinction in the Red Data Book. Since 2004, the Wild Bird Society of Japan has been doing their best to protect the species by purchasing private land as a conservation area.

In May 2015, Yamaha's POKETRAK Digital Audio Recorder played a role in the protection of the Blakiston fish owl.

In 2010, Yamaha provided the Wild Bird Society with 40 POKETRAKs to assist with their habitat survey of this rare species. This activity produced major results, with a new type of bird call becoming known for the first time as a result of using the POKETRAK data recorder. Moreover, with the cooperation of Nippon Paper Group, who own the forest, POKETRAK was also used to study the home-range of the Blakiston fish owl and several locations' worth of data was collected. Software to analyze this bird's cry developed with the cooperation of Fujitsu Japan was used in the analysis of large amounts of recorded data. As a result, the Wild Bird Society of Japan succeeded in identifying the home-range of the owl and in May of 2015, signed a new conservation agreement with Nippon Paper Group.

Up until this activity, the cry of the Blakiston fish owl had been studied manually by people. However, by using Yamaha's POKETRAK's timer-based automatic recording function, it has become possible to gather data safely from multiple locations.

The Yamaha Group will continue to cooperate proactively in initiatives to protect biodiversity.



Blakiston fish owl: Photo provided by the Wild Bird Society of Japan



POKETRAK used in surveys Photo provided by the Wild Bird Society of Japan



POKETRAK used in surveys Photo provided by the Wild Bird Society of Japan



Setting up a recorder to record the bird's habits for the entire year Photo provided by the Wild Bird Society of Japan



Setting up a recorder to record the bird's habits for the entire year Photo provided by the Wild Bird Society of Japan

Regional Activities

1. Donating Seedlings for Local Planting Activities
2. Local Clean-Up Activities
3. Local Tree Planting Activities
4. Working in Partnership with Local Communities to Preserve the Environment
5. Promoting Environmentally Conscious Events

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

Donating Seedlings for Local Planting Activities

The Yamaha Group's overseas production companies engage in planting activities around business sites in the name of improving the local environment. Yamaha Music Manufacturing Asia, which manufactures electronic musical instruments in Indonesia, sponsors local planting activities by regularly donating seedlings and increasing the amount of greenery around the plant.

The company planted seedlings around the plant again in January 2016, pleasing the neighboring residents.

Local Clean-Up Activities

Every June is the Yamaha Group "Environment Month" in Japan, during which employees at manufacturing bases set out on a campaign to clean up the local area as a part of our efforts to preserve the environment and contribute to society. Every year, many employees and their families pick up trash and clean areas around Yamaha business offices and group companies. In fiscal 2016, 1,347 people participated at nine business locations.



Local Tree Planting Activities

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

[About the "Yamaha Forest" project to plant trees in Indonesia](#) >

[About the "Shizuoka Forests of the Future Supporter System" for restoring coastal forests](#) >

Working in Partnership with Local Communities to Preserve the Environment

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

(1) Cooperated with Global Warming Prevention Activities in Shizuoka Prefecture

Since fiscal 2008, Yamaha Corporation has been a member of the executive committee for the "Fujinokuni Eco Challenge" (before fiscal 2011, "STOP Global Warming Action Campaign") - a participatory campaign in Shizuoka Prefecture involving citizen groups, individuals, corporations, and student clubs. Yamaha awards prizes to the best global warming prevention initiative implemented by ordinary households and registers activities being undertaken at Yamaha Group companies with the Fujinokuni Eco Challenge in order to promote them further.

(2) Cooperating with Environmental Activities in Kakegawa City, Shizuoka Prefecture

Yamaha's Kakegawa Factory (presently, Yamaha Piano Manufacturing Japan Co., Ltd.) has been a co-sponsor of Kakegawa City's Environmental Fund since fiscal 2008, as a part of our activities to contribute locally and preserve the environment. The Kakegawa Factory emits about 20 tons of waste paper annually, and this waste paper is given to an environmental organization that sells it, and the proceeds are given to the Environmental Fund. The Environmental Fund was used to install solar power equipment and hybrid lighting at elementary and junior high schools in Kakegawa City and has also been used to encourage citizen gatherings to discuss smart community promotion projects and the environment.

In October 2012, we concluded a Kibo no Mori Partnership Agreement for forest preservation activities with Kakegawa City and started participating in related activities in support.



Making acorn seedlings at the Kakegawa Factory

Promoting Environmentally Conscious Events

The Yamaha Group strives diligently to promote environmental awareness in the events that its 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 professional golf tournament held at Katsuragi Golf Club. In planning the event, a number of measures are taken to ensure environmentally friendly tournament management. As a global warming countermeasure, we have introduced green energy certification for electricity used during the tournament, and spectators are asked in advance to use public transportation or car sharing to attend the event.

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



Green Power Certification introduced at the second tournament (2009)



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



Separating recyclables and waste at an eco-station

ISO 14001-Certified Sites

Yamaha Corporation Factories in Japan

Site	Acquisition Date	Integration Date
Takegawa Factory (including Iwata Factory and Yamanashi Kogei Co.,Ltd.)	Nov. 1998	Nov. 2010
Toyooka Factory (including Yamaha Hi-Tech Design Corporation)	Jun. 2000	Nov. 2010
Headquarters area* ¹	Feb. 2001	Nov. 2010

*¹ Headquarters area : Yamaha Corporation headquarters, Yamaha Music Japan Co., Ltd., Yamaha Credit Corporation, the Headquarters Sales office of Yamaha Travel Service Co., Ltd., Yamaha AI Works Co., Ltd., Yamaha Business Support Corporation, Yamaha Pension Fund, and Yamaha Union.

Group Manufacturing Companies in Japan

Company Name	Acquisition Date	Integration Date
Yamaha Fine Technologies Co., Ltd.* ²	Jul. 2000	Nov. 2010
Yamaha Piano Manufacturing Japan Co., Ltd.	Aug. 2014	Aug. 2014
Yamaha Musical Products Japan Co., Ltd.	Aug. 2014	Aug. 2014
Yamaha Music Electronics Japan Co., Ltd.	Aug. 2014	Aug. 2014
Kitami Mokuzai Co., Ltd.	Aug. 2014	Aug. 2014

*² Includes a part of Yamaha Corporation

Resort Facilities

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

Group Manufacturing Companies Located Overseas

Company Name	Acquisition Date
Yamaha Electronics Manufacturing (M) Sdn Bhd	Dec. 1998
Tianjin Yamaha Electronic Musical Instruments, Inc.	Dec. 1999
PT. Yamaha Musical Products Indonesia	Jan. 2001
PT. Yamaha Music Manufacturing Indonesia	Dec. 2001
PT. Yamaha Indonesia	May. 2002
PT. Yamaha Music Manufacturing Asia	Jul. 2002
PT. Yamaha Electronics Manufacturing Indonesia	Jan. 2003
Yamaha Electronics (Suzhou) Co., Ltd.	Mar. 2004
Hangzhou Yamaha Musical Instruments Co., Ltd.	May. 2012
Xiaoshan Yamaha Musical Instrument Co., Ltd.	Mar. 2013

Yamaha Group History of Environmental Initiatives

History of Environmental Initiatives

FY 1975	Environment Management Division established
FY 1976	Company-wide rationalization of energy consumption begins
	Local clean-up activities start
FY 1982	Wood-waste fueled electric power generation at Tenryu Factory begins
FY 1984	Hamanako Lake Clean Brigade begins
FY 1991	Use of trichloroethylene and tetrachloroethylene eliminated
FY 1994	Use of specified CFCs and trichloroethane eliminated
	The Silent Piano™, an instrument designed specifically for the residential environment, released. This was the first of a series of Silent™ instruments to be developed and released
	"Yamaha's Policy on the Environment" and "The Six Principles of Yamaha's Corporate Environmental Activity" enacted
	Environmental Committee and five other related specialist groups established
FY 1996	Recycling and reuse of sand from casting waste starts
FY 1997	Intention to acquire ISO 14001 certification announced
FY 1998	Yamaha Kagoshima Semiconductor Inc. acquires ISO 14001 certification, the first organization in the Group to do so
FY 1999	Yamaha Corporation announces contamination of soil and groundwater by chlorinated organic solvents at the Headquarters factory, Toyooka Factory, and Yamaha Metanix Corporation, and begins cleanup operations
	Kakegawa Factory acquires ISO 14001 certification
	Yamaha Electronics Manufacturing Malaysia (YEM) becomes the first of the Group's manufacturing companies located overseas to receive ISO 14001 certification
FY 2000	New business supporting the acquisition of ISO 14001 certification begins
FY 2001	First Environmental Report published
	Environmental accounting introduced
	Purification of soil in the factory at Yamaha Headquarters, Yamaha Toyooka Factory, and Yamaha Metanix Corporation completed. Purification of groundwater continues
	All factories of Yamaha Corporation achieve ISO 14001 certification
FY 2002	Wood-waste-fueled electric power generation at Tenryu Factory halted

FY 2003	Green Procurement Standards and Standards for Chemical Content in Products issued
	VOC filtering equipment installed at Tenryu Factory
	All the group manufacturing companies in Japan acquire ISO 14001 certification
FY 2004	Yamaha Kagoshima Semiconductor Inc. achieves Yamaha's "Zero Emissions" standard with regard to waste output
	The first annual "Smart Life Guide" home environmental ledger issued
	Wastewater treatment system at Yamaha Kagoshima Semiconductor Inc. upgraded
	Gas emissions treatment equipment installed at Yamaha Kagoshima Semiconductor Inc.
	All Group resort facilities acquire ISO 14001 certification
	Toyooka Factory is the first Yamaha Corporation factory to achieve Zero Emissions
FY 2005	Exhaust/effluent filtering devices at Yamaha Kagoshima Semiconductor Inc. upgraded
	Second set of VOC filtering equipment installed at Tenryu Factory
	Fuel for boiler at factory at Yamaha headquarters switched from heavy oil to natural gas
	Photovoltaic power generating system installed in the factory at Yamaha Headquarters
	Use of HCFC eliminated from all manufacturing processes in the Yamaha Group
FY 2006	All Yamaha Corporation factories achieve Zero Emissions
	The Tokyo office becomes the first Yamaha Group sales office to acquire ISO 14001 certification
	Yamaha Corporation and Yamaha Motor Co., Ltd. begin collaboration on the "Yamaha Forest" project in Indonesia
	Exhaust/effluent filtering devices at Yamaha Kagoshima Semiconductor Inc. installed
	Yamaha Livingtec Corporation installs a cogeneration system
FY 2007	Logistics Energy Conservation Working Group established
	Wastewater treatment system at Saitama Factory upgraded
	All major sales offices complete ISO 14001 certification
	The entire Yamaha Group completes compliance with the RoHS directive
	Transition to lead-free production of wind instruments completed
	Cogeneration system installed at the Tenryu Factory
	Gas emissions treatment equipment installed at Yamaha Kagoshima Semiconductor Inc.
	VOC Emission Reduction Working Group established
	Completion of ISO 14001 certification for support businesses

FY 2008	Yamaha Timber Procurement and Usage Guidelines enacted
	Green Power Certification introduced at Yamaha Resort Tsumagoi™
	Yamaha joins the STOP Global Warming Campaign in Shizuoka
	Provision of support for Enshunada's coastal forests began with the establishment of a support system for participating in a scheme run by Shizuoka Prefecture in aid of its forest
	Yamaha joins Musicwood Campaign (Greenpeace)
	All factories of the Yamaha Group in Japan achieve Zero Emissions of waste
	Fuel for boiler at Toyooka Factory switched from heavy oil to natural gas
	"Project Phone" teleconferencing system developed
	On-site disposal system for used Electone™ keyboards begins operation
Acoustic guitar developed using the A.R.E. (Acoustic Resonance Enhancement) low-environmental impact wood reforming technology	
FY 2009	Yamaha materials and components procurement policy enacted
	Yamaha Livingtec Corporation begins developing and selling wood chips made from waste wood
	The SN Business Division marks Yamaha Corporation's first exhibition at EcoProducts 2008
	Yamaha exhibits at "Shizuoka Environment and Forests Fair" for the first time
	Natural gas cogeneration system installed at the Kakegawa Factory
	Gas emissions treatment equipment installed at Yamaha Kagoshima Semiconductor Inc.
	Purification of groundwater contamination by chlorinated organic solvents at the Toyooka Factory completed
Kakegawa Factory receives an honorable mention in the fiscal 2008 PRTR Awards competition	
FY 2010	The Yamaha Ladies Open Katsuragi golf tournament introduces Green Power certification
	Yamaha concludes the fifth and final year of the "Yamaha Forest" project in Indonesia
	Yamaha Group CSR Policy formulated
	Yamaha Environmental Policy formulation (Yamaha's Policy on the Environment revised to make it suitable for ISO 14001 certification)
FY 2011	Introduction of a system to manage chemical substances in products (to comply with the E.U. REACH Directive and other regulations)
	Certified green power supplied under the Project for Local Production and Local Consumption of Energy promoted by Kakegawa City used for the ap bank fes '10 event held at Yamaha Resort Tsumagoi™
	In line with the relocation and new establishment of the Factory, Xiaoshan Yamaha Musical Instrument Co., Ltd. installed state-of-the-art wastewater treatment facility
	Yamaha Group companies in Japan acquire integrated (step 1) ISO 14001 certification
	Stage 2 Yamaha Forest tree-planting activities commenced in Indonesia (five-year plan)
	Kakegawa Factory receives letter of appreciation from the City of Kakegawa acknowledging the Factory's support for the Kakegawa City Environment Fund

FY 2012	Adopted returnable packing racks when transporting piano frames from Japan to Hangzhou Yamaha Musical Instruments Co., Ltd
	Participated in the Global Compact
	Our smart life pledge commenced (shift from the household accounting smart life guide)
	Implemented saving electricity within the country, an issue that has been in the spotlight since the Great East Japan Earthquake
	Certified green power supplied under the Project for Local Production and Local Consumption of Energy promoted by Kakegawa City used for the ap bank fes '11 event held at Yamaha Resort Tsumagoi™
	Disclosed soil contamination due to chlorine-based organic solvents and heavy metal at Shinzu Factory
	Yamaha Group companies in Japan acquire integrated ISO 14001 certification (domestic integration completed)
	Hangzhou Yamaha Musical Instruments Co., Ltd. passed a Cleaner Production Audit conducted by its host city of Hangzhou
FY 2013	Hangzhou Yamaha Musical Instruments Co., Ltd. attained ISO 14001 certification
	Completed cleanup activities such as replacement of confirmed soil contamination at Shinzu Factory
	RSG Series piano silencer units acquired Eco Mark certification
	Upgraded wastewater treatment facilities at Kakegawa Factory
	Yamaha Electronics (Suzhou) Co., Ltd. (China) passed a Cleaner Production Audit conducted by Suzhou New District
	Held 6th regeneration activity in support of Enshunada's coastal forests participating in a scheme run by Shizuoka Prefecture in aid of its forest (commenced phase 2 activities)
	Kakegawa Factory and Yamaha Resort Tsumagoi™ concluded Partnership for promoting forestation with Kakegawa City and commenced activities
	Disclosed results of the soil survey at former Saitama Factory site
	Upgraded waste water treatment facilities at Tianjin Yamaha Electronic Musical Instruments, Inc. (China)
	Xiaoshan Yamaha Musical Instrument Co., Ltd. (China) passed a Cleaner Production Audit conducted by Xiaoshan district, Hangzhou
FY 2014	The Yamaha Group Environmental Management System (YEMS) began being implemented at all Group locations in Japan.
	Yamaha Corporation (headquarters and Tenryu Factory) was awarded S Rank, the top ranking, in the Hamamatsu City New Energy/Energy Conservation Top Runner Certification Program. (Eco-Friendly Business Category)
	Yamaha Corporation's environmental contribution activities took the Grand Prix in the Shizuoka Prefecture's Fujinokuni Eco Challenge ACTION
FY 2015	Yamaha Corporation's environmental contribution activities were awarded the Rengo Eco Grand Prize
FY 2016	Renewed the wastewater treatment facility at Yamaha Musical Products Indonesia Co., Ltd.
	Completed purification measures including replacement of contaminated soil on the site of the old Saitama Factory
	Yamaha Group environmental contribution activities received the Finalist Award in the 2015 Low-Carbon Cup
	Revised Yamaha Group Environmental Policy

Environmental Performance Data

Environmental Data

[Yamaha Group \(Japan\) >](#)

[Yamaha Group \(Overseas\) >](#)

Environmental Data by Site

[Yamaha Group \(Japan\) >](#)

[Yamaha Group \(Overseas\) >](#)

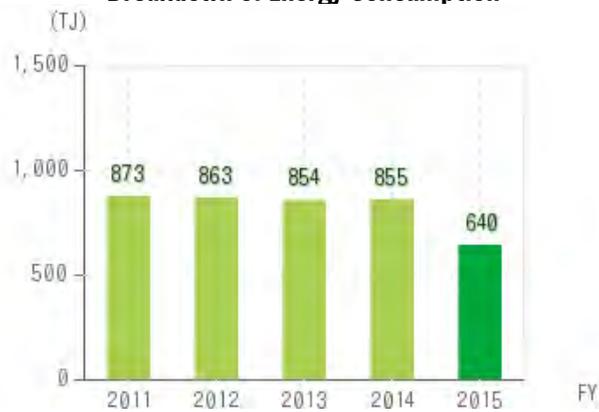
(Environmental Data) Yamaha Group (Japan)

Yamaha Corporation and Group Manufacturing Companies, Resort Facilities in Japan

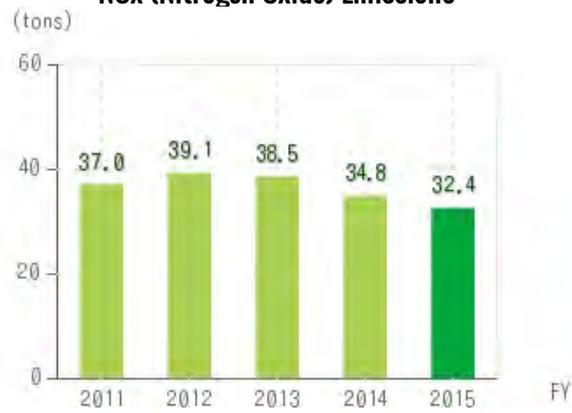
CO₂ Emissions (from energy consumption)



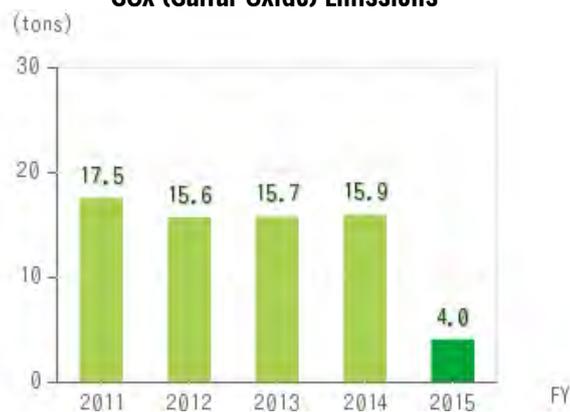
Breakdown of Energy Consumption



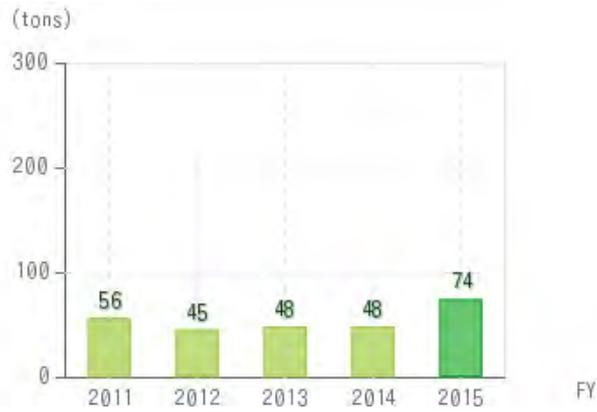
NO_x (Nitrogen Oxide) Emissions



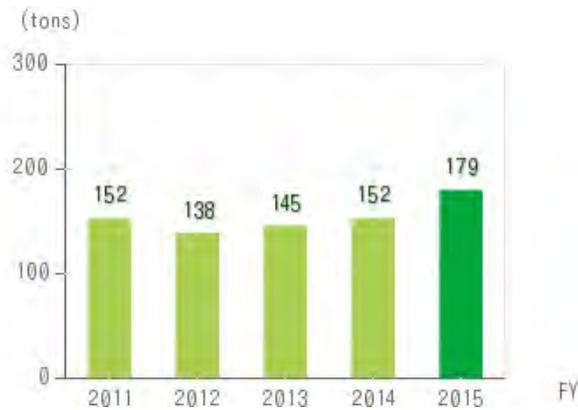
SO_x (Sulfur Oxide) Emissions



PRTR-designated Substances Released



VOCs (Volatile Organic Compounds) Atmospheric Emissions



Waste Generated / Land fill Rate

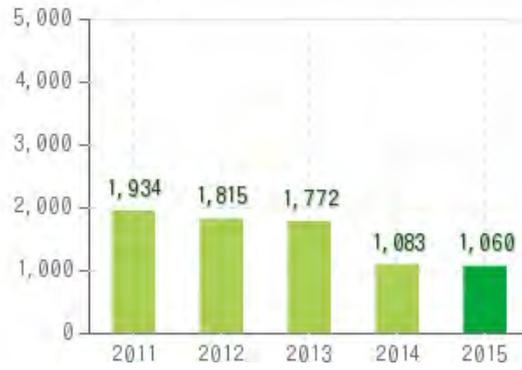


Water Consumption



Transport Volume

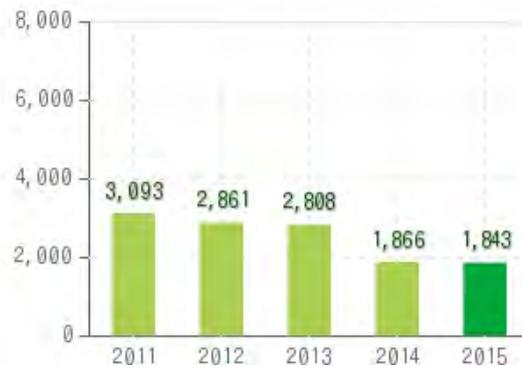
(10,000 tons-kilometers)



FY

Logistics-related CO₂ Emissions

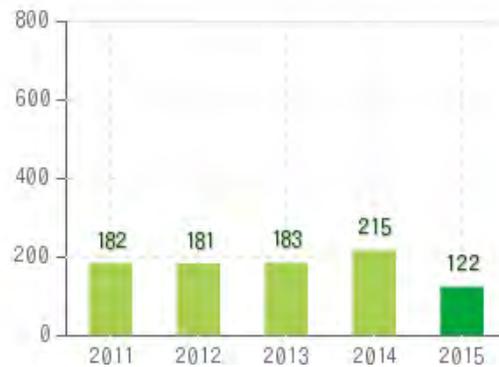
(tons-CO₂)



FY

Water discharge

(1,000m³)



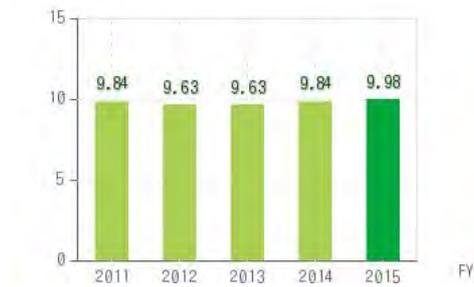
FY

(Environmental Data) Yamaha Group (Overseas)

Group Manufacturing Companies Located Overseas

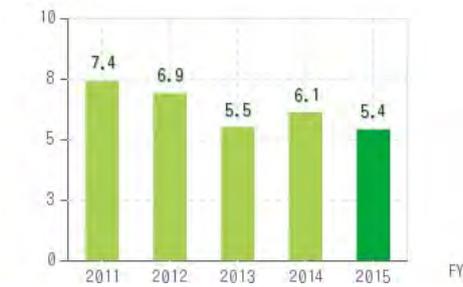
CO₂ Emissions (from energy consumption)

(10,000tons-CO₂)



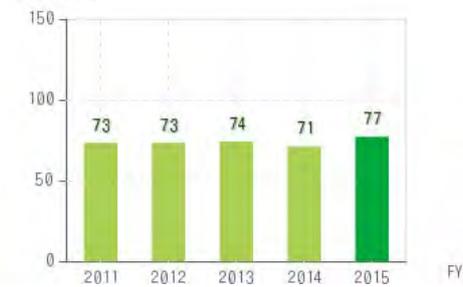
Waste Generated

(1,000tons)



Water Consumption

(10,000m³)



Water discharge

(1,000m³)



(Environmental Data by Site) Yamaha Group (Japan)

Yamaha Corporation and Group Manufacturing Companies, Resort Facilities in Japan

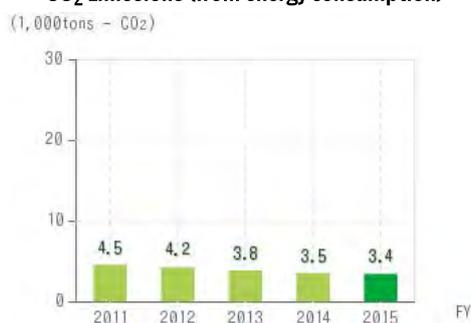
1. Headquarters Area
2. Toyooka Factory
3. Kakegawa, Iwata Factory
4. Tenryu Factory (Yamaha Corporation Tenryu Factory, Yamaha Fine Technologies Co., Ltd.)
5. Yamaha Musical Products Japan Co., Ltd. Fukuroi Factory
6. Yamaha Musical Products Japan Co., Ltd. Matsunokijima Factory
7. Yamaha Musical Products Japan Co., Ltd. Iida Factory
8. Sakuraba Mokuzai Co., Ltd.
9. Kitami Mokuzai Co., Ltd.
10. Yamaha Resort Inc. — Tsumagoi™ —
11. Yamaha Resort Inc. — Katsuragi™ —

Headquarters Area

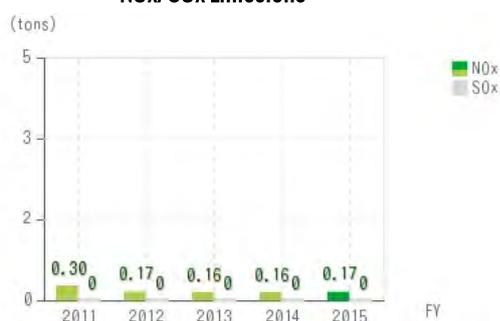
Including Yamaha Corporation headquarters, Yamaha Music Japan Co., Ltd., Yamaha Business Support Corporation, Yamaha Travel Service Co., Ltd., Yamaha Ai Works Co., Ltd., YAMAHA UNION and various other organizations.

Business lines	Development, design and sales of pianos, audio equipment, ICT devices, electronic devices, wind, string and percussion instruments, PA equipment, and sound proof chambers; as well as administrative functions
Location	Hamamatsu City, Shizuoka Prefecture
No. of Employees	3,046
Site area	225,600m ²

CO₂ Emissions (from energy consumption)



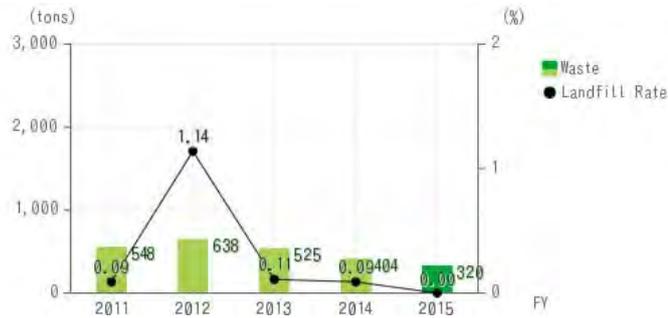
NO_x/SO_x Emissions



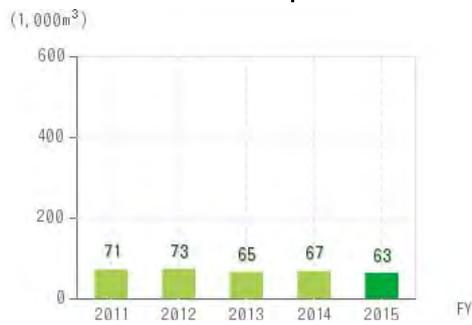
PRTR-designated Substances Released

The company did not emit any PRTR-designated Substances

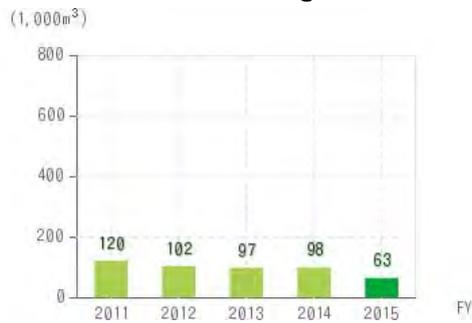
Waste Generated / Land fill Rate



Water Consumption



Water discharge



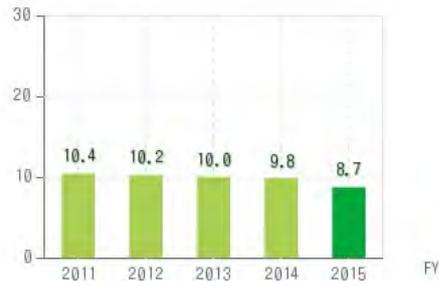
Toyooka Factory

(Yamaha Corporation Toyooka Factory, Yamaha Musical Products Japan Co., Ltd. Main Factory)

Business lines	Manufacture of electronic instruments, wind, string and percussions instrument, PA equipment and electronic components
Location	Iwata City, Shizuoka Prefecture
No. of Employees	1,496
Site area	184,197m ²

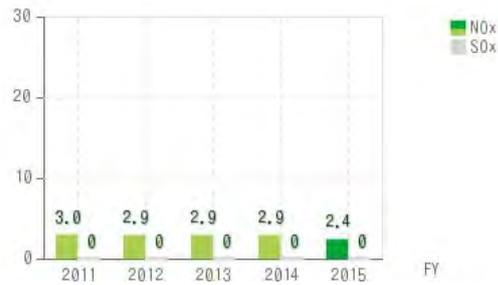
CO₂ Emissions (from energy consumption)

(1,000 tons - CO₂)



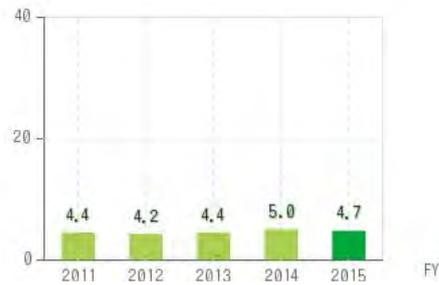
NO_x/SO_x Emissions

(tons)



PRTR-designated Substances Released

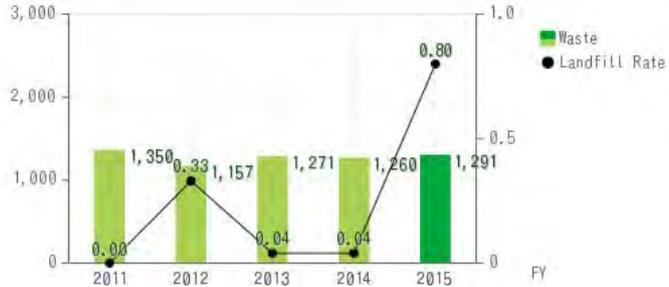
(tons)



Waste Generated / Land fill Rate

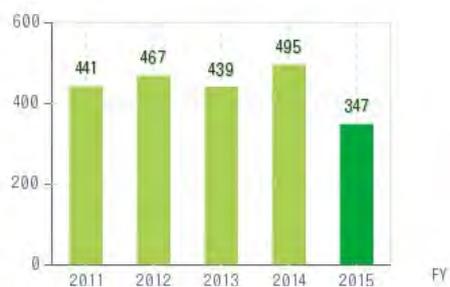
(tons)

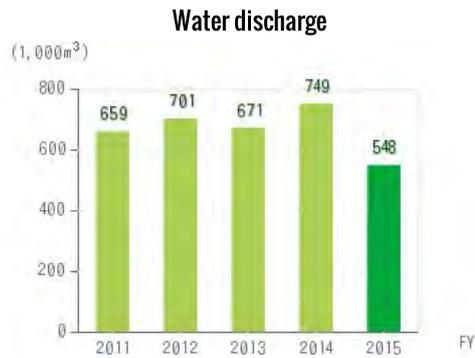
(%)



Water Consumption

(1,000m³)



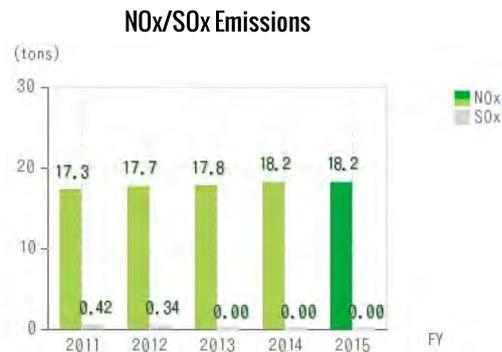
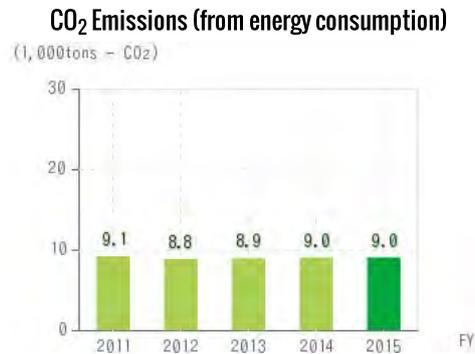


Kakegawa, Iwata Factory

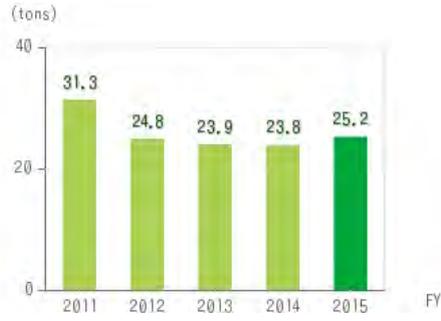
(Yamaha Corporation Kakegawa Factory, Yamaha Piano Manufacturing Japan Co., Ltd. Headquarters Factory, Yamaha Piano Manufacturing Japan Co., Ltd. Iwata Factory)

Business lines	Manufacture of pianos, hybrid pianos, electric pianos and piano parts; manufacture of piano frames; and manufacture of furniture and wood products
Location	Kakegawa Factory : Kakegawa City, Shizuoka Prefecture Iwata Factory : Iwata City, Shizuoka Prefecture
No. of Employees	781
Site area	Kakegawa Factory:222,410m ² , Iwata Factory:47,855m ²

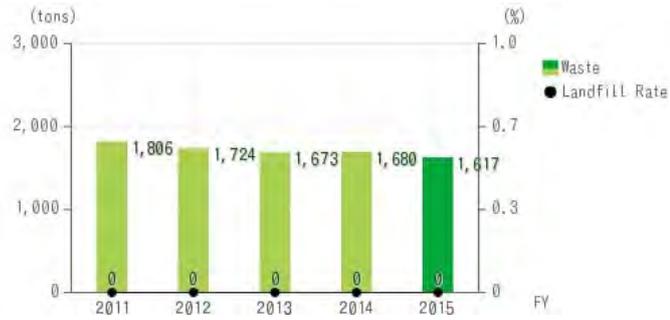
< Kakegawa Factory >



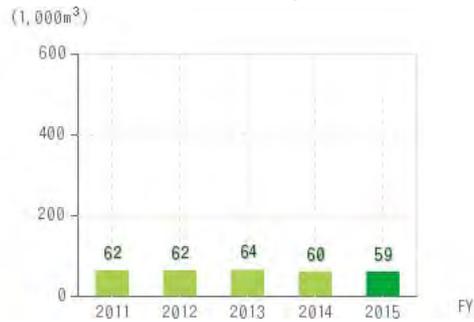
PRTR-designated Substances Released



Waste Generated / Land fill Rate



Water Consumption

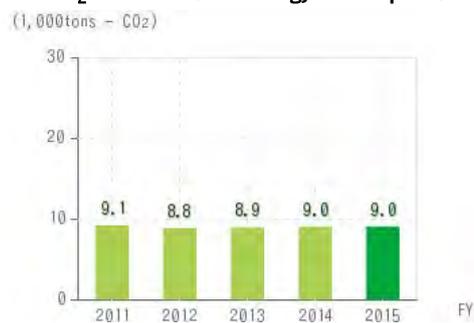


Water discharge

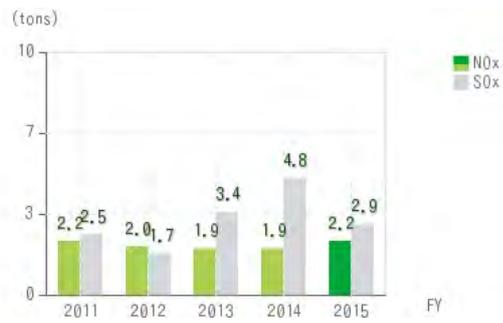


< Iwata Factory >

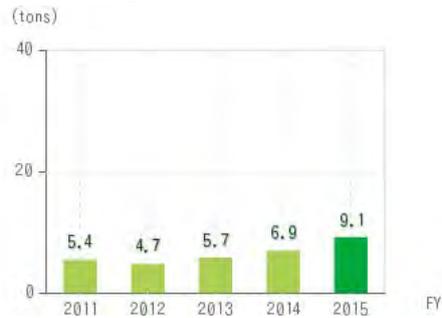
CO₂ Emissions (from energy consumption)



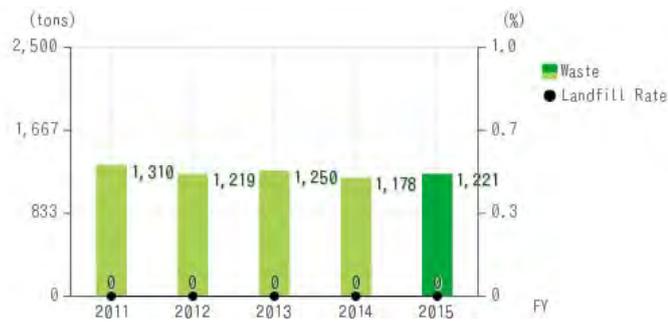
NOx/SOx Emissions



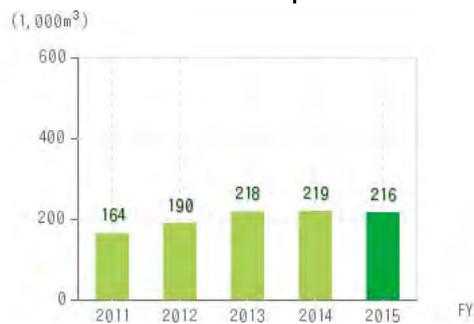
PRTR-designated Substances Released



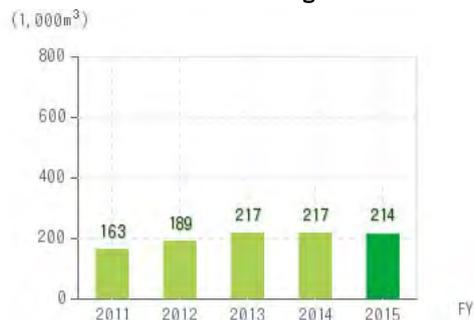
Waste Generated / Land fill Rate



Water Consumption



Water discharge

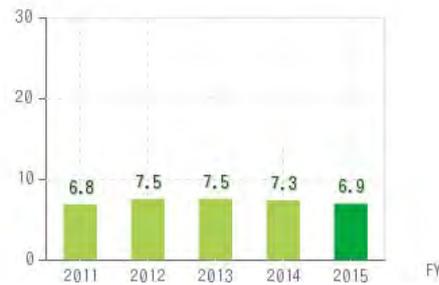


Tenryu Factory (Yamaha Corporation Tenryu Factory, Yamaha Fine Technologies Co., Ltd.)

Business lines	Manufacture of automobile interior components, development, manufacture and sale of factory automation (FA) equipment, development of golf products, and business activities based mainly on production technologies for the Yamaha Group as a whole
Location	Hamamatsu City, Shizuoka Prefecture
No. of Employees	847
Site area	182,829m ²

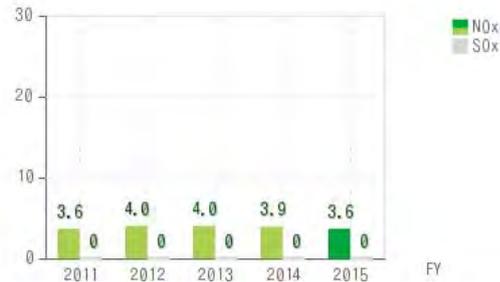
CO₂ Emissions (from energy consumption)

(1,000tons - CO₂)



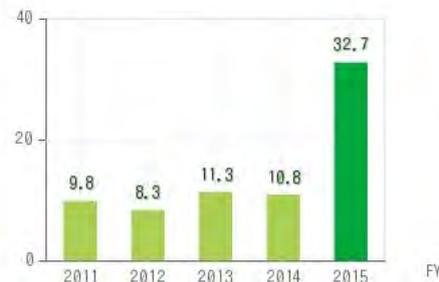
NO_x/SO_x Emissions

(tons)



PRTR-designated Substances Released

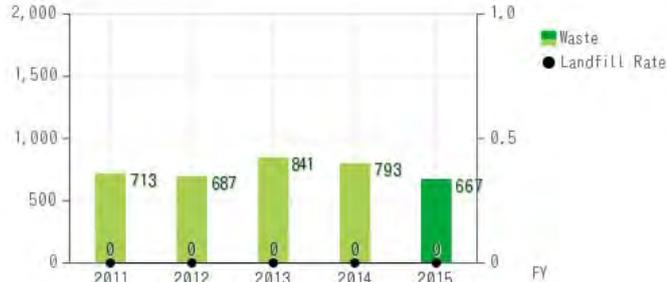
(tons)



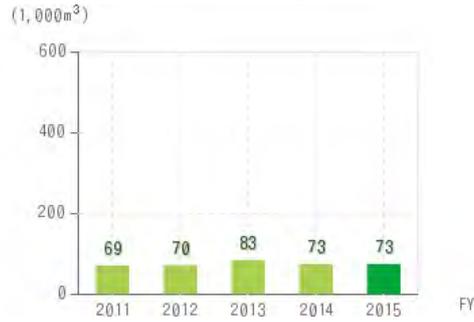
Waste Generated / Land fill Rate

(tons)

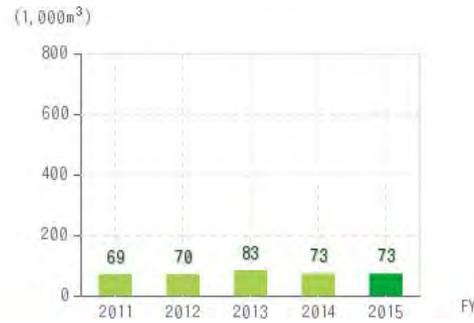
(%)



Water Consumption



Water discharge



Yamaha Musical Products Japan Co., Ltd. Fukuroi Factory

Business lines	Manufacture of printed circuit board products, audio, visual, and instrument related devices, and ICT device products
Location	Fukuroi City , Shizuoka Prefecture
No. of Employees	115
Site area	8,900m ²

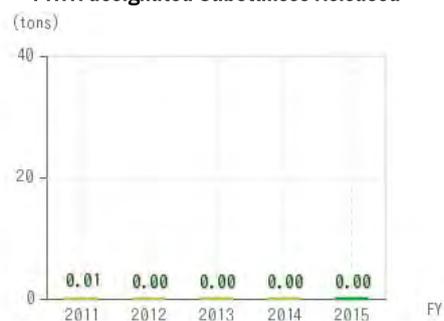
CO₂ Emissions (from energy consumption)



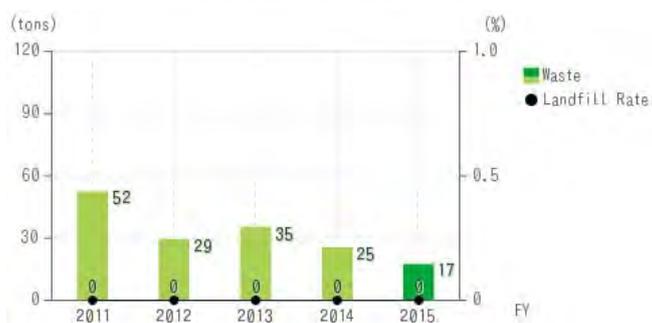
NO_x/SO_x Emissions

The company did not emit any NO_x or SO_x.

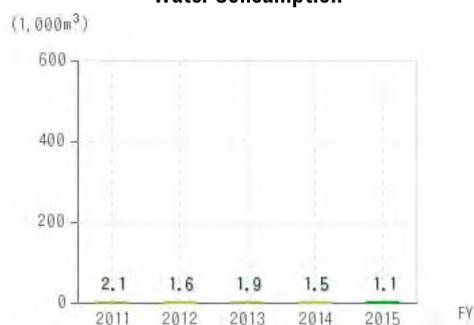
PRTR-designated Substances Released



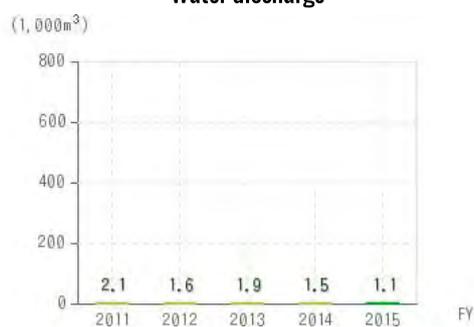
Waste Generated / Land fill Rate



Water Consumption



Water discharge

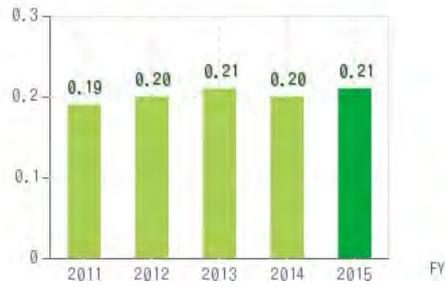


Yamaha Musical Products Japan Co., Ltd. Matsunokijima Factory

Business lines	Processing, assembly, packing and shipping of wind instrument parts
Location	Iwata City, Shizuoka Prefecture
No. of Employees	73
Site area	4,742m ²

CO₂ Emissions (from energy consumption)

(1,000tons - CO₂)

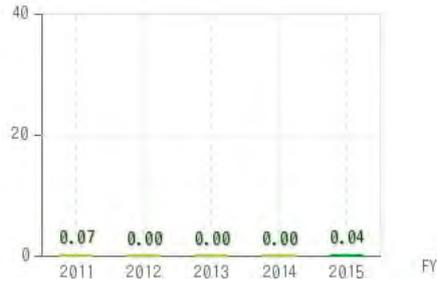


NO_x/SO_x Emissions

The company did not emit any NO_x or SO_x.

PRTR-designated Substances Released

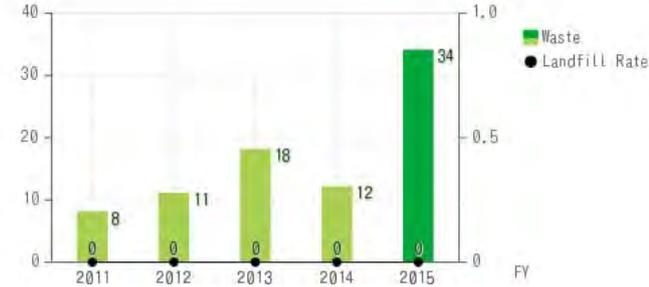
(tons)



Waste Generated / Land fill Rate

(tons)

(%)



Water Consumption

(1,000m³)



Water discharge

(1,000m³)



Water Consumption



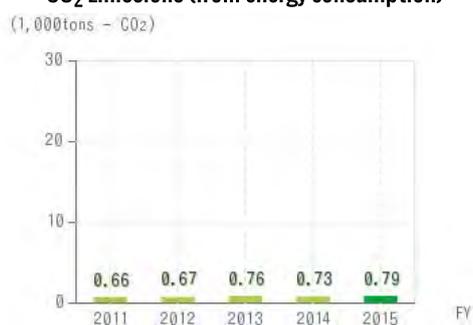
Water discharge



Yamaha Musical Products Japan Co., Ltd. Iida Factory

Business lines	Manufacture of string, and percussion instruments
Location	Hamamatsu City, Shizuoka Prefecture
No. of Employees	91
Site area	14,474m ²

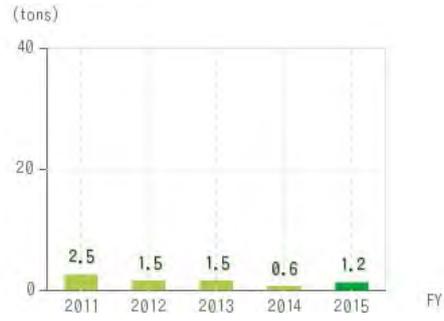
CO₂ Emissions (from energy consumption)



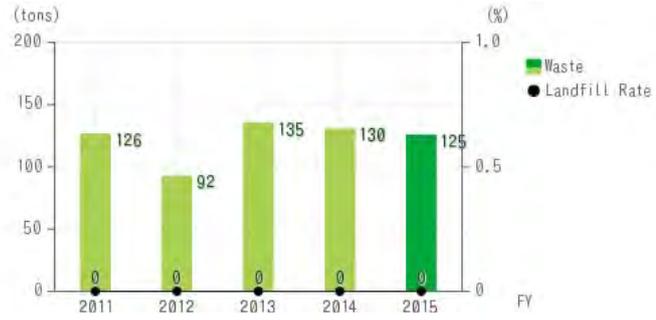
NO_x/SO_x Emissions



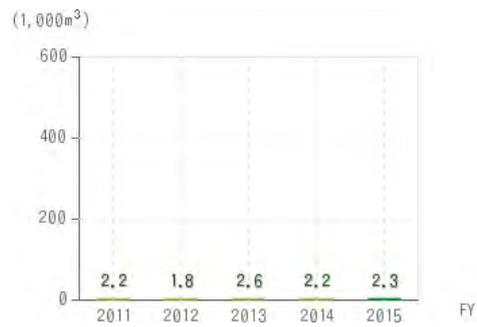
PRTR-designated Substances Released



Waste Generated / Land fill Rate

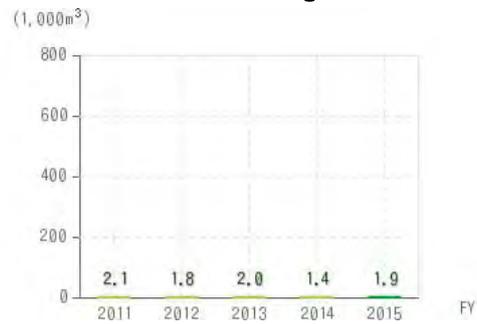


Water Consumption



* The Company started measurement of the amount of the groundwater used from FY2012.

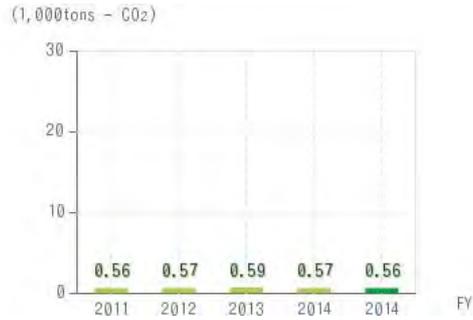
Water discharge



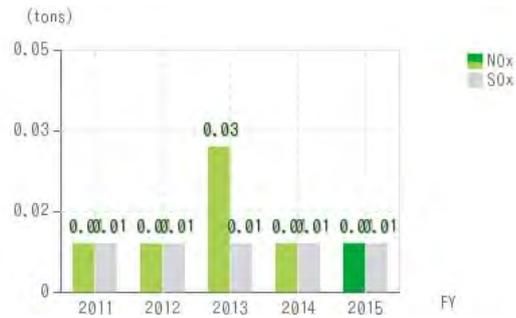
Sakuraba Mokuzai Co., Ltd.

Business lines	Lumber manufacturing for musical instruments, processing of wooden parts, and manufacturing of other woodwork.
Location	Kitaakita City, Akita Prefecture
No. of Employees	61
Site area	52,854m ²

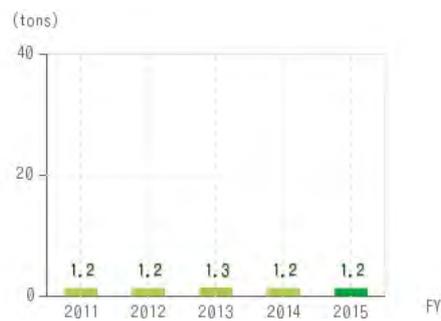
CO₂ Emissions (from energy consumption)



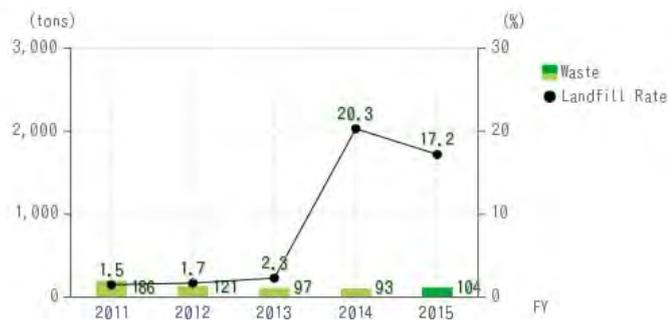
NO_x/SO_x Emissions



PRTR-designated Substances Released

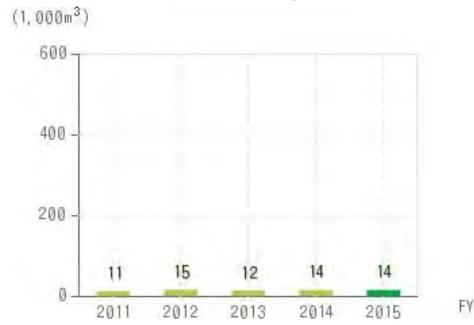


Waste Generated / Land fill Rate

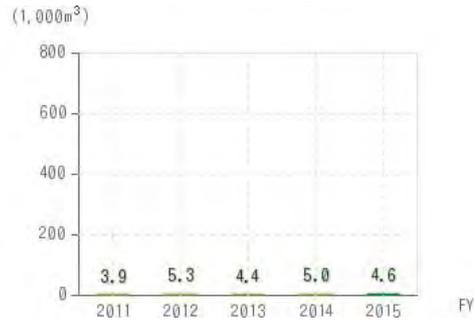


* Recycle volume at the factory was included in value of waste generated.

Water Consumption



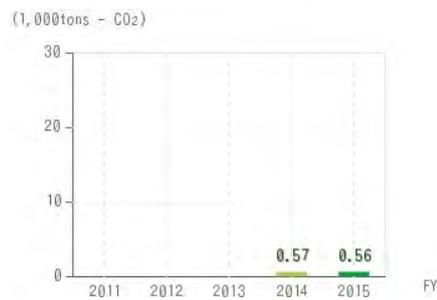
Water discharge



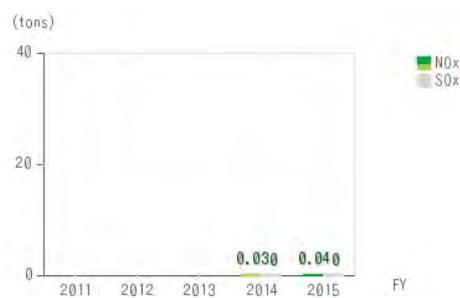
Kitami Mokuzai Co., Ltd.

Business lines	Lumber manufacturing for musical instruments, processing of wooden parts, and manufacturing of other woodwork.
Location	Mombetsu-gun, Hokkaido
No. of Employees	121
Site area	97,000m ²

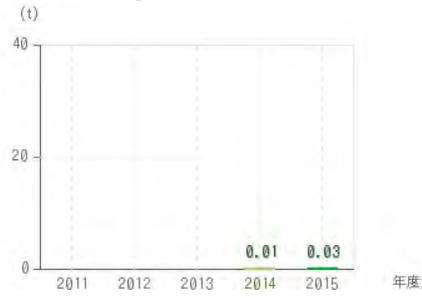
CO₂ Emissions (from energy consumption)



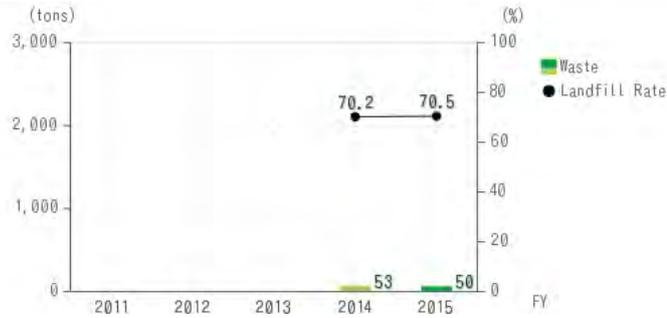
NO_x/SO_x Emissions



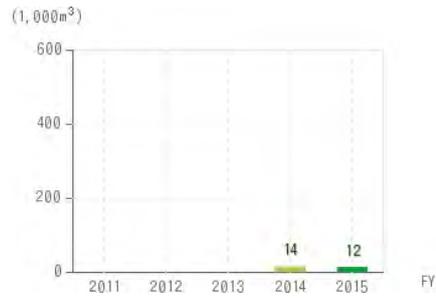
PRTR-designated Substances Released



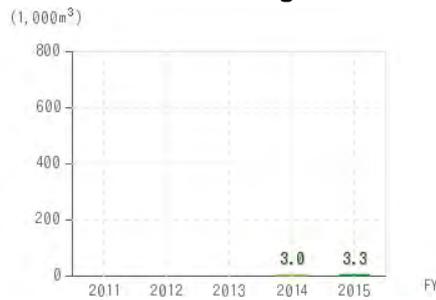
Waste Generated / Land fill Rate



Water Consumption



Water discharge

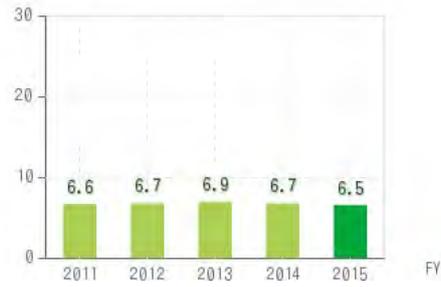


Yamaha Resort Inc. - Tsumagoi™ -

Business lines	Operation of lodging facilities, restaurants, relaxation and related facilities
Location	Kakegawa City, Shizuoka Prefecture
No. of Employees	211
Site area	1,290,000m ²

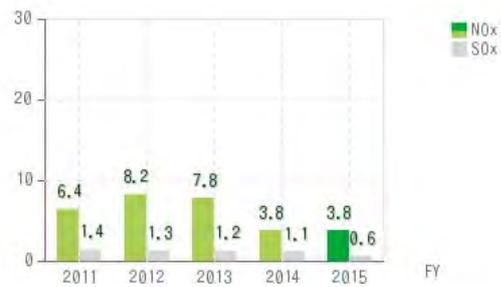
CO₂ Emissions (from energy consumption)

(1,000 tons - CO₂)



NO_x/SO_x Emissions

(tons)



Waste Generated / Land fill Rate

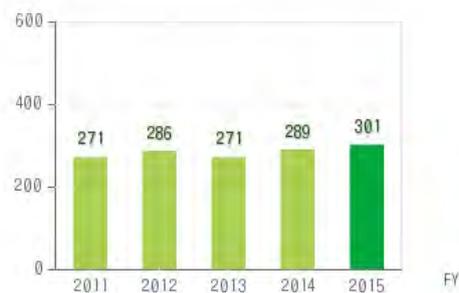
(tons)

(%)



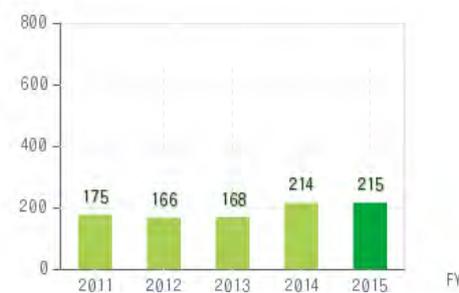
Water Consumption

(1,000m³)



Water discharge

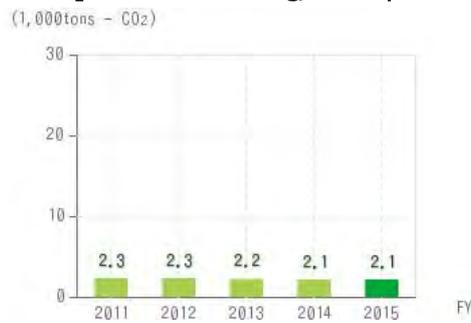
(1,000m³)



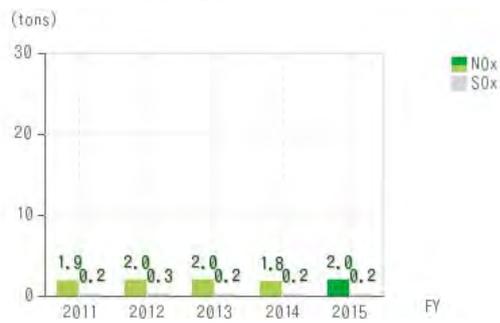
Yamaha Resort Inc. - Katsuragi™ -

Business lines	Operation of lodging facilities, restaurants, golf courses and related facilities
Location	Fukuroi City, Shizuoka Prefecture
No. of Employees	183
Site area	1,380,000m ²

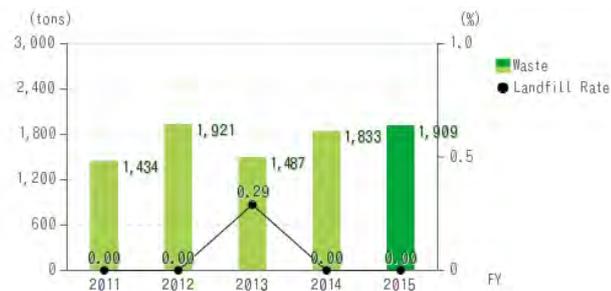
CO₂ Emissions (from energy consumption)



NO_x/SO_x Emissions



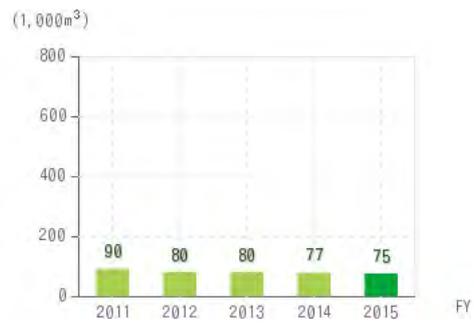
Waste Generated / Land fill Rate



Water Consumption



Water discharge



(Environmental Data by Site) Yamaha Group (Overseas)

Group Manufacturing Companies Located Overseas

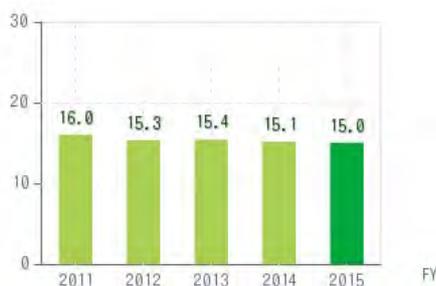
1. Tianjin Yamaha Electronic Musical Instruments, Inc.
2. Xiaoshan Yamaha Musical Instruments Co., Ltd.
3. Yamaha Electronics (Suzhou) Co., Ltd.
4. Hangzhou Yamaha Musical Instruments Co., Ltd.
5. PT. Yamaha Musical Products Indonesia
6. PT. Yamaha Music Manufacturing Indonesia
7. PT. Yamaha Music Manufacturing Asia
8. PT. Yamaha Indonesia
9. PT. Yamaha Electronics Manufacturing Indonesia
10. Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.

Tianjin Yamaha Electronic Musical Instruments, Inc.

Business lines	Manufacture of electronic musical instruments
Location	China
No. of Employees	1,613
Site area	30,729m ²

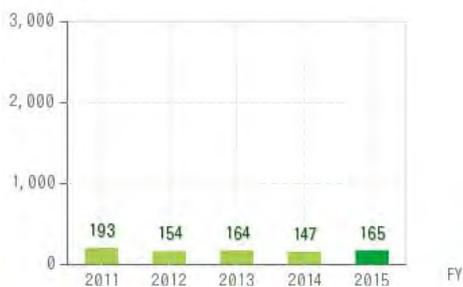
CO₂ Emissions (from energy consumption)

(1,000tons - CO₂)



Waste Generated

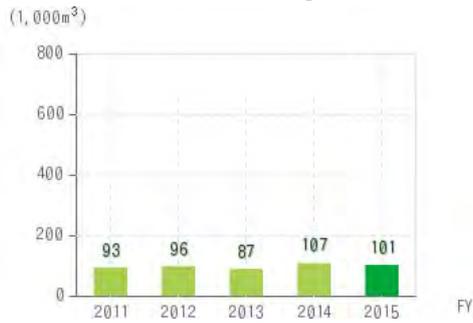
(tons)



Water Consumption



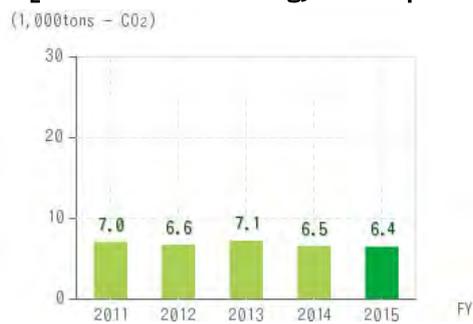
Water discharge



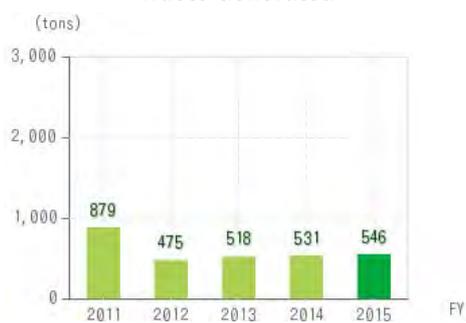
Xiaoshan Yamaha Musical Instruments Co., Ltd.

Business lines	Manufacture of wind instruments and percussion instruments
Location	China
No. of Employees	586
Site area	56,000m ²

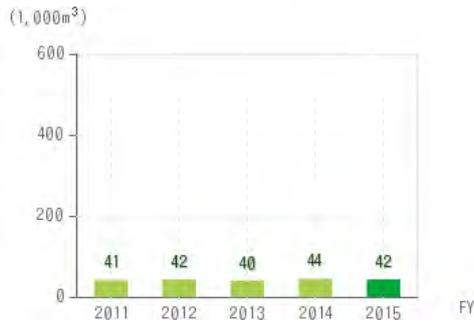
CO₂ Emissions (from energy consumption)



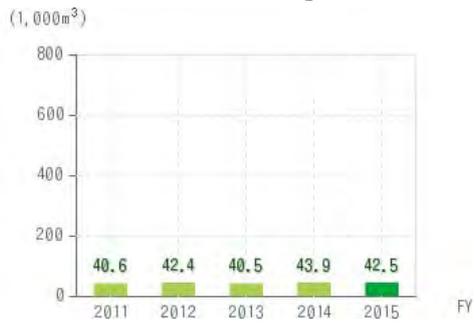
Waste Generated



Water Consumption



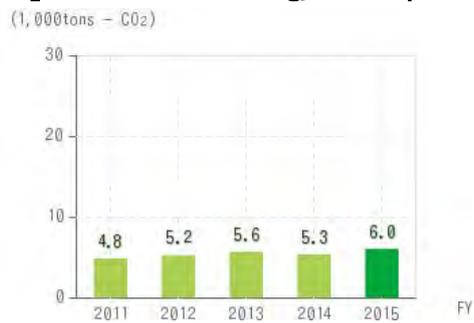
Water discharge



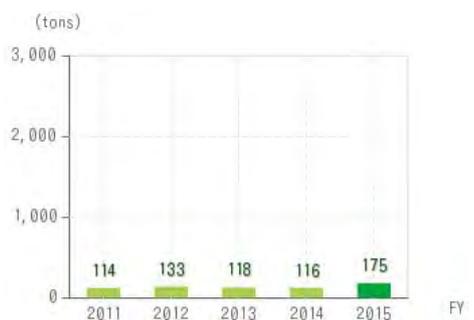
Yamaha Electronics (Suzhou) Co., Ltd.

Business lines	Manufacture of AV, PA and sound network products, and manufacture and sales of AV service parts
Location	China
No. of Employees	976
Site area	120,000m ²

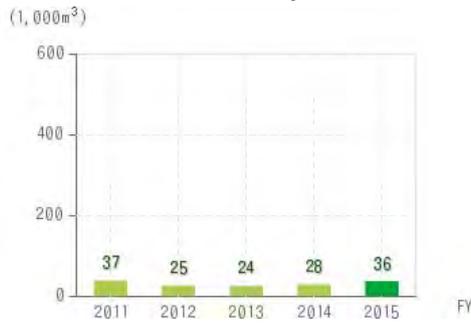
CO₂ Emissions (from energy consumption)



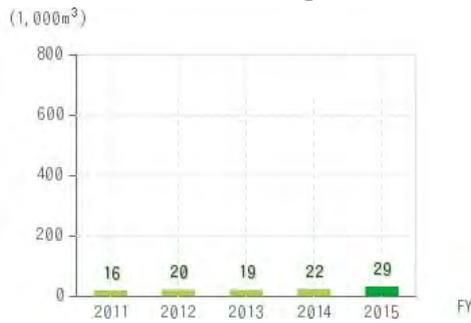
Waste Generated



Water Consumption



Water discharge



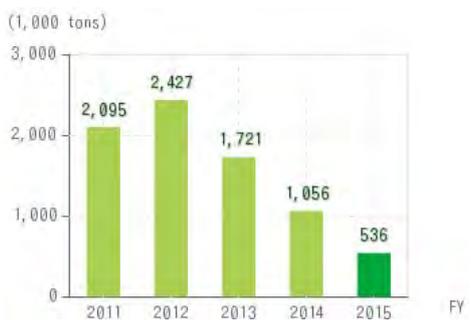
Hangzhou Yamaha Musical Instruments Co., Ltd.

Business lines	Manufacture of pianos, piano parts, and guitars
Location	China
No. of Employees	2,262
Site area	150,000m ²

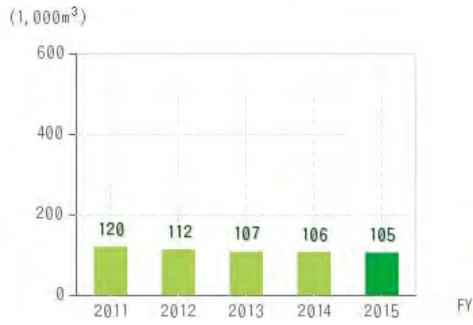
CO₂ Emissions (from energy consumption)



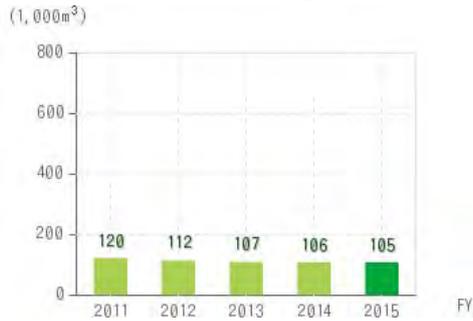
Waste Generated



Water Consumption



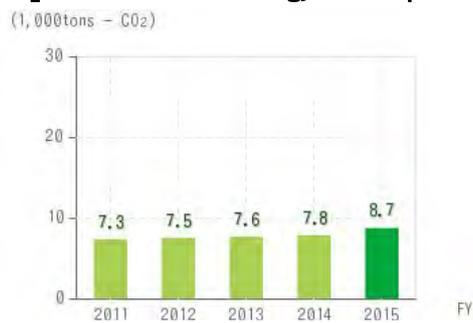
Water discharge



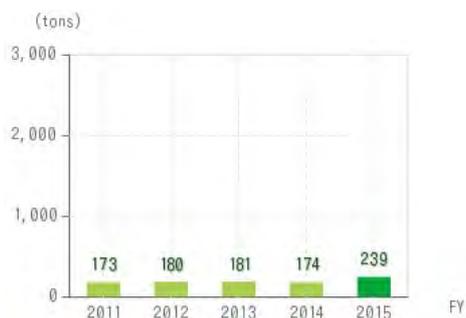
PT. Yamaha Musical Products Indonesia

Business lines	Manufacture and assembly of wind instruments, pianicas™, recorders, etc
Location	Indonesia
No. of Employees	1,428
Site area	58,500m ²

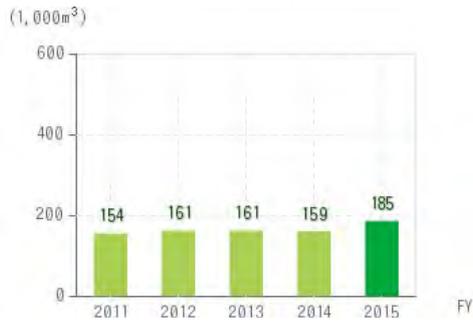
CO₂ Emissions (from energy consumption)



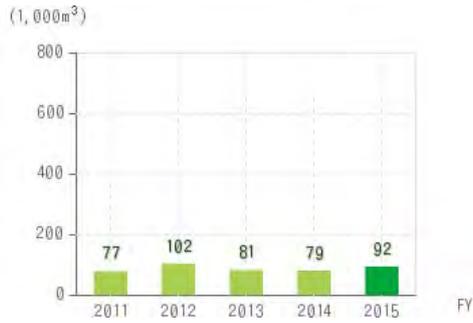
Waste Generated



Water Consumption



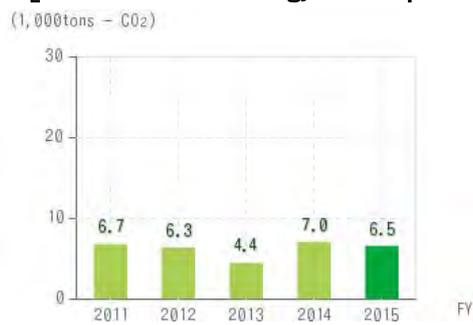
Water discharge



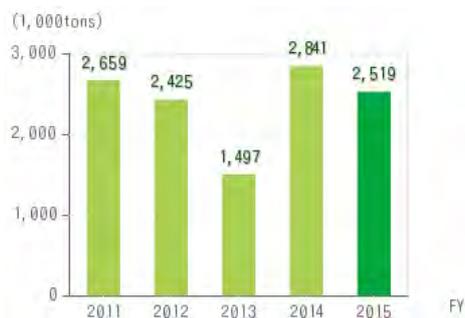
PT. Yamaha Music Manufacturing Indonesia

Business lines	Manufacture of guitars
Location	Indonesia
No. of Employees	2,113
Site area	22,500m ²

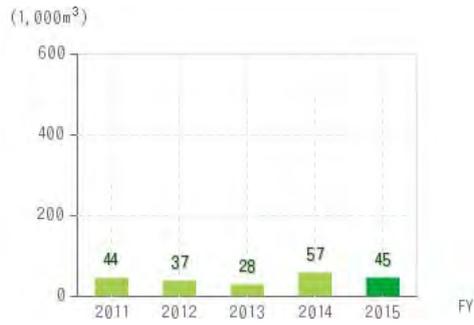
CO₂ Emissions (from energy consumption)



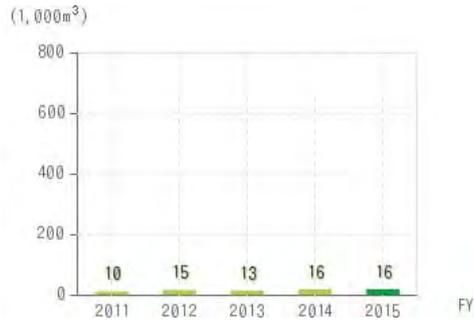
Waste Generated



Water Consumption



Water discharge



PT. Yamaha Music Manufacturing Asia

Business lines	Manufacture of electronic musical instruments and PA equipment
Location	Indonesia
No. of Employees	4,113
Site area	120,000m ²

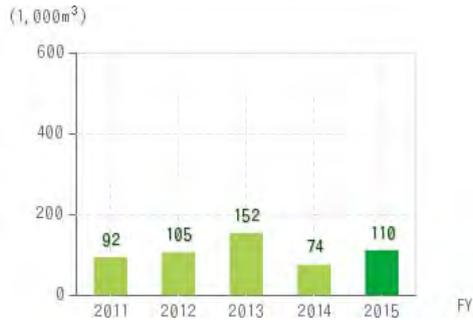
CO₂ Emissions (from energy consumption)



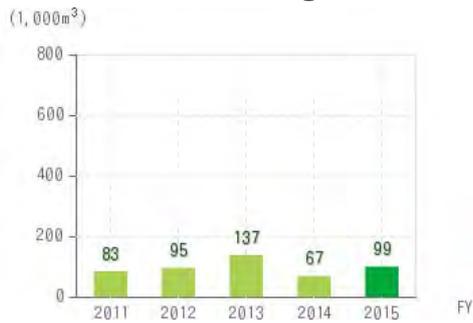
Waste Generated



Water Consumption



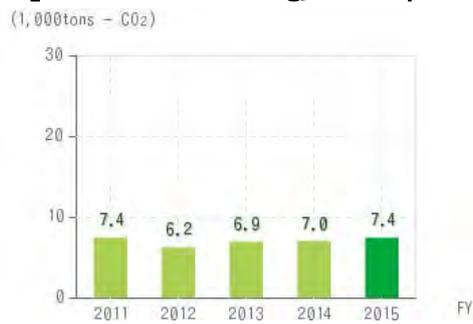
Water discharge



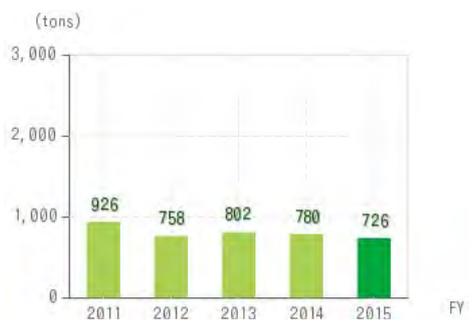
PT. Yamaha Indonesia

Business lines	Manufacture of pianos
Location	Indonesia
No. of Employees	1,152
Site area	19,542m ²

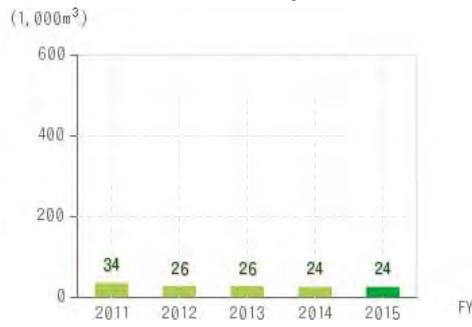
CO₂ Emissions (from energy consumption)



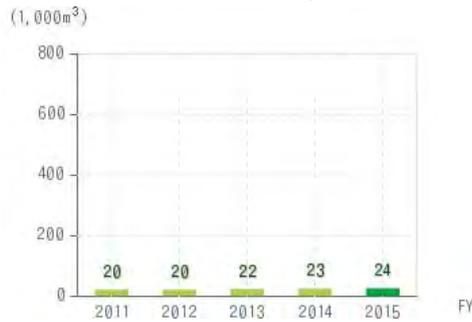
Waste Generated



Water Consumption



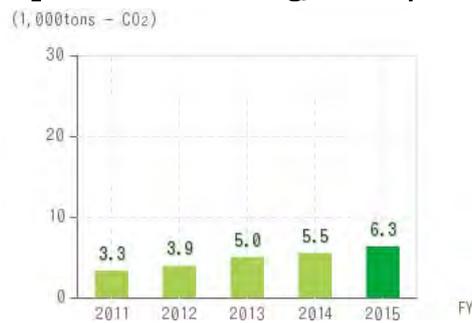
Water discharge



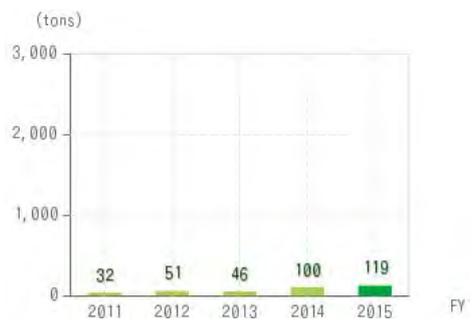
PT. Yamaha Electronics Manufacturing Indonesia

Business lines	Manufacture of AV and PA products, manufacture and sale of AV service parts
Location	Indonesia
No. of Employees	1,077
Site area	50,000m ²

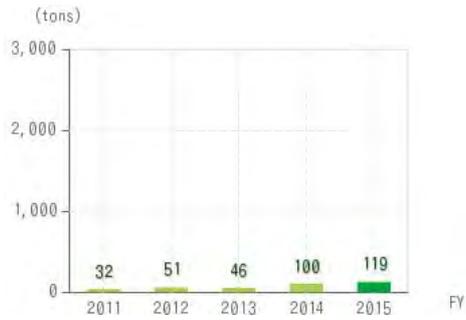
CO₂ Emissions (from energy consumption)



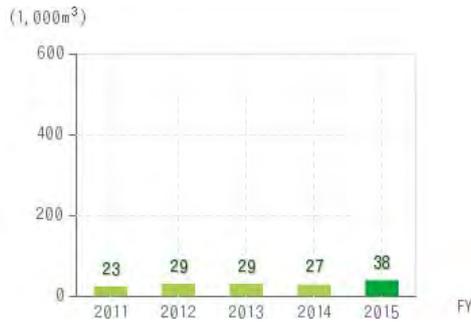
Waste Generated



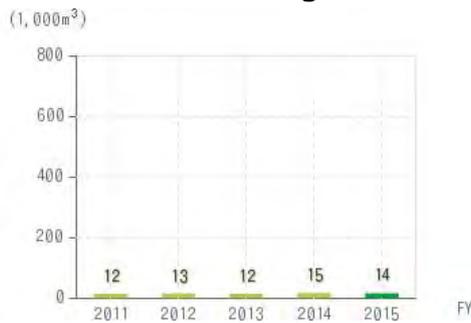
Waste Generated



Water Consumption



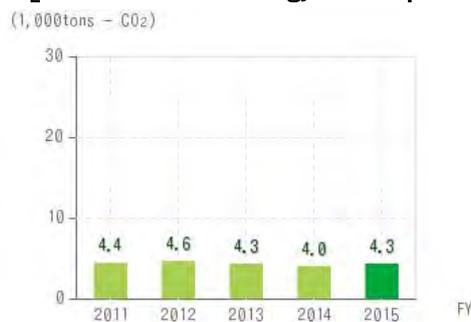
Water discharge



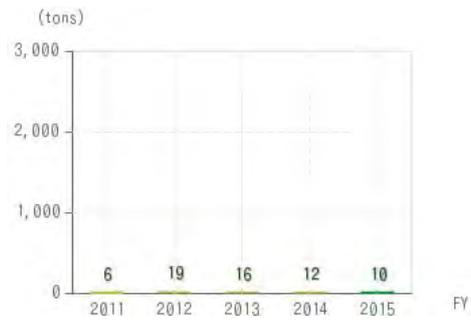
Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.

Business lines	Manufacture of AV products, manufacture and sale of AV service parts
Location	Malaysia
No. of Employees	932
Site area	106,610m ²

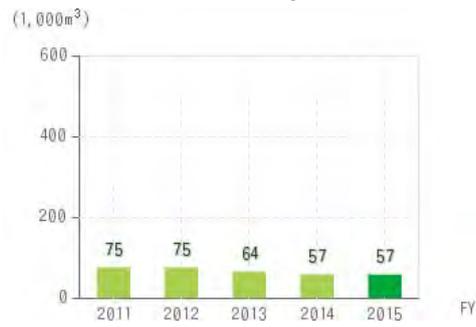
CO₂ Emissions (from energy consumption)



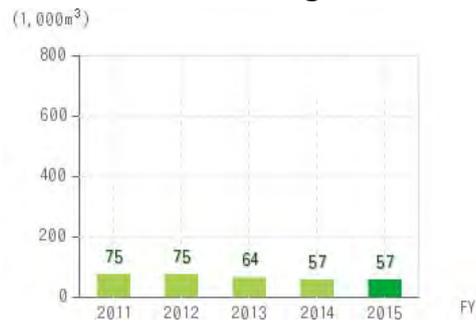
Waste Generated



Water Consumption



Water discharge



Fair Business Practices



Prevention of Corruption



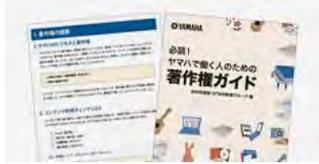
Responsible Participation in Politics



Fair Trade Practices



Promotion of Social Responsibility in the Value Chain



Respect for Property Rights (Protecting Intellectual Property)

Prevention of Corruption

1. Anti-corruption Policy
2. Efforts to Be Thorough in Preventing Corruption

Anti-corruption Policy

The Yamaha Group stipulates in its Compliance Code of Conduct that it rejects improper relationships with customers, governments, local governments and public institutions and that it will engage only in fair dealings.

Yamaha Compliance Code of Conduct (excerpt)

5-4 Elimination of improper relationships (gift giving, business entertainment, etc.)

"Yamaha" prohibits any "employee" from abusing his/her position by accepting entertainment, money and goods, or any other tangible/intangible benefits from business partners, etc., or accepting personal compensation or commissions in relation to the business.

7-1 Transactions with governments, local governments and public institutions

Yamaha conducts transactions with governments, local governments and other public institutions fairly and in accordance with public bidding rules and other prescribed rules and procedures. Furthermore, Yamaha strictly refrains from such behavior that could be deemed as bribery of government officials or quasi-government officials.

7-2 Prohibition against gift giving to and entertainment of government officials, etc.

In principle, "Yamaha" does not offer gifts, entertainment or other items of value to officers or employees of governments and/or public institutions. Yamaha acts in compliance with the rules and regulations of the governments and/or public institutions, including, but not limited to the National Public Service Ethic Act etc.

8-5 Prohibition against gift giving to foreign government officials

Yamaha, in principle, prohibits providing illicit benefits including corporate entertainment of and gift giving to foreign governmental officials. Such prohibition is not limited to cases where local laws of the relevant countries prohibit such entertainment and/or giving to their government officials, but rather it is the general rule of Yamaha.

Efforts to Be Thorough in Preventing Corruption

Yamaha has established and implements rules on entertainment and gift-giving for each department, based on the Yamaha Compliance Code of Conduct. In addition, Yamaha's legal department conducts awareness-raising activities concerning international conventions and regulations to prevent corruption, such as the prohibition of bribery of foreign public servants. At all Group companies overseas, we make an effort to understand risks related to corruption, such as indirect gift-giving by our clients, not only by the Group itself.

Risk of Gift-Giving in Business Activities

Since the Yamaha Group sells musical instruments and audio equipment to educational institutions and operators of public venues, and as such frequently participates in tenders. Moreover, in countries where specific business activities require approval from government bodies, we are required to negotiate with such parties. Yamaha is aware that the risk of gift-giving is high in business activities and countries such as these, and is engaging in efforts as a response to this risk.

In regards to specific regions, Yamaha particularly focuses its efforts on the BRICs countries, which rank high in the corruption perception index run by Transparency International, an NGO for the prevention of corruption, and Indonesia, where Yamaha has many group companies.

Preventing Gift-Giving to Public Servants in Japan and Overseas

Yamaha's overseas group companies have a particularly high awareness of the issue of giving gifts to public servants. Practically all of our overseas group companies have measures in place to discipline employees who commit bribery.

Meanwhile, only around 30% of our overseas group companies have established concrete countermeasures regarding the risk of gift-giving by their business partners, an issue that we know requires attention in the future.

Systems, Measures and Training for the Prevention of Corruption

In order to prevent unfair trade practices such as gift-giving, Yamaha implements the following measures primarily at its overseas group companies.

- Training for employees and business partners
(held at 13 companies in fiscal 2015)
- Regular transfer of employees in high-risk departments
(conducted at three companies in fiscal 2015)
- Regulating anti-corruption through contracts with business partners and conducting interviews to collect the views of business partners
(In fiscal 2015, prohibited gift-giving through contracts, etc. with nine companies and conducted interviews at five companies)

Interviews Regarding the Promotion of Compliance at Indonesian Group Companies

Indonesia plays a key role in the Yamaha Group's business as a country where Yamaha has five manufacturing companies and one sales company. As such, Yamaha conducted interviews to assess the status of promoting compliance at each of the companies in fiscal 2016. Together with each company, we confirmed that the internal consultation desk for compliance issues is functioning and that systems are in place to enable employees to consult with law firms if an issue arises.



Interview regarding compliance promotion status (Yamaha Indonesia)

Participation in United Nations Global Compact Anti-corruption Subcommittee

In fiscal 2016, Yamaha participated as a member of an anti-corruption subcommittee overseen by Global Compact Network Japan. Other members who participated in the subcommittee, unlike the Yamaha Group, have established details regarding the amount, frequency and evaluation of other parties in regards to entertainment and gift-giving, and we learned from them that having such details clearly defined makes it easier for people to pass judgment in the field. The Yamaha Group also plans to establish detailed company guidelines to combat this issue.

Responsible Participation in Politics

1. Relationships with Governments, Local Governments and Public Institutions
2. Political Contributions

Relationships with Governments, Local Governments and Public Institutions

The Compliance Code of Conduct provides for fair transactions with public institutions (7-1), prohibition against gift giving to and entertainment of government officials, etc. (7-2), legal political contributions (7-3) and appropriate cooperation with investigations by public institutions (7-4).

Political Contributions

The Yamaha Group takes a neutral stance toward political parties and politicians, and it complies with the Public Office Election Law, the Political Funds Control Law and other laws and ordinances related to politics. It prohibits contributions to an individual politician since it is prohibited by law, and to a political organization or party in excess of the permissible amount under the law (Compliance Code of Conduct 7-3). Under authoritative regulations for political contributions of 500,000 yen or more, it is mandatory to obtain approval of the company president, consult with the General Administration Division, the Corporate Finance Division and the Legal Division, as well as confirm the contribution with auditors. The Group Management Charter stipulates that Group companies must also obtain the approval of Yamaha Corporation's president, consult with the Yamaha Corporation department in charge and confirm with auditors, in addition to obeying the restrictions of each country's political funds control laws when making political contributions or payments of any kind to politically-related persons or persons belonging to public institutions.

Furthermore, the auditors carry out an audit of political contributions every April and determine whether or not these rules are being appropriately obeyed throughout the Group.

Moving forward, we will continue operations based on mechanisms such as these.

Fair Trade Practices

1. Fair Competition
2. Legal Training Relating to Fair Competition

The Yamaha Group considers business partners to be partners in its effort to live up to the Group's business philosophy. Accordingly, the Group strives to build relationships of growing mutual trust based on open and fair trade. Moreover, in order to enforce fair trade practice in line with laws and social norms, including preventing abuse of a dominant bargaining position, Yamaha has worked diligently to incorporate this concept into its Compliance Code of Conduct while gaining the understanding of clients and educating employees in order to raise awareness.

Fair Competition

Yamaha's Compliance Code of Conduct clearly lays out regulations relating to corporate behavior and market competition and regulations relating to fair relations with business partners.

Regarding corporate behavior, it provides for compliance with antitrust law, fair advertising activities including compliance with the Act Against Unjustifiable Premiums and Misleading Representations, respect for intellectual property rights and rejection of unfair competition.

Regarding fair dealings with business partners, it provides for building relationships based on partnership, reasonable selection of suppliers, fair dealing, rejection of questionable relationships and compliance with the Act Against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors (Subcontract Act).

Regarding the Subcontract Act, Yamaha makes its dealings with subcontractors easy to understand in its accounting system, ensures appropriate dealings and gives reminders in Procurement Department manager meetings.

In fiscal 2016, Yamaha conducted training regarding the Unfair Competition Prevention Act (protection of trade secrets). The training taught participants about various issues, such as it is important to not only protect the trade secrets of one's own company, but also avoid inappropriately utilizing the trade secrets of other companies.

Yamaha Compliance Code of Conduct (excerpt)

5.Relationship with business partners

5-1 Relationships based on partnership

Yamaha considers its business partners as true partners who work with Yamaha to carry out Yamaha's business activities and contribute to the realization of Yamaha's corporate objectives, and therefore deals with them based on mutual trust.

5-2 Selection of suppliers

Yamaha selects its suppliers from the pool of suppliers who satisfy its objective procurement standards based on its fair and reasonable decisions.

5-3 Fair trade

Yamaha will not engage in unfair dealings with its suppliers and customers.

5-4 Elimination of improper relationships (gift giving, business entertainment, etc.)

"Yamaha" prohibits any "employee" from abusing his/her position by accepting entertainment, money and goods, or any other tangible/intangible benefits from business partners, etc., or accepting personal compensation or commissions in relation to the business.

5-5 Transactions with subcontractors

With respect to subcontracting, Yamaha will observe its obligation as a primary subcontracting entrepreneur as defined in the Subcontract Act, and shall not engage in prohibited unfair conduct by abusing its dominant bargaining position.

6.Relationship with competitors

6-1 Compliance with antitrust law

Yamaha will not engage in unreasonable restrictions of competition and/or unfair practices prohibited by applicable antitrust law.

6-2 Prohibition against inappropriate comparative advertising

Yamaha will not knowingly injure the reputation of the products and/or services of other companies nor use false or deceptive forms of comparison in its advertisements.

6-3 Respect for intellectual property rights

Yamaha will respect intellectual property rights owned by others and will follow legitimate means and procedures for the acquisition when it seeks to use such intellectual property.

6-4 Legitimate and appropriate acquisition of information

Yamaha takes legitimate and appropriate measures when it obtains undisclosed information of its competitors (e.g., corporate information, marketing information, patent information, etc.) and uses such information appropriately.

Legal Training Relating to Fair Competition

In fiscal 2016, Yamaha held training on consumer-related laws including the Subcontract Act, the Antimonopoly Act and the Act Against Unjustifiable Premiums and Misleading Representations. A total of 357 employees from domestic group companies participated. In addition to this, legal training was held exclusively for Yamaha Music Entertainment Holdings, whose main business is software, which differs from the manufacturing industry.

Moreover, within a personnel development program suited to career stages, we disseminate knowledge regarding compliance points specifically relating to fair trade. Approximately 500 employees participate in the program each year.

In Japan, Yamaha has many business transactions with subcontractors, particularly in the manufacturing field. Accordingly, fair trade is an important theme. In regards to the Subcontract Act, we distribute the summary of our annual Seminar on the Promotion of Appropriate Trade with Subcontractors to domestic group companies for the purpose of creating a better understanding of the items we must comply with and ensure awareness.



Legal training 1



Legal training 2

Promotion of Social Responsibility in the Value Chain

1. Promoting CSR in the Supply Chain
2. Education for Employees in Charge of Procurement Managers
3. Communication with Suppliers
4. Combating conflict minerals

In the name of creating a sustainable society, the Yamaha Group promotes CSR not only within its own companies, but throughout the entire value chain by liaising with business partners in areas such as product and service development, materials procurement, manufacturing, selling and recycling.

Promoting CSR in the Supply Chain

The Yamaha Group exerts efforts to ensure responsible procurement that takes sustainability into consideration. In addition to informing suppliers about policies relating to procurement, we promote CSR in the supply chain by requesting suppliers to adhere to our values concerning respect for human rights, employee safety and hygiene, and fair trade, and requesting improvements be carried out where necessary.

Yamaha Procurement Policies

[Yamaha Group Purchasing Philosophy](#) >

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

[Green Procurement Standards](#) >

[Response to Conflict Minerals](#) >

CSR-related Requests to Suppliers

Category	Requests
Human rights and labor	<ul style="list-style-type: none"> Prohibition of forced labor Prohibition of child labor Decent work hours Decent wages and benefits Prohibition of inhumane treatment Prohibition of discrimination Ensuring freedom of association Combating use of conflict minerals
Health and safety	<ul style="list-style-type: none"> Ensuring safety in the workplace Prevention of accidents and responses to emergencies Prevention of occupational accidents and illnesses Consideration of physical loads and illnesses at work Safety measures for machines and equipment Ensuring safety and health in facilities
Environmental preservation	<ul style="list-style-type: none"> Observation of environmental certification Resource and energy conservation Management of wastewater Management of emissions Appropriate treatment of waste Management of chemical substances Management of substances contained in products Preservation of biodiversity
Ethics	<ul style="list-style-type: none"> Prohibition of corrupt practices and bribery Prohibition of anticompetitive acts Information disclosure Appropriate provision of product information Prevention and early detection of improper behavior Respect of intellectual property Protection of personal information

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

In March 2015, we established the "Yamaha Supplier CSR Code of Conduct," which documents the above in writing, and began requesting suppliers to adhere to its provisions and conduct self-inspections.

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

Events held in fiscal 2016

Distributed the Yamaha Supplier CSR Code of Conduct and requested adherence to approximately 2,900 suppliers. Requested 1,439 suppliers with domestic production bases to conduct self-inspections and received responses from 1,394 (as of March 31, 2016)



Yamaha Supplier CSR Code of Conduct

The image shows a detailed Yamaha Supplier CSR Self-Assessment Questionnaire. It is a large table with multiple columns and rows, containing various questions and checkboxes in Japanese. The form is designed for suppliers to evaluate their own compliance with the Yamaha Supplier CSR Code of Conduct. The table includes sections for:

- Company Information (会社情報)
- Environmental Management (環境管理)
- Quality Management (品質管理)
- Human Resources Management (人事管理)
- Information Security Management (情報セキュリティ管理)
- Anti-Corruption Management (不正防止管理)
- Supplier Code of Conduct (サプライヤコードオブコンダクト)

 Each section contains specific questions related to that area, with checkboxes for 'Yes', 'No', and 'N/A'. The form is filled out with handwritten or printed responses.

Yamaha Supplier CSR Self-Assessment Questionnaire

Click [here](#) for Yamaha's report on Green Procurement Activities.

Education for Employees in Charge of Procurement Managers

The Yamaha Group promotes training for its employees in charge of procurement relating to fair trade, such as the Act against Delay in Payment of Subcontract Proceeds, etc. (Subcontract Act), Worker Dispatching Act, information security and protection of personal information. In particular, we focus on our employers who request suppliers to adhere to the Yamaha Supplier CSR Code of Conduct and self-inspections to encourage their understanding of CSR procurement.

Details of the fiscal 2016 CSR Procurement Seminar

A total of 128 people from 12 bases (7 domestic, 5 overseas)



A CSR procurement seminar in China

Communication with Suppliers

Yamaha promotes communication with its suppliers as part of its responsible procurement activities. We also strive to strengthen partnerships by sharing information relating to management and product and sales trends, as well as providing support for worker safety and environmental conservation activities.

Events held in fiscal 2016

Annual general meeting (once a year)

Briefing session on trends in production and sales (twice a year)

Safety and health inspection patrol - 36 factories visited

Environmental safety contest - 3 companies recognized for having a year of no accidents

Combating conflict minerals

Mineral resources such as tin, tantalum, tungsten, gold and others mined in the Republic of the Congo and neighboring countries are called "conflict minerals" as they may be the source of funds for armed groups violating human rights through inhumane acts including violence and plunder. Aiming to procure minerals that play no part in the violation of human rights or environmental destruction, Yamaha promotes efforts to stop the use of conflict minerals. To satisfy clients who demand that we investigate the sources of raw materials, Yamaha promotes initiatives for Yamaha's suppliers to avoid the use of conflict minerals based on the Yamaha Supplier CSR Code of Conduct.

Respect for Property Rights (Protecting Intellectual Property)

1. Fundamental Thinking and Structure Relating to the Protecting Intellectual Property
2. Measures to Protect Intellectual Property
3. Named a Thomson Reuters "2015 Top 100 Global Innovators"

Fundamental Thinking and Structure Relating to the Protecting Intellectual Property

Since its founding, Yamaha has been proactively working to acquire intellectual property rights such as patents while simultaneously respecting the intellectual property rights of third parties. Yamaha stipulates respect for third parties' intellectual property rights in its Compliance Code of Conduct and upholds this stance.

In recent years, Yamaha has introduced a range of measures to maximize the business contribution of intellectual property.

Yamaha Corporation centrally manages the intellectual property of all companies in the Group and liaises closely with related departments to promote the unification of business strategy, research and development strategy and intellectual property strategy. Moreover, it has provisions for handling rights (such as patents and design rights) related to creation that occurs in the course of business duties and a compensation system in place.

Yamaha Compliance Code of Conduct (excerpt)

6-3 Respect for intellectual property rights

Yamaha will respect intellectual property rights owned by others and will follow legitimate means and procedures for acquisition when it seeks to use such intellectual property.

Measures to Protect Intellectual Property

Yamaha works to protect intellectual property based on respect for third parties' intellectual property rights while proactively acquiring rights to new intellectual property that is created in the course of business activities.

1. Patents

We have formulated a patent strategy to match the characteristics of our business and are aiming to build a strong patent network.

With regard to each business, we are engaged in patent activities with the main aims of differentiation from other companies as well as acquisition and maintenance of business superiority, and we are moving forward with licensing to third parties in some business areas.

What's more, regarding all rights retained in Japan and overseas, every year we are working to optimize our property by evaluating our rights, including the state of current utilization and future possibilities, and rigorously categorizing rights held.

The total number of patents and new designs for practical use held by the Yamaha Group in Japan as of March 31, 2016 was approximately 5,200. The total number it holds overseas, principally in the United States, European Union, and China, is 4,900.

2. Design

At Yamaha, we see design as an important element of product differentiation and are working to protect and use it appropriately. In recent years, we have been strengthening our acquisition of design rights in China as an anti-counterfeiting measure. As of March 31, 2016, the Yamaha Group held approximately 980 design rights, with 320 in Japan and 660 overseas.

3. Copyright

In addition to the industrial property rights of patents, designs, and trademarks, Yamaha creates and owns a large number of copyright works in sound, music, and other fields. In particular, music-related copyrights are important intellectual property, and Yamaha tries to manage and fully utilize these rights (including through legal action). Education and training on the proper use of copyright works are also provided to employees. In addition to holding annual copyright seminars, we invite experts from various industries relating to copyrights, such as the Music Publishers Association of Japan and the Japanese Society for the Rights of Authors, Composers and Publishers (JASRAC), to give lectures once a year. In fiscal 2016, we invited a lawyer with a solid track record in copyright cases in order to learn more about Yamaha's business activities and copyrights.



In-house educational tools related to copyright

4. Brand

In 1986, Yamaha established a management procedure related to the Yamaha brand, and it concurrently established a companywide brand management organization (committee). Ever since, we have been advancing the creation of display rules and working to maintain and improve brand value by achieving appropriate use.

In the future, we will strengthen management of product and service sub-brands in addition to the Yamaha brand, and move forward with strategic cultivation and use thereof.

5. Measures to fight counterfeit goods

We are taking countermeasures against counterfeit goods by exposing them as counterfeit, as well as through the governmental and administration of justice routes. To maintain the Yamaha brand and the faith consumers have in it, we are taking appropriate legal steps, including legal action.

Named a Thomson Reuters "2015 Top 100 Global Innovators"

In 2015, Yamaha Corporation was named a Thomson Reuters "2015 Top 100 Global Innovators" based on high appraisal of its intellectual property activities in Japan and overseas. Having also received this honor in 2011 and 2014, this year's achievement took the total to three times, as well as amounting to the second consecutive year of receiving this recognition.

Yamaha received high evaluations for being well-balanced in "success," "global" and "influence," three of the four selection criteria of 2015. It also received a particularly higher score for globalism compared to last year, which was the key point that led to being selected.

Going forward, Yamaha will continue its intellectual property activities by further accumulating its stock of intellectual assets, including patents.



Consumer Issues



Product Information Disclosure



Ensuring Product Safety



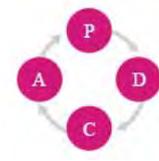
Quality Assurance



Sustainable Consumption



Improving Customer Satisfaction



Initiatives for Improved Customer Response and Support



Personal Information Protection



Enhancing Products and Services

Product Information Disclosure

1. Information Disclosure regarding Product Safety and Defects
2. Providing Information to Promote Safe Product Use
3. Proper Product Labeling and Advertising
4. Status on Violation of Laws and Regulations Regarding Product and Service Labeling and Advertising

Information Disclosure regarding Product Safety and Defects

In the event that products, services, facility-use services, etc. provided by the Yamaha Group inflict damage on the mental or physical well-being or the belongings of customers, steps are immediately taken to provide appropriate relief and to prevent any recurrence. In effort to prevent further damage, the Group notifies the relevant authorities, undertakes a product recall and contacts customers without delay.

We painstakingly convey information to customers using methods that range from information posted on the Company's website to press releases, notification through newspapers and industry magazines, direct mail and telephone. While adhering strictly to a policy of disclosure, the type of customer contact is determined by the level of gravity and urgency as well as the status of customer product use.

In June 2015, on the website we disclosed a possible product defect: a leak regarding the dehumidifying agent of the PJON piano. Customers were notified and the Company is responding by offering free inspections at the time of periodic piano tuning.

[Important notice on product quality defects \(Website content only available in Japanese\)](#) >

Providing Information to Promote Safe Product Use

The Yamaha Group provides information through media that is easy for customers to access such as instruction manuals, catalogues as well as its website to promote the safe use of its products, and works to enlighten people on safety to prevent accidents from occurring.

In its catalogue targeting schools and educational facilities beginning with the fiscal 2012 issue, Yamaha introduced a feature on safety education with respect to musical instruments in general. The Company also posts safety information on its website to help educate customers in the safe use of its products. Products currently listed are as follows.

- The safe use of pianos (posted since November 2010)
- The safe use of electronic keyboards (posted since December 2010)
- The safe use of power supply adapters and cords (posted since May 2011)
- The safe use of batteries (posted since December 2012)
- The safe use of home theater and audio equipment (posted since February 2013)

The safety awareness information in catalogs and on the website are reviewed and revised as deemed necessary based on cases of accidents and other factors.

Proper Product Labeling and Advertising

The Yamaha Group conducts advertising and promotions that accurately convey the details of products and services to customers. At the same time, we strive to provide accurate information related to our products and services in accordance with laws and regulations. To achieve this, we have stipulated a Group Policy and are implementing it. The labeling is validated based on the quality management system.

Yamaha Corporation's Quality Assurance Division conducts checks and reviews of labels on products that are actually being sold, and provides feedback of the results to the department in charge of the product. It also checks and reviews the labels of all the products of the Yamaha Group, approximately 60 products per year.

Status on Violation of Laws and Regulations Regarding Product and Service Labeling and Advertising

In fiscal 2016, four incidents of law or regulation violations regarding product labeling were detected: unlabeled regulation marking, certificate clerical error, nameplate attachment error and product description error on container. All of the incidents were handled appropriately.

Ensuring Product Safety

1. Philosophy on Ensuring Product and Service Safety
2. Taking Immediate Action When Faced with a Product Safety Issue
3. Responding to Product Safety Issues
4. Complying with Product Regulations and Standards Worldwide
5. Product Safety Training
6. Risk assessment for Product Safety
7. Safety Reviews of Major Products and Services
8. Status of Violation of Laws and Regulations Regarding Product Safety and Services

Philosophy on Ensuring Product and Service Safety

The Yamaha Group believes that the safety of its products, services and facilities falls under the concept of "fundamental quality" that must be provided. We take all possible measures to ensure that our products, services and facilities do not in any way damage the mental and physical well-being, as well as the belongings of our customers by providing products, services and facilities that adhere to the Group's Code of Conduct. If by some chance, our customers are in any way inconvenienced, steps are immediately taken to provide appropriate relief and to prevent any recurrence. In order to put this into practice, we are working to strengthen design processes towards essential safe design and to swiftly respond company-wide, such as creating and applying regulations, when an accident occurs.

Taking Immediate Action When Faced with a Product Safety Issue

The Yamaha Group has put in place a system that enables a faster response to ensure the safety of customers. In the event of a product safety issue in the marketplace, employees who receive notification of a safety problem report it immediately to the applicable department and the Quality Assurance Division. The division that receives the report notifies top management of the occurrence of a product issue. At the same time, the head of the Quality Assurance Division promptly convenes the relevant departments from across the company, moving to respond to affected customers, notify the appropriate government authorities, and initiate measures aimed at preventing recurrence.

Responding to Product Safety Issues

In August 2013, a recall of GC32S/GC32C classical guitars was begun. The defect was that its bridge could potentially come off because of insufficient bonding. As of end of February 2016, we had provided free inspections of, or repaired 75% of all the units sold.

Between fiscal 2015 and fiscal 2016, there were no Yamaha products subject to recall due to a product safety issue.

Complying with Product Regulations and Standards Worldwide

Yamaha monitors trends in information for regulations and has decided on an internal policy and developed a structure for full compliance with regulations and standards worldwide pertaining to product quality and safety as well as environmental protection.

In recent years international standards that apply to electromagnetic waves have become increasingly stringent, and Yamaha Corporation has installed electromagnetic wave measurement equipment and various other kinds of measurement, analysis and evaluation equipment. The design division plays a leading role in evaluating product and component prototypes for compliance with respect to the regulations of relevant countries at this facility. Regulations for chemical substances have also become more stringent in different countries worldwide, and in line with this, Yamaha has created and implemented a management system for chemical substances contained in products and established its own Standards for Chemical Content in Products. These standards have been used to manage chemical substances 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 expansion and change, the accession of voluntary standards and other factors.

To promptly and appropriately respond to the changes in laws and regulations in each country, Yamaha continues to endeavor to tighten the information network with Group companies and strengthen the structure for managing such information.



An anechoic chamber used for electromagnetic wave measurement

Product Safety Training

In fiscal 2010, The Yamaha Group has initiated human resource training as well as product safety courses in efforts to prevent product safety issues from arising. In addition to introducing case studies of specific safety issues, the Group has commenced training courses in essential safety design policies as well as statutory and regulatory requirements with respect to product safety. During the six years between fiscal 2011 and fiscal 2016, there were approximately 640 hours of lectures attended by a total of 155 employees comprised mainly of engineers and personnel from development areas.

Risk assessment for Product Safety

From fiscal 2011, in order to emphasize product safety during the development, design and production stages, the Yamaha Group has reinforced its design review procedures with respect to product safety, which includes incorporating a risk assessment process into the design review at the time of development.

Through a risk assessment process, we are promoting product safety from the standpoint of product design processes, such as by identifying and hypothesizing potential risks involved in each product and manner of using it, thereby pursuing an inherently safe design that removes the causes of these risks.

In fiscal 2016, we held a workshop to explain "R-Map," an internationally recognized risk assessment process. We are proceeding with activities to further enhance the efficiency of our risk assessment activities.

Safety Reviews of Major Products and Services

Throughout the Yamaha Group, Yamaha Corporation's Quality Assurance Division conducts safety inspections of products that are actually being sold and provides feedback of the results to the department in charge of the product.

It also conducts safety reviews of all the products of the Yamaha Group, approximately 60 products per year.

Status of Violation of Laws and Regulations Regarding Product Safety and Services

In fiscal 2016, two incidents of law or regulations violations regarding product safety were detected: improper equipping of parts and electrical test non-conformance. Both incidents were handled appropriately.

Quality Assurance

1. Quality Management System
2. Revised Group Quality Management Policies
3. Quality Audit
4. Acquiring ISO 9001 and TS16949 Certifications
5. Quality Management Training

As a promise to its stakeholders, the Yamaha Group engages in customer-oriented and quality-conscious management. In its efforts to fully satisfy customers, the Group offers quality products and services that incorporate new and traditional technologies as well as refined creativity and artistry.

Quality Management System

The Yamaha Group has put in place a Group-wide quality management system to ensure the production of high quality products and the provision of high quality services (see the Yamaha Group Quality Management System diagram).

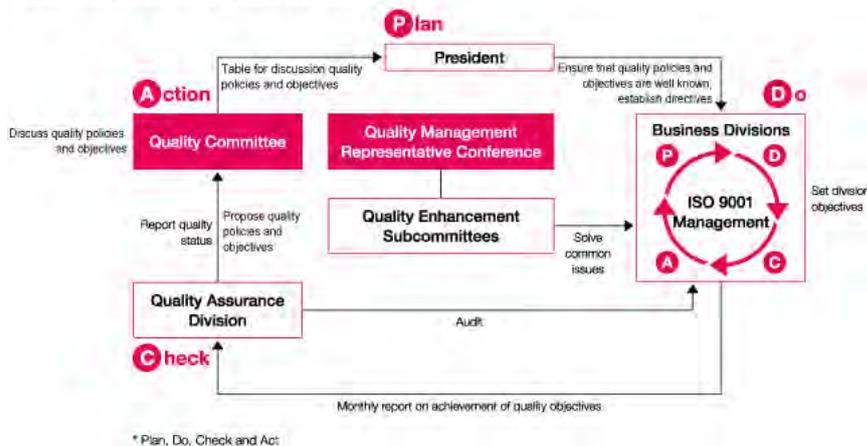
The Quality Management System is used to ensure the production of high-quality products and services. Quality policies and targets as well as important quality-related measures being implemented by the Yamaha Group are deliberated by the Quality Committee and then issued from the president to operating divisions. Each business division sets its own divisional targets in line with the quality policies and objectives set by the president. All production bases both inside and outside Japan follow ISO 9001 international standards for quality management systems or operate a management system in compliance with this and engage in activities designed to achieve quality targets.

The auditors in Yamaha Corporation's Quality Assurance Division and each business department periodically conduct quality audits and submits the results to the Quality Committee.

The Quality Management Representative Conference—attended by representatives in charge of quality management from each business—reports on quality status and quality-related initiatives in each division, shares information and reflects this in examinations of policy aimed at resolving common challenges.

To further enhance the effectiveness of the Group-wide quality management system, we will examine elements of quality management. Based on the results, regulations for the entire Group will be revised and each company in the Group fully apprised of the changes.

Yamaha Quality Management System



Revised Group Quality Management Policies

Yamaha Corporation set up the Group Quality Management Policies in 2009 and has been using them since that time. For the purpose of strengthening quality management governance in the Yamaha Group, the system was revised as of January 1, 2016. The revised system regulates all quality information of each group, which is submitted to Yamaha Corporation's Quality Assurance Division. It also clarifies the statement on quality management system requirements to be set in each company.

Quality Audit

Yamaha Corporation's Quality Assurance Division conducts audits to check whether or not the quality assurance systems of each business division, as well as the quality of products and services, meet the standards required by Yamaha Group. While urging the necessary improvements, the results of these audits are taken into account in improving the company-wide quality management system.

Each business division instructs and audits the factories they oversee, both inside and outside of Japan. Every effort is made to further enhance product quality.

Moving forward, to further enhance the effectiveness of quality audits, we are determined to improve not only audit results, but also the quality of the audit process itself.

Mutual auditing between business divisions

Auditors of Yamaha Corporation's Quality Assurance Division are responsible for conducting audits in each business division.

In the fiscal year 2016, each auditor of the musical instruments and sound acoustic divisions conducted audits together in the production factories. By adopting a number of viewpoints as well as comparisons with other divisions, new prospects to be focused on were observed. Moreover, as the auditors shared their knowledge in practice, it helped achieve effective improvements in the auditing process itself.

Acquiring ISO 9001 and TS16949 Certifications

By the end of March 2016, Yamaha had acquired ISO9001 international standard quality management system certification for six business domains covering the entire Group in Japan and overseas. One business domain also acquired ISO/TS16949.

Quality Management Training

In order to develop human resources capable of contributing to improvements in quality, the Yamaha Group's personnel training system is comprised of expert training related to "quality assurance," as well as training tailored to individual job positions. The goals of this system are to raise awareness and enhance skills with respect to quality management. The Group prepared and offered courses covering a wide range of related topics in fiscal 2016, including quality engineering (Taguchi methods), FMEA and FTA*. A total of 80 people took part. Since 2010, with the number of courses currently available, a cumulative total of 640 employees have attended.

To encourage mid-level employees in the technology field to acquire experience with quality management technologies in the future, the Yamaha Group is revising its quality assurance education system. In addition, the quality management education system will also be revised aiming to raise the awareness of management.

* FMEA : Failure Mode and Effect Analysis

FTA : Fault Tree Analysis

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

Sustainable Consumption

1. Provision of Information Related to Environmental Consideration in Products
2. Products that Support the Environment

Provision of Information Related to Environmental Consideration in Products

In order to meet rising awareness toward environmental preservation among customers, the Yamaha Group discloses examples of environmental consideration in the "Environmental Initiatives" section of its website, such as efforts to conserve energy in its products.

[Initiatives in Energy-Conserving Products](#) >

[Initiatives in Resource-Conserving Products](#) >

Certification and Indication Systems for Environmentally Friendly Products

"The Yamaha Eco-Products Program" is aimed at certifying environmentally friendly products that meet standards established by the Yamaha Group. This program was started in fiscal 2016. The Yamaha Eco-Label is attached to products certified as Yamaha Eco-Products. The aim of the program is to provide customers with environment-related information and facilitate recognition that our products meet the Eco-Products standards when they are selecting an item to purchase.

[For more information, visit](#) >

Products that Support the Environment

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

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

Examples of Devices and Instruments that Support the Environment (Yamaha Fine Technologies Co., Ltd (YFT))

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



In inspecting fine pattern flexible printed circuit boards (FPC), micro prober helps to reduce waste while contributing to the conservation of resources by accurately judging which are defective and improving the yield rate.

(2) Helium Leak Tester



The helium leak tester accurately measures in a short period of time the airtightness of such products as automobile fuel tanks, air conditioners and lithium-ion batteries, and by preventing minute leaks of fuel and coolant, it is useful for compliance with automobile environmental regulations including those covering the reduction of global warming material, and for helping to reduce environmental load during driving.

(3) High-efficiency hydrogen leak detector for inspection processes



Hydrogen is used as an energy source, such as in fuel cells, and is also used for treatments and analyses in the medical field. Accordingly previous leakage inspections suggest that a countermeasure is necessary to resolve mainstream helium gas depletion. The YHLD-100 hydrogen leak detector has a micro-electromechanical system (MEMS) hydrogen sensor developed by YFT, enabling it to provide high-speed response and high sensitivity over a wide, dynamic range. It is also capable of supporting a variety of situations and leakage quantities, and is equipped with an interactive mode and simple design that make it easy for anyone to use.

Improving Customer Satisfaction

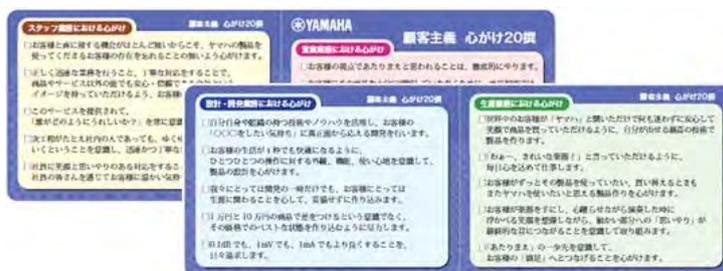
1. Philosophy on Realizing Customer Satisfaction
2. Aiming to Realize a Truly Customer-Oriented Stance
3. Aiming for Products and Services that Exceed Customer Expectations
4. Improving Usability

Philosophy on Realizing Customer Satisfaction

At Yamaha, we do our utmost to excite customers by selling leading products that exceed their expectations.

Aiming to Realize a Truly Customer-Oriented Stance

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



Personal customer-oriented reminder card

Business Based on a Customer-Oriented Approach

From fiscal 2015, employees at each workplace began holding discussions in "Quality Month," which is every November, and set goal so that they will conduct business utilizing a customer-oriented approach that follows the PDCA cycle.

Focusing mainly on our musical instrument and audio divisions, customers' comments are distributed and shared by e-mail, company magazines and the Intranet. Our aim is to nurture an organizational culture that utilizes a customer-oriented approach and focuses on each customer's evaluations and requests.

Examples of goals set during Quality Month activities in fiscal 2015

- Brass Instrument Production Division
Manufacture world-leading instruments meeting the highest standards for the purpose of pleasing our valued customers.
- Synthesizer Development Division
Manufacture synthesizers as if a part of them while ensuring the customer simultaneously experiences the excitement and joy of ownership.
- Keyboard Instrument Planning Department
Incorporate ideas that raise added-value for the customer to the maximum at the product planning stage.
- Information Systems Division
Provide suggestions to improve customer value.



Samples of e-mails from customers

Aiming for Products and Services that Exceed Customer Expectations

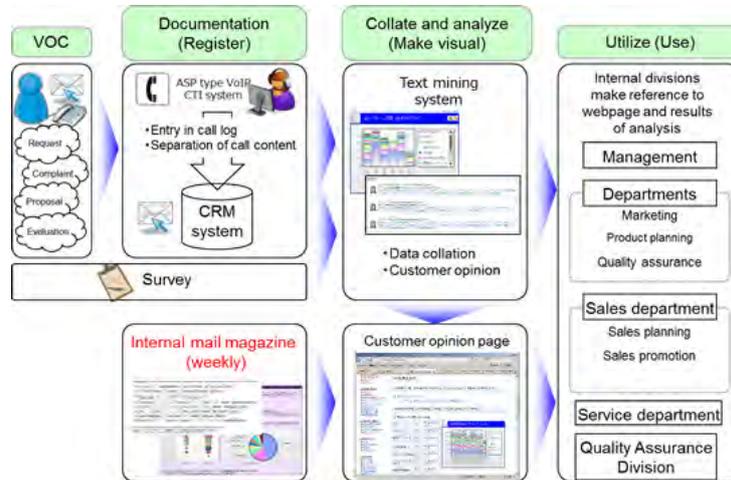
The Yamaha Group has created a Quality Assurance Officers Committee that consists of staff responsible for quality management in our operating and sales departments. The theme set for the committee was "Enhancing Customer Satisfaction."

To comprehensively understand our customers' evaluations and requests, each business division of the Yamaha Group conducts customer satisfaction surveys using various formats.

In particular, our musical instruments and audio divisions focus on establishing and improving systems that allow global collation, analysis, sharing, and utilizing the voice of the customer. Customers' voices are collected not only from the customer inquiry service, but also from communication with customers during daily business activities. Based on the information we receive, our aim is to provide products and services of high quality and originality. Products that are deemed attractive to our customers. We established the "Voice of the Customer (VOC)" project in cooperation with a sales company in North America in fiscal 2015, for the purpose of strengthening the process of gathering and utilizing formation in our musical instrument and audio divisions.

System example Voice of the Customer from Japan's Customer Support Department - Visualization

In Japan, we collect in a database then collate and analyze opinions and requests from customers in our customer support department, discussing the results in monthly meetings attended by product development and quality assurance managers from each business division. In fiscal 2011, we established a system to visualize the voice of the customer, which shares information on customer opinion and requests internally in real time, and started operating the system in fiscal 2012. As a result, we have been able to better use this information in related sales and product development activities, rapidly reflecting customer feedback in our business models.



Product development example SILENT Brass™ SBX Series

(Launched November 2013)

- Analyzed various opinions and requests collected from customers in the market and reflected the feedback results in our products
- Focused on obtaining outstanding feedback by making products more compact and lighter-weight, and by improving sound quality and design



SBX Series

Example of Product Development For MTX/MRX Series signal processors ProVisionaire Touch application for iPad

(Released June 2015, free download)

- In response to users' requests, Yamaha developed an application that allows its MTX/MRX Series signal processors to be controlled via custom control panels that can be designed easily by the user
- Wireless remote control realized



ProVisionaire Touch

Improving Usability

The Yamaha Group works to develop products from the customer's point of view. As part of these efforts, we conduct usability tests^{*1} with the aim of improving the user-friendliness of our products and making manuals easier to understand, and we conduct product evaluations with the cooperation of actual customers. Results are reflected in our product specifications and manuals.

The development and other departments involved in products and services work together to conduct usability tests and product evaluations by users in order to swiftly share information about problem areas. This makes it possible to quickly take the steps necessary for improving the usability of existing products and uncovering operability issues with new products in development.

^{*1} Usability test: Having likely customers actually use a product to determine the product's ease of use (usability). Yamaha uses employees as volunteer testers.

Example of Product Development Rivage PM10 Series Flagship Console

(Launched December 2015)

- Embodied product specifications applying the opinions of sound engineers and users in- and outside of Japan
- Improved flexibility and utility when setting various input/output devices by incorporating Yamaha's network protocol
- Enhanced flexibility for recording and shortened time required for upgrading sound signal-processing technology features



Rivage PM10 Series

Example of Product Development Alto Saxophones

(Launched July 2015)

- Improved the size and shape of the key buttons for a better 'feel' regardless of the player's hand size
- Enhanced operability designed for effortless playability



YAS-875 saxophone

Example of Product Development reface DX synthesizer

(Launched September 2015)

- Verified electrostatic sensor operability by carrying out usability tests
- Premium feel and response for fast, accurate and natural playing



reface DX

Example of Product Development NP-32 and NP-12 portable keyboards

(Launched February 2016)

- Verified On/Off button operability by carrying out usability tests
- Improved product compared to previous model. Enhanced playability for both males and females of all ages



NP-32, NP-12

Example of Product Development TF Series entry-level digital mixing consoles

(Launched May 2015)

- Multi-touch screen simplified operation, now just like using a Smartphone or tablet
- Developed a range of presets for a wide variety of microphones, enabling anyone to easily and effortlessly create professional sounds



TF Series

Initiatives for Improved Customer Response and Support

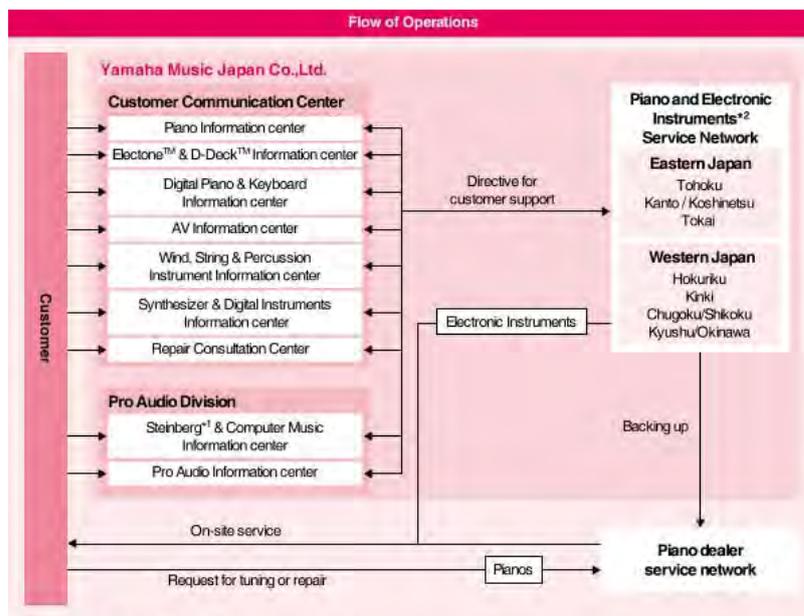
1. Improving Customer Support Structure
2. Initiatives for Improved Customer Response and Support

Improving Customer Support Structure

The Yamaha Group has established an after-sales service organization for customers that have purchased our products and services. The organization is working to respond to customer inquiries and requests with integrity.

In order to have a support structure designed to strengthen customer convenience, we set up a Customer Support Department (Yamaha Music Japan Co., Ltd.) for the domestic musical instruments and sound acoustics divisions. At the same time, we opened our Customer Communications Center, which houses a separate help desk for each of our products. Overseas, we have created an after-sales service network for each region. This network serves as a point of contact for customers and includes Yamaha Group service centers, Yamaha Authorized Service Centers, distributors and contracted engineers.

The customer support departments develop customer support systems that make use of telephone, website and social networking services in order to respond smoothly to inquiries. Some of these departments have introduced a customer management system using cloud computing.



*1 Steinberg: Music production software

*2 Electronic instruments includes electronic and electric acoustic instruments

Customer response and support system in Japan

Support departments



Customer Communications Center
(Yamaha Music Japan Co., Ltd.)



Yamaha Corporation of America



Yamaha Corporation of America supporting materials



Yamaha Music Europe GmbH

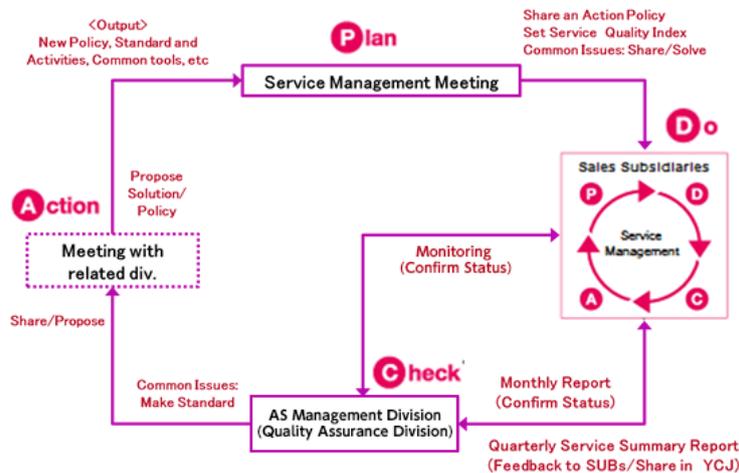
Initiatives for Improved Customer Response and Support

The Yamaha Group has created an after-sales service management system and is working to continually improve the quality of our customer response and support based on the slogan "ONE YAMAHA."

In concrete terms, the Group policy is shared at the Global Service Management Meeting and each sales subsidiary and manufacturing subsidiary with a service parts center in Japan and overseas. It sets target values for improving after-sales service quality, such as "the speed at which products received for repair are returned" and "the speed at which repair parts are supplied." During the meeting, each subsidiary makes plans to achieve its targets. Each Group company conducts activities according to its plans, and Yamaha Corporation's Quality Assurance Division monitors how well they are doing, and provides instruction and corrective measures when required. In this way the entire Yamaha Group works together in sharing good approaches and making improvements to continuously enhance response to customers and customer support.

Furthermore, in order to provide standardized high-quality after-sales support, in January 2015, the Yamaha Group established the After-sales Service Management Policy, which outlines the basics of after-sales services that need to be shared in the Group. An instruction manual is being prepared for the purpose of ensuring that the contents of the policy are carried out smoothly. The Yamaha Group endeavors to thoroughly apply the policy and provide speedy, reliable and sincere after-sales service.

Yamaha Group After-sales Service Management System





Global Service Management Meeting



Global Service Management Meeting

To improve the after-sales service skills of employees, Yamaha also holds after-sales service skills technical training for Yamaha sales employees who handle after-sales service in Japan and overseas. Those receiving this training pass down repair skills to repair technicians at authorized Yamaha repair service outlets and sales subsidiaries in their area, thereby improving the skill level of Yamaha's overall business. Yamaha Corporation's Corporate Sales Division holds after-sales service skill technical training for importers in areas without an overseas local sales subsidiary. In this way, we are striving to develop an after-sales service network so that customers can continue to use our products with peace-of-mind.

Initiative

Evaluation of Customer Service Call Centers from Customers' Point of View

Yamaha Music Japan Co., Ltd. has adopted targets such as Response Rate* (ease of contacting us by telephone at the call center) and time taken to respond to email inquiries. Using these indices helps us maintain and improve customer service quality.

In February 2016, the "telephone response rate" was 92.3% and "within 24 hours on a business day after receiving an email inquiry" was 97.5%. Yamaha Music Japan also checks customer satisfaction. Results of the customer satisfaction survey in fiscal 2016 showed 81.5% of our customers were "satisfied by the support" and 60.0% were "dealt with more promptly than expected and had the problem resolved."

" For customers who do not tend to make contact by phone or email, Yamaha Music Japan has taken the initiative to detail its frequently asked questions (FAQs) section on the website.

Yamaha Music Japan continues to further improve customer service by upgrading communicator training based on the evaluation and comprehensive analysis of other indices.

* Ratio of incoming calls answered by an operator.

Personal Information Protection

Policies and System for the Personal Information Protection

Yamaha Corporation appropriately protects and manages the personal information of its customers in accordance with the Yamaha Personal Information Privacy Policy and the Personal Information Protection Regulations, complying with laws, ordinances and regulations relating to the protection of personal information.

In 2004, the Company put in place a system of Personal Information Protection Regulations for appropriately handling important information we have in our custody, such as the personal information of customers using its products and services. At the same time, the Company appointed an officer to assume overall responsibility for the handling of personal information and an officer responsible for managing personal information in each department that handles it. A system was established to promote personal information protection and management and to swiftly respond in case an accident occurs. At the same time, a secretariat to supervise this activity was established within Yamaha's Legal Affairs Department, and it monitors the operational situation of the aforementioned regulations and system and collects accident reports and the like.

Based on the aforementioned regulations, we have formulated a manual that explains key considerations when handling personal information and have put it into practice. Each year we also conduct education, training and audits for departments handling personal information. We have also implemented measures to enhance awareness of and make improvements in personal information protection, particularly through training for new employees.

In fiscal 2016, one of the group companies experienced a bug in their website content and the e-mail addresses of some of its customers were displayed incorrectly. Yamaha openly disclosed the issue and apologized to the customers. As of today, we have not received any claims or reports of misuse of the information (as of March 2016).

We are determined not to repeat such accidents in the future.

[Related News "Release Apology Issued for Incorrectly Displaying Customers' e-mail Addresses"](#)
[\(Website content only available in Japanese\)](#) >

Investigating the Status of Customer Information Management

In fiscal 2016, responding to an issue regarding the leakage of customer information at another company, we investigated the status of personal information security management at Yamaha Music Retailing Co., Ltd., which manages the music school business in Japan. An onsite review was conducted at music schools, retail stores and offices in 45 locations throughout Japan. Although we did not find any particular problem with the security management system, we became aware that there was an issue regarding properly explaining company rules and thoroughly enforcing them.

We subsequently took action within the departments that manage large amounts of customer data and implemented stricter enforcement of rules so as to tighten security and ensure a higher personal information management and make sure that the rules themselves are clearly understood.

Claims Against Customer Privacy and Protection of Personal Information, and Number of Claims if Applicable

In compliance with the law, Yamaha has appointed an office to manage the personal information collected from its customers. That office is in charge of managing requests to delete or edit the information stored, as well as managing any claim that a customer may make. In fiscal 2016, one request asking to delete personal information was received and the office responded to that request accordingly. There were no inquiries or claims made.

Enhancing Products and Services

1. Music Education Business
2. Promoting Universal Design
3. Proposing Solutions that Utilize Sound Technologies

Music Education Business

Unlocking Musical Potential in More People

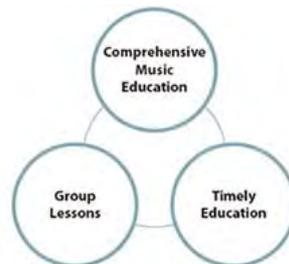
Conveying the joy of playing music to people throughout the world, Yamaha operates a music education business both in and outside Japan as a part of efforts to contribute to the enrichment of society. Since opening an experimental organ class (a predecessor of Yamaha Music Schools) in Tokyo in 1954, the Yamaha Group has provided music education to help enrich the growth of children and established and developed the Yamaha Music Education System, a unique education method. Yamaha provides courses that meet the needs of each generation. These include Yamaha Music Schools for children between age 1 and junior high school age, Yamaha's Music Lessons for Adults for both music enthusiasts and individuals interested in learning to play a musical instrument as a hobby, and Yamaha's Wellness Program, which aims to maintain good health and improve fitness in older people in a fun way.

The Yamaha Music Foundation is currently responsible for the educational business, such as developing the curriculum and teaching materials, training teachers, operating Yamaha music schools and recruiting students. In overseas markets, music school businesses are operated by Yamaha Group subsidiaries.

Yamaha Music School Nurtures Love of Music

Promoting Physical and Mental Development in Children by Fostering Rich Musical Talent

Yamaha Music School provides lessons that focus on nurturing a love of music based on the three features of comprehensive music education, timely education and group lessons. Comprehensive Music Education entails lessons that encompass a full range of musical pursuits including listening, singing, playing, reading and creating. Through these means, children are encouraged to express themselves by thinking freely. The concept behind Timely Education is to give children appropriate guidance in accordance with the degree of their physical and mental development to nurture growth potential during times of growth. Curriculums are developed together with specialists in developmental psychology and other fields. Group Lessons enable children to enjoy rich musical experiences through participation in ensembles while fostering a sense of cooperation as well as respect for each other's individuality.



Emphasizing Relationships and Communication Between Parents and Children

As a general rule, pre-school children are to be accompanied by a parent or guardian at Yamaha Music School lessons. When parents and children take lessons together, the children not only feel more comfortable and uninhibited in the learning environment, but their interest deepens after seeing the fun their parents are also having. Receiving praise from both instructor and guardian during a lesson makes children happy, providing the impetus for further growth. The lessons also provide an opportunity for the adult to track the development of the child, while conversations about the lessons and music at home serve to strengthen communication.



"Yamaha Music School" logo



Yamaha Music School

Around 190,000 Students in Over 40 Countries and Regions Worldwide Take Music Classes

Overseas, around 196,000 students are given the opportunity to learn the joy of music at a Yamaha Music School in over 40 countries and regions, including Asia, Europe, North America and Latin America. Each course is developed in light of the culture and character of each region while being based on a philosophy and curriculum for music education developed in Japan.



Countries in which Yamaha Music School operate (As of June, 2016)

Spreading Yamaha's Music Education Philosophy Around the World

Yamaha's Junior Original Concert (JOC) Activities' offer children studying at Yamaha Music Schools the chance to create and perform their own compositions. We now receive around 35,000 original compositions from children every year. Concerts are held not only in Japan but throughout Asia, Europe and other regions as well. In addition, the International JOC event is held in Japan once a year. Through the common language of music, Yamaha's philosophy of music education is spreading throughout the world.

Freedom to Enjoy Performing with Yamaha Music Lessons for Adults

Helping Enrich Lives Through Music

Yamaha provides music lessons Yamaha Music Lessons for Adults for a wide range of age groups, from junior high school students to adults, at around 1,400 locations throughout Japan. Currently, 37 different courses are on offer with some 110,000 students enrolled. It aims to enhance the range and quality of the courses, which include saxophone, drums, flute and other instruments, and to develop exceptional instructors to achieve this. Each course is basically comprised of group lessons, which provide a platform for sharing the joy of music and performing with others.



Yamaha music lessons for adults

Yamaha Wellness Program Enhances Health Through Music

Maximizing the Effects of Music for a Healthier Mind and Body

Yamaha provides a wellness program that aims to improve health through the power of music. A trial run of the program was introduced in 2003 based on recommendations from medical experts, with a full-fledged version of the Music and Health program going nationwide in 2008. The aim of the program is to help people maintain good health in their entire body, including the brain, by combining simple exercise with music. The Sing for Health program was introduced throughout Japan in 2012, which links the benefits of singing with enhanced health. Students have commented that the programs have made their lives brighter, made them more positive and made it easier for them to walk up the stairs.

In total, there are approximately 3,200 people enrolled in the "Music and Health" and "Sing for Health" programs (as of June 2015).



Music and Health Program

Promoting Universal Design

The Yamaha Group is keen to create an environment in which all people can enjoy the pleasures of music. With this in mind, we are working on the universal design initiative. In putting forward this concept, we participated as a supporting company in the 3rd International Conference for Universal Design in HAMAMATSU 2010, held between October 30, 2010 and November 3, 2010 in Hamamatsu City. Buoyed by this sponsorship and exhibition, the Yamaha Group is again considering a universal design approach. Looking ahead, we are proposing initiatives that take full advantage of the power and strength of music to help realize a society that is both rich in communication and that allows people of diverse backgrounds and attributes to live comfortably and harmoniously.



The Yamaha Group promotes initiatives that give product developers and designers a better understanding and greater awareness of universal design. As one of these initiatives, we hold exhibitions on universal design for company employees.



A lecture on the differences in the vision of the partial color-blind



Electronic musical instruments and PA equipment that takes visibility into consideration such as through color schemes easy for partial colorblind individuals to distinguish and goods for experiencing partial color-blindness



Participants listen to explanations

Holding In-house Universal Design Seminars

In October 2015, in order to promote a better understanding of universal design, an in-house seminar for employees of the Design, Development and Marketing divisions was held at the head office of Yamaha Corporation. During the seminar, the previous and current status of promoting Yamaha's universal design was explained using examples of how it is introduced in products. This was followed by a discussion of the companies that are developing advanced universal design products.



Display of products utilizing universal design1



Display of products utilizing universal design2



Studying examples of other companies' products at the seminar (above) and product examples displayed



In-house Seminar Held on the Theme "Developing Products and Services that Address Issues Facing Society"

In fiscal 2016, the Yamaha Group planned and began implementing six themes (i.e., Strategic CSR Themes) in order to further promote its CSR. In February 2016, an in-house seminar was held on the Strategic CSR Theme "Developing Products and Services that Address Issues Facing Society," and approximately 250 employees from the Yamaha Group participated.

We invited Mr. Manabu Akaike, a director at the Universal Design Research Institute, to talk about helping to solve social issues and creating business products and services. Mr. Akaike was the first person to apply social innovation such as universal design to develop products, facilities and regions in response to environmental and welfare needs.

The Yamaha Group will continue to promote initiatives that give product developers and designers a better understanding and greater awareness of universal design. As one of these initiatives, we hold exhibitions on universal design for company employees.



In-house seminar with guest speaker Mr. Akaike

Yamaha Conducting Verification Tests of "Omotenashi Guide"—A Service Supporting the Universal Design of Sound

In September 2014, Yamaha Corporation announced development of the "Omotenashi Guide"—a service supporting the creation of an extremely convenient multi-language voice and character guide frequently used at businesses, public facilities, and tourist facilities that have inbound tourism promotion and barrier-free initiatives. Verification tests at various locations in Japan have been underway since May 2015.

With the Omotenashi Guide, people at places where the service is available can receive text translations of Japanese announcements narrations in their native language after downloading and installing the application on their smartphone or tablet. There is no need for an Internet connection. People who do not understand Japanese, who are elderly and/or have a hearing disability are able to read the information of Japanese announcements and narrations.

It has become increasingly difficult to effectively transmit Japanese announcements in multiple languages to make life easier for the growing number of foreign tourists coming to Japan. It is also important to convey verbal information in an easy-to-understand format that enables the realization of a society where people with hearing disabilities can live comfortably. However, it is challenging to convey information in multiple languages through announcements because of space and time constraints. Yamaha developed the Omotenashi Guide to help resolve these problems.

As a global company focused on sound and music, Yamaha has sought to take initiative in creating a universal design for sound in order to develop and implement a system that allows information to be easily conveyed to as many people as possible.

* Developed in collaboration with the National Institute of Information and Communications Technology (NICT)



Omotenashi Guide

[Contributing to Develop Inbound Tourism by Supporting the Universal Design of Sound](#) >

Clavinova "CLP" Digital Piano Series Receives "Incentive Award: Kids Design Council Chairman's Award" at the Kids Design Award

Yamaha Corporation's Clavinova CLP Series of digital pianos received the "Incentive Award: Kids Design Council Chairman's Award" at the 9th Kids Design Award.

The Kids Design Award (presented by the Kids Design Council, which is sponsored by the Ministry of Economy, Trade and Industry, and Consumer Affairs Agency), is a program introduced to honor superior design. Excellent products, spaces and services are selected and openly announced so that children can live and grow up safely, allowing them greater sensibility and creativity in a society that is more amenable to having and raising children. The CLP Series was selected out more than 470 entries in the category "Reliable and Safe Design from a Child's Point of View." The safety aspect when used by children was well-praised.



Kids Design Award 2015 logo



CLP-585, top model in the CLP Series



CLP-585, top model in the CLP Series

Proposing Solutions that Utilize Sound Technologies

Creating Better Sound Environments

The Yamaha Speech Privacy System™ that Helps Prevent Conversation Leakage

Yamaha Corporation has continued to create better listening environments through research and development regarding sound fields and related control systems while offering superior sound-generating products such as musical instruments.

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

The VSP-1 is equipped with Yamaha's proprietary information masking technology. This technology enables important conversations to be masked using a unique, newly developed masker synthesized from human speech. Even at lower volume levels, this "information masker" is far more effective than conventional noise maskers. In addition, this new masker can be used in combination with environmental sounds such as a babbling river or birdsong, as well as with sound produced by musical instruments, resulting in a more pleasant overall sound.

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



[Speech Privacy System Product Information : Japanese only](#) >

Acoustic Conditioning Panels bring a More Comfortable Sound Space

Ringling and booming reverberations around the home or office make listening difficult, quickly rendering a space less relaxing and increasing stress levels. Such uncomfortable sound environments tend to be neglected as they are not perceived as a social issue, and thus few people are willing to expend time or money on countermeasures.

In order to provide a resolution to this problem, Yamaha Corporation has developed and is now supplying "Acoustic Conditioning Panels" that enable the reverberations in a room to be altered. The panels provide a clear and comfortable sound field by the action of acoustic resonance tubes. They can alter sound fields for a given purpose, making it easier to hear people's voices in conference and meeting rooms while also being suitable for audio rooms and music practice rooms. The panels are easy to install due to their thin form and light weight, and are seeing increasing use at music schools, event spaces, and pianists' homes.



A sound-field control panel is composed of multiple tubes with different resonance frequencies.

This means that sound absorption and scattering effect can be obtained over a wide frequency band.



Acoustic Conditioning Panels

Example of use in a meeting room

Avitecs™ Soundproof Rooms Meet Diverse Sound Insulation Needs

Yamaha Corporation has spent many years cultivating sound insulation technology to create designs for concert halls and studios that prevent sound leakage. Developed using this technology, Avitecs™ soundproof rooms meet a diverse range of sound insulation needs due to their design flexibility and ease of set-up, not only for music practice rooms but also for company laboratories, hospital examination rooms and recording booths. Using Avitecs, it is possible to respond the societal need to avoid sounds in one home leaking into neighboring homes such as in housing complexes. Yamaha Corporation will continue to promote its soundproofing business to eliminate concerns related to sound and support more comfortable living.



[Avitecs™ Soundproof Rooms and Acoustic Conditioning Panels Product Information : Japanese only](#) >

In 2015, we installed Avitecs™ AMG Soundproof Rooms for business use in two music studios and a theater room of a community rental apartment building, "OTOWA Kobe Motomachi," built by Yasuda Real Estate, Co., Ltd. The name "OTOWA Kobe Motomachi" is derived from the combined Japanese words of Oto (meaning sound) and Wa (meaning community). It is a community rental apartment building for music lovers. In a common area on the second floor, there is an area with a stage that has space for instruments to be played, a lounge with a large television and high-quality audio system, and a kitchen. This is shared among the residents. There are also music studios and a theater room. Avitecs™ AMG Soundproof Rooms were chosen owing to the highly reliable design and construction, and abundant praise from the market regarding the indoor acoustic know-how incorporated.



Avitecs™ AMG Soundproof Rooms

Sensor Technology Application Proposals

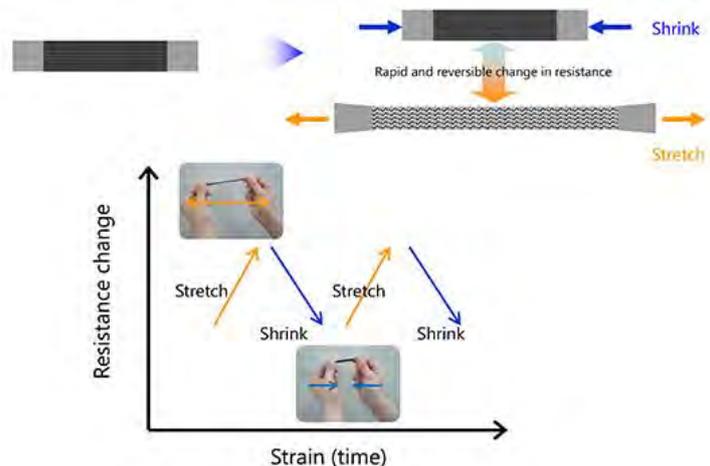
Development of Thin-film Strain Sensor That Detects Human Motion

Yamaha Corporation has developed an elastic, thin-film strain sensor in which the linearity of electrical resistance changes according to strain.

The sensor is made of a carbon nanotube with a special structure and elastomer. It is conductive and has rubber-like flexibility. The electrical resistance changes according to the strain, and the sensor detects strain from the fluctuating resistance generated by extension and contraction.

By mounting the sensor on body supports or training wear, human motion can be monitored in real time.

Yamaha plans to apply this thin-film strain sensor in a range of healthcare fields such as sports, medical services, nursing care, and health maintenance, as well as other fields.



Change in electrical resistance according to strain/Can be repeated



Applicable to evaluation and teaching of music



Sensor being tested for application to treat locomotive syndrome

Development of High-speed, High-sensitivity, Wide-range Hydrogen Leak Detector

Yamaha Fine Technologies Co., Ltd. (YFT) developed the YHLD-100, a highly efficient hydrogen leak detector, for inspection processes. Sales commenced in fiscal 2016.

Hydrogen is used as an energy source, such as in fuel cells, and is also used for treatments and analysis in the medical field. Additionally, previous leakage inspections suggest that a countermeasure is necessary to resolve mainstream helium gas depletion. The YHLD-100 hydrogen leak detector has a micro-electromechanical system (MEMS) hydrogen sensor developed by YFT, enabling it to provide high-speed response and high sensitivity over a wide, dynamic range. It is also capable of supporting a variety of situations and leakage quantities, and is equipped with an interactive mode and simple design that make it easy for anyone to use.



YHLD-100 hydrogen leak detector

Proposing Applications of Sound Technology

SoundSignage™ Helping to Enhance the Effectiveness of Information Displays through Sound

In recent years, digital signage or electronic billboards that deliver images and information using flat-panel displays and projectors have attracted considerable attention for their ability to provide timely information in the advertising and promotional media fields. Yamaha Corporation has put forward the SoundSignage™ System solution, which is based on Thin Light Flexible Speaker (TLF-SP) technology and INFOSOUND, a new information distribution method using acoustic waves. Sales of TLF-SP commenced in 2011.

TLF speakers are electrostatic speakers with the special characteristics of being thin (T), light (L) and flexible (F), and by using them in combination with advertising posters and other visual information, information can be communicated effectively. They can deliver whisper-like sound with clarity at the same sound volume whether near or far thanks to exceptional directivity and projection beyond that of conventional speakers. For this reason, it is possible to use multiple TLF speakers to present information using multiple sounds and to provide sound in limited areas without dispersion.

INFOSOUND is Yamaha's proprietary technology that converts digital information into acoustic signals and then transmits them over radio waves. Information such as a URL or images can easily be sent to a smartphone through the microphone. The new sound transmission technology has applications in a wide range of fields, from advertising, broadcasting and store promotions to events and packaging media, thereby expanding the possibility of never-seen-before services. As acoustic communication will come into wider use going forward, it is only natural that there should be requirements that the sound signals used not have an adverse effect on the human body. Yamaha Corporation conducted joint research with Showa University School of Medicine into the effect of INFOSOUND on the human body, and discovered that INFOSOUND signals do not cause an unacceptable increase in stress at the volume levels normally used in communication. Yamaha Corporation has released these findings.

[SoundSignage™ Product Information : Japanese only >](#)

SilentBrass™ Makes Possible Performances Anywhere and at Any Time.

SilentBrass™ is a silencing system for brass musical instruments that makes it possible to practice or perform anywhere and at any time. Based on the concept "anytime, anywhere and more fun," it achieves small size, light weight, and silencing ability. Its sound is also comfortable when listening with headphones. The pickup mute™, with a functional shape that reduces the sound of a performance to a whisper, comes in four types - trumpet, flugelhorn, trombone, and French horn - to meet the needs of large numbers of brass instrument performers.



SilentBrass™



SilentBrass™

At the 2015 National Invention Awards (organized by the Japan Institute of Invention and Innovation), the design for a brass instrument silencer used in the newest model of SilentBrass™ received a special award in the First Commendation Category of the Asahi Shimbun Invention Award. It also received the Invention Implementation Achievement Award.

< Description of Awards >

- 2015 National Invention Award, First Commendation Category: Special Award, Asahi Shimbun Invention Award"
Keizo Tatsumi, Yamaha Corporation Design Institute
- Invention Implementation Achievement Award
Takuya Nakata, President and Representative Director, Yamaha Corporation

< Description of Invention >

- Design for brass instrument silencer made using natural sound reproduction technology (Design Registration No. 01499082)

Awards Presented for the Yamaha Silent™ Series of Instruments

Product	Title	Sponsor	2013 Good Design Awards (Japan)
SilentBrass™ SB3X SB5X SB7X	2013 Good Design Awards (Japan)	Japan Institute of Design Promotion	Good Design Gold Award (Ministry of Economy, Trade and Industry Award)
	2014 iF Design Award (Germany)	Industrie Forum Design Hannover	iF Product Design Award
	2014 Red Dot Design Awards (Germany)	Design Zentrum Nordrhein Westfalen	Product Design at the 2014 Red Dot Design Awards
SilentBrass™	German Design Award 2016 (Germany)	German Design Council	Selected as Winner
Silent Cello™	2013 Good Design Awards (Japan)		Good Design Long Life Design Award



The Good Design Gold Award (Ministry of Economy, Trade and Industry Award) logo



iF product design award logo



Red Dot Award: Product Design 2014 logo



German Design Award 2016 logo

Development of TransAcoustic™ Piano Equipped with New TransAcoustic™ Technology

Yamaha's TransAcoustic™ Piano equipped with TransAcoustic™ technology is currently available in the market. TransAcoustic™ is a technology in which transducers effectively transmit vibrations to an acoustic piano soundboard.

Yamaha has long valued the tradition of acoustic pianos, but at the same time, has continued to develop new types of pianos that fill the gap between acoustic and digital pianos, such as the Silent Piano™, the Disflavier™ player piano, and the AvantGrand hybrid piano.

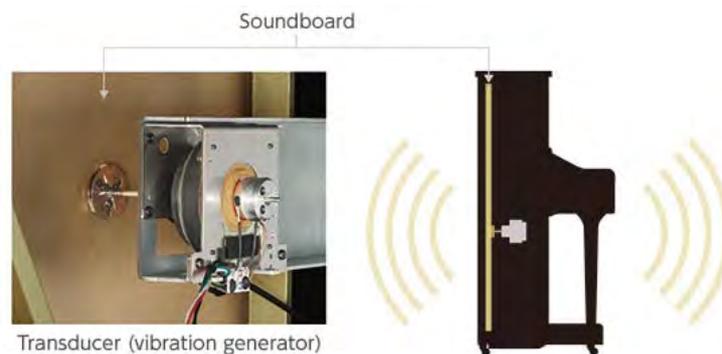
The TransAcoustic™ Piano delivers the sound of a real, fully strung and resonant acoustic piano and the volume changes of an electric piano without compromise. The new TransAcoustic™ technology changes digital sound to physical vibrations that are transmitted directly to the piano soundboard. The vibrations of the soundboard induce the resonance of piano strings and the piano itself, making the piano act like a loudspeaker.

The conventional Silent Piano™ requires headphones to be worn or connections to external speakers when it is in silent mode. However, no speakers are required for the TransAcoustic™ Piano and the volume can be adjusted so that it can be played regardless of the situation. What's more, not only does the TransAcoustic™ Piano generate piano sound, a range of digital sounds can be selected as well. These digital sounds can be combined with acoustic piano sounds, making a large range of musical performances possible.

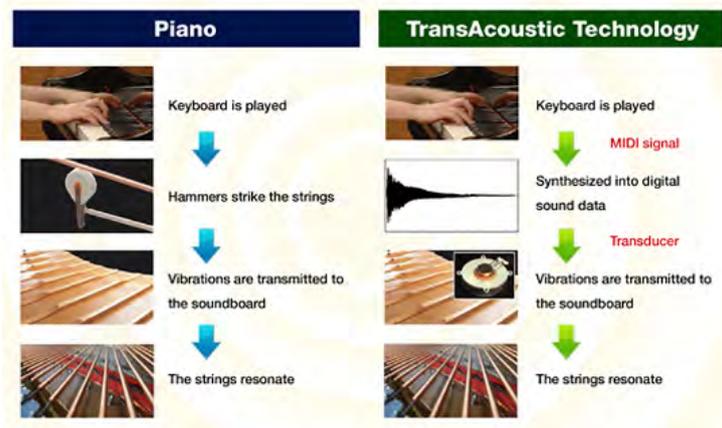
With these features, the TransAcoustic™ Piano represents a new choice for people who cannot play an acoustic piano because of sound problems, and for a wide variety of other users as well.

* TransAcoustic is a new word combining the words "trans" and "acoustic," suggesting a new piano beyond conventional pianos.

<http://jp.yamaha.com/products/musical-instruments/keyboards/uprightpianos/up-ta/?keyid=p01>

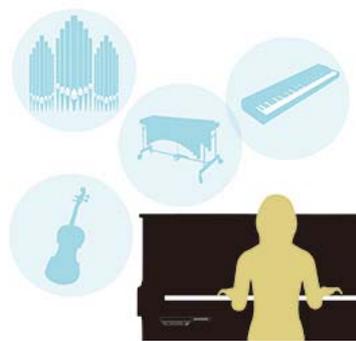


Soundboard vibration mechanism with transducers





Volume can be freely controlled according to the time and living conditions



Acoustic piano and digital sounds can be combined

Supporting Research in the Field of "Health and Music"

Yamaha Corporation of America (YCA) established Yamaha Music and Wellness Institute (YMWI) in 2007 in conjunction with a non-profit organization that conducts research in the field of health and music. YMWI is conducting research and developing programs that help to enhance a healthy mind and body through music and musical instruments. The results of the research are released in the form of research papers based on the idea of promoting application as widely as possible.

[Yamaha Music and Wellness Institute](#) >

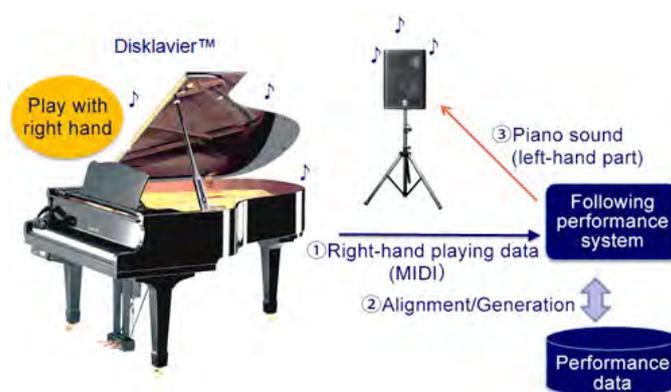
Supporting "Geidai 21: Geidai Arts Special 2015 - Disability & Arts"

Since October 2015, Yamaha Corporation has been participating in "The COI Site, Tokyo University of the Arts." This is part of the Center of Innovation Science and Technology—based Radical Innovation and Entrepreneurship Program (COI STREAM)—a program of the Ministry of Education, Culture, Sports, Science and Technology, Japan, and Japan Science and Technology Agency.

In December 2015, as an initiative to seek music representation in spite of disability, Yamaha Corporation provided its products and technology for the event, "Geidai 21: Geidai Arts Special 2015 – Disability & Arts", held at the Ueno campus of Tokyo University of the Arts.

For the musical and mini-concert of this event, Yamaha Corporation provided the "Disklavier™," an acoustic piano equipped with an auto playback function to showcase Yamaha's performance alignment technology, which helped students from a special-needs school. The piano automatically played the left-hand parts to match the right-hand parts when they were played by the students who had a disability with their hands or legs.

* Sponsored by the Tokyo University of the Arts/Performing Arts Center of the Tokyo University of the Arts/The COI Site of the Tokyo University of the Arts



Disklavier™ system and how it supports performances

Community Involvement and Development



Connection to Local Communities



Promoting Music Culture



Contributing to Regional Community Development



Support that Helps Foster Future Generations



Donations and Social Welfare Activities



Expenditures for social contributions

Connection to Local Communities

1. Connection to Local Communities
2. Kitami Mokuzaï Co., Ltd. Certified as Volunteer Fire Corps Office

Connection to Local Communities

The Yamaha Group makes ongoing efforts to communicate with local governments and local residents to maintain good relations with the communities that are home to its business offices and factories. Along with exchanging information regularly with neighborhood councils, The Group helps with and participates in events organized by local governments and other organizations while taking part in a range of environmental preservation activities that include regional cleanup efforts and green campaigns.

The Yamaha Group also invites local residents to summer festivals it holds every year at all of its factories to show its appreciation for their continual cooperation and understanding.

At the Toyooka Factory, books are purchased with money raised through charity bazaars, union events, and donations from employees, and are then donated to local schools every year.

Examples of the communication efforts conducted at business sites and factories in fiscal 2016

- Accepting factory tour visitors (manufacturing lines)
- Accepting middle and high school visitors for hands-on workplace experiences and tours
- Holding summer festivals to strengthen relationships with communities
- Lending of facility, parking lot, etc.
- Participation in regional cleanup efforts by employees
- Regular holding of information exchange sessions with neighborhood councils
- Signing of memorandums to open up facilities to the public during disasters
- Donating books to local kindergartens, daycare centers, elementary schools, and junior high schools
- Donating food stockpiled for emergencies to Food Bank Fujinokuni

The Yamaha Group also demonstrates a regard for the environment in local communities, ensuring no toxic substances are released by building wastewater treatment facilities and producing products with minimal environmental impacts.

[Yamaha's environmental initiatives](#) >



Summer festival



Summer festival



Regional cleanup effort



Regional cleanup effort



Information exchange session with neighborhood councils (headquarters business site)



Donating books to local school and Social welfare council (Toyooka Factory)



Donating books to local school and Social welfare council (Toyooka Factory)

Kitami Mokuzai Co., Ltd. Presented "Fiscal 2016 Fire Brigade Community Activities Award"

In fiscal 2016, Kitami Mokuzai Co., Ltd., located in Hokkaido, received an award for the community activities of its fire brigade. Each year the commendation is presented to a fire brigade that focuses on their community and is a good example to others, or to an office that contributes to improving community disaster prevention with a deep understanding of and cooperation towards firefighting activities. In fiscal 2015, Kitami Mokuzai Co., Ltd. was commended by the Fire Disaster Management Agency, receiving the Volunteer Fire Corps Office Symbol (Gold Mark).

Kitami Mokuzai Co., Ltd. educates its employees thoroughly regarding fire prevention, and this is clearly reflected by the knowledge and cooperation of the employees when they join the fire brigade with the aim of strengthening and supporting the fire prevention management system.

Moreover, the company conducts fire drills on a regular basis and encourage all employees to learn first aid, such as using an AED. Within the company, everybody supports the activities of the fire brigade. All of these factors were acknowledged by the community, thus leading to being presented the commendation. The company will continue to contribute to the local community in various ways.



Commemorative photo of Kitami Mokuzai Co., Ltd. after receiving commendation award

Promoting Music Culture

1. Supporting Music Contests and Clinics
2. Support Related to Scholarships and Music Education Institutions
3. Propping Up School Music Education
4. Efforts to Spread Music Through Events and Contests

Supporting Music Contests and Clinics

The Yamaha Group contributes to the development of music culture by supporting various music contests and clinics both in Japan and overseas. Yamaha Corporation not only provides musical instruments, but also assists with the running of the events that include some of the world's well-known piano competitions. In which participants from both Japan and other countries pursue a high artistic standard.

Some of the competitions in Japan that Yamaha Group has supported include:-

- Hamamatsu International Wind Instrument Academy and Festival
- Japan Band Clinic
- Hamamatsu International Piano Competition
- Shizuoka International Opera Competition



Hamamatsu International Wind Instrument Academy and Festival



Japan Band Clinic

Since 2012, Yamaha Music & Electronics (China) Co., Ltd. has been holding the Yamaha National Piano Competition, in which approximately 10,000 people participate each year. The aim of the competition, which is at one of the highest levels in the country, is to nurture promising students. In fiscal 2016, 200 people participated in the University of Music category and six of them received the Outstanding Performance Award.

Moreover, in the same fiscal year, the "Electronic Keyboards (EKB) Competition" started, in which approximately 10,000 children and students participated from 80 cities nationwide.



The Yamaha National Piano Competition: University of Music category – Finals



Performance by a prize winner

Support Related to Scholarships and Music Education Institutions

The Yamaha Group has set up scholarship systems in different regions of the world as support for aspiring musicians. Yamaha also teams up with music education institutions, continues to support the educational curriculum and provides seminars for instructors. Yamaha introduced a scholarship system for piano players in China in 2000, and provided approximately 5.3 million yen to 45 music students at 16 universities during fiscal 2016. Furthermore, Yamaha started a scholarship system for players of electronic organs (Electone™) in fiscal 2014, and provides a total of 1.3 million yen to seven universities every year.



Scholarships granted for piano students in China



Scholarships granted for piano students in China



Scholarships granted for players of electronic organs (Electone™) in China



Scholarships granted in Korea

Propping Up School Music Education

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

(1) Band Clinics & Band Directors' Clinics

Since 2010, Yamaha Music & Electronics (China) Co., Ltd. has dispatched instructors to school bands in major cities in Japan and overseas. The number of workshops and participants are increasing every year, with 47 workshops held in fiscal 2016 and approximately 4,600 students receiving guidance from prominent instructors. Yamaha also holds clinics for band directors so that general music teachers can teach band music.



(2) Student Orchestra Maintenance Seminar (Korea)

In Korea, the formation of orchestras at schools is recommended as a government policy. To support that kind of music performing environment, Yamaha Music Korea Ltd. (YMK) offers their support for the students' music activities by visiting schools that have an orchestra, holding seminars on musical instrument maintenance, and offering to repair instruments free of charge.

In some local schools, students do not have much opportunity to learn about musical instruments. Consequently, there arise some situations in which the students own good instruments but the instruments do not produce a good sound. This is why we hold seminars for the students and teach them how important it is to maintain their instruments in good condition.

Since this activity started in 2013, YMK has visited over 100 schools and received great responses from the students and teachers. Not only does YMK sell musical instruments, but it also contributes to the development of music culture in Korea by supporting music activities in the schools.



(3) Drumming Seminar

Yamaha Music Gulf FZE (YMGF) focuses on promoting music to students. In February 2015, demonstrations of the DTX electric drum and seminars were held at a music university (PAAET) in Kuwait and at the Indian and British elementary schools in Oman. At the drumming seminar, held by Yamaha drum artist Patti Balinas, not only were Yamaha drums promoted to students who have little opportunity to play the drums, but so too were the joys of music. The events were greatly appreciated.



(4) "Music pal" School Music Education Support Website

Yamaha Corporation established the website "Music pal" to support school music education. The site provides content that is useful for music coursework and investigative learning such as the history of music, musical composition, the origin and makeup of instruments, and a full encyclopedia of musical instruments including playing style.

["Music pal" website supporting school music education : Japanese only >](#)

Efforts to Spread Music Through Events and Contests

The Yamaha Group takes steps to spread music in the different regions of the world through events and contests. This includes proposing new ways to enjoy music for all ages as well as planning and providing spaces for performances by amateur musicians looking to make the next step up.

(1) Asian Beat

Yamaha plans and runs "Asian Beat", which aims to promote popular music and develop amateur musicians in the Asia region. The winning bands from the regional competitions in each country go on to the grand final where they perform and compete to be the top amateur band in Asia.

[Asian Beat](#) >

(2) Brass Jamboree

The Yamaha Group holds the Brass Jamboree, in which wind instrument enthusiasts gather together in one large venue to enjoy playing music together. The participants hold a large concert together after meeting face to face for the first time at the venue and share the passion of music. The Brass Jamboree, which has over 500 participants every year, offers a place to perform to people who want to casually enjoy playing musical instruments. With experienced musicians, beginners, parents and children, families and friends participating, it is a day for everyone to enjoy music and is aimed at enthusiasts of all wind and percussion instruments. In 2016, a conducting seminar was held before the rehearsal. Approximately 800 people, ranging in age from 3 to seniors in their 70s, participated in the concert, where they enjoyed meeting other people through music and playing music with many others. They created a special, large-scale performance playing altogether during the concert.

[Brass Jamboree : Japanese only](#) >



(3) Wind Instrument Karaoke Contest (China)

Yamaha Music & Electronics (China) Co., Ltd. holds a wind instrument karaoke competition, which provides an opportunity for beginners and others that have just started learning music to enjoy playing simple tunes with a wind instrument on stage. The music is played together with a sound source as musical accompaniment that has been made solely using wind instruments. Some 7,800 children took part in 33 cities nationwide in fiscal 2016.



Contributing to Regional Community Development

1. Tours of Grand Piano Manufacturing Process
2. Revitalizing Communities through Musical Events
3. Regional Efforts to Spread Music
4. Regional Contribution Activities by the Yamaha Symphonic Band
5. Contributing Locally through the Yamaha Ladies Open Katsuragi
6. Regional Education Support Activities
7. Concert Organized by Collaborating Companies Committee
8. Factory Tour for the Visually Impaired

The Yamaha Group is contributing to the development of local regions and communities through business activities, and sound and music events.

Tours of Grand Piano Manufacturing Process

Yamaha Piano Manufacturing Japan Co., Ltd.,

At Yamaha Piano Manufacturing Co., Ltd., the facility for grand pianos opens its doors to the public and a wide variety of people go there to visit, from musicians to families, school students and corporate personnel. A total of 7,400 people took the grand piano tour in fiscal 2016.

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

Our goal in running these tours is to deepen the general public's understanding of Yamaha Corporation, and to provide the opportunity to experience the appeal of instruments and music. We also take requests from schools for tours and try to present different aspects to suit students of all ages, from elementary school to university, with themes including factories, industry and manufacturing.



Visitors observe a grand piano being made at Yamaha Piano Manufacturing Japan Co., Ltd.



An exhibition at Harmony Plaza



An exhibition at Harmony Plaza

Revitalizing Communities through Musical Events

The Yamaha Group aims to contribute to regions and community activities by planning and holding music events in different regions.

(1) Hamamatsu Jazz Week

Each year, Yamaha Corporation holds "Hamamatsu Jazz Week" in cooperation with the city of Hamamatsu and other co-organizers. The event has a variety of programs that can be enjoyed by people of all ages, and through it Yamaha is cooperating with the Hamamatsu city government's efforts to create a city with music at its core.

The 24th Hamamatsu Jazz Week in 2015 included concerts that featured top-notch domestic and international artists as well as those by outstanding big bands from junior and senior high schools throughout Japan, combined with events organized in collaboration with civic groups and local jazz clubs, a family jazz concert for parents and children, and a combination of piano and storytelling that fuses jazz and rakugo (Japanese comic storytelling).

In 2014, in commemoration of the fact that the city of Hamamatsu joined the music division of the UNESCO Creative Cities Network, "Delivery Jazz Concerts" were held at Hamamatsu elementary schools on an initial trial basis as part of "Hamamatsu Jazz Week." In addition, in honor of Ieyasu Tokugawa 400 years after his death, events were held based on collaboration among three cities—Okazaki, Hamamatsu and Shizuoka—deeply related to his life. The whole city was full of colorful jazz throughout the week.



"Student Jazz Festival"



"Yamaha Jazz Festival", held on the final day of Hamamatsu Jazz Week

(2) Creating Community through Music

Yamaha Music Japan Co., Ltd. developed the "Oto-Machi Project for Creating Musical Towns." The aim of the project is to create a sustainable community by harnessing the power of music to connect people and arranging times and places where local people can casually gather to play music. The Oto-Machi Project helps arrange times and places where local people can casually gather to play music, revitalizing the community and creating shared community values, thereby enhancing the sustainability of the community. This is a new business style that Yamaha proposes.



Urban Development Project
Through Music : Japanese only >



Jozenji Street Jazz Festival Swing Carnival



Funabashi Mori no City "Forest City Big Band"



Forest Ladies Swing Orchestra

Regional Efforts to Spread Music

(1) Cooperating with "El Sistema"

Yamaha Music Latin America, S.A. (YMLA) sponsors El Sistema^{*1}, a music education project promoted by the Venezuelan government. YMLA has supported "Fundación del Estado para el Sistema Nacional de las Orquestas Juveniles e Infantiles de Venezuela (FESNOJIV)," which has run the project, for more than 15 years through the provision of musical instruments and technical seminars. El Sistema is a delinquency prevention and poverty eradication system to stabilize society by promoting music activities and securing jobs for children. The fostering of skilled people who can maintain band instruments in the country creates job opportunities, so YMLA dispatches band instrument experts from Japan and Europe and holds experts seminars.



Children with El Sistema founder
José Antonio Abreu
Courtesy of FUNDAMUSICAL



Children with El Sistema founder
José Antonio Abreu
Courtesy of FUNDAMUSICAL



Band instrument maintenance
seminar



Band instrument maintenance
seminar

*1 A music education system that started in 1975 to promote the sound development of less fortunate youngsters through the practice of music in symphony orchestras by providing free lessons and instrument rental.

*2 After studying with El Sistema, today he is one of the most active conductors in the world. He is the musical director of the Los Angeles Philharmonic at present. His success could be considered an accomplishment of El Sistema.

(2) Supporting the Activities of "Cauca Wind Orchestra"^{*3}

YMLA established the Cauca Wind Orchestra (OCV) in cooperation with the Polifonia Foundation^{*4} and Incolmotos S.A.^{*5} and supports its activities. Cauca, Colombia is an unsettled region known for cocaine smuggling and frequent bombings and kidnappings.

Given this situation, the aim of OCV's activities is to change the lives and hearts of children through music, to protect the daily lives of general citizens, and to give children positive futures. OCV aims to advance the sound development of youngsters in the Cauca region of Colombia through orchestra activities.

*3 FESNOJIV: Fundacion del Estado para el Sistema Nacional de Orquestas Juveniles e Infantiles de Venezuela

*4 This foundation in Popayan in the southern part of Colombia works toward the sound development of youth by drawing them into musical activities.

*5 This company is a group company of Yamaha Motor Co., Ltd. and sells products from Yamaha Motor Co., Ltd. as well as musical instruments from Yamaha Corporation.



Concert with Cauca Wind Orchestra (OCV)



Concert with Cauca Wind Orchestra (OCV)



Concert with Cauca Wind Orchestra (OCV)



Cauca Wind Orchestra (OCV) logo

(3) Recorder Music Popularization Seminar by "Sopro Novo"

Yamaha Musical do Brasil (YMDB) formed the volunteer organization Sopro Novo in 2005, and it is holding seminars all over the country to train music teachers and popularize recorder music. By giving lessons on teaching methods to over 15 music teachers a total of five times (81 hours), participants learned music performance techniques, starting with how to read music and ending, ultimately, with ensemble performance. After completing the lessons, they can begin giving music instruction to beginners. In Brazil, since 2012 music content is mandatory in public schools, but not as a discipline. This means there is no regular music education in the country and the Sopro Novo activity is a precious opportunity to offer many people, from children to adults, their first music learning experience.

Sopro Novo has held seminars nearly 1,500 times in 174 cities, and has trained approximately 4,000 teachers. The number of children taught by those teachers has reached nearly 500,000.

In 2016, the 11th year of the program, an advanced course for previously trained members was started in order for them to become new seminar teachers.

Since this activity offers the total package, including instruments, textbooks, and teaching methods, it is easy to start. It functions as a regional social activity for NGOs and churches all over Brazil, and as a course on how to teach children.



Teacher training seminar



Annual national gathering

Regional Contribution Activities by the Yamaha Symphonic Band

The Yamaha Symphonic Band, which was established in 1961, holds regular musical performances and pop concerts, and supports the Yamaha Baseball Club at the National Intercity Nonpro Baseball Championship Series tournament and elsewhere. In addition, the band performs regularly in Japan and overseas, and appears in contests. It also performs to make regional contributions and support the areas affected by the Great East Japan Earthquake.

In fiscal 2016, the band participated in the Symphony Band Parade of the Hamamatsu Festival as well as the Promenade Concert, which was held in front of JR Hamamatsu Station. In April, the band held a workshop for junior high and high school students in Hamamatsu. The school workshops began in 2013, making this the third consecutive year. Over 100 students gathered and grouped together with their chosen instruments. They also played as an ensemble.



The Wind Instrument Parade, part of the Hamamatsu Matsuri festival



Workshop for junior high and high school students



Promenade Concert

[Yamaha Symphonic Band website : Japanese only](#) >

Consisting of employee volunteers from the Yamaha Corporation Kakegawa Factory, the Kakegawa All Stars concert band gives concerts for associations for the elderly in deepening ties with the local community.



Every September the band visits associations for the elderly in the region



Performing at an event in Kakegawa City

Contributing Locally through the Yamaha Ladies Open Katsuragi

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

Since the 2008 tournament, Yamaha have given donations to local governments that have backed the tournament as a token of our appreciation to local residents for their cooperation and support of the event. At the April 2016 tournament, we donated a total of ¥6 million, comprising ¥1 million each to Shizuoka Prefecture, Hamamatsu City, Iwata City, Kakegawa City, Fukuroi City, and Mori Town. These donations will be used to revitalize the region and improve social welfare, such as maintaining sports facilities and buying vehicles for volunteer activities. The total amount donated to date stands at ¥417 million.

In addition, total of 1,266 new employees from Yamaha Motor Co., Ltd. and Yamaha Corporation took part as tournament operations staff alongside 265 volunteer staff.



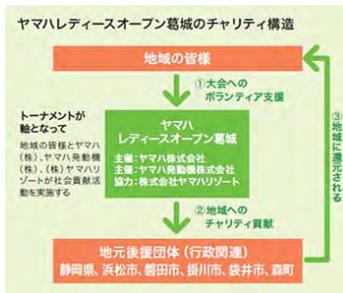
Volunteer staff at the tournament in 2016



Charity donation presentation ceremony conducted after the tournament award ceremony



New employees at Yamaha Corporation that participated in the tournament as operations staff (Ji-Hee Lee, winner of the tournament, can be seen in the center of the front row)



Charity Structure

Regional Education Support Activities

The Yamaha Group supports education in various ways throughout the areas it has operations in, including factories and sales sites, through workplace experiential learning, tours of its facilities and dispatching employees to conduct lessons.

[Support that Helps Foster Future Generations](#) >

Efficiently Using Piano Off-cuts to Make Wooden Blocks for Children

Yamaha Piano Manufacturing Japan Co., Ltd offers off-cuts generated in piano manufacturing as wooden blocks to kindergartens, elementary schools, and public facilities in Kakegawa City, Fukuroi City, Iwata City, and Hamamatsu City.

The off-cuts created in the production process were historically thrown away, but when they started being used in woodcraft projects, ideas arose. Requests started coming in from teachers at local elementary schools, and around 1998, Yamaha Piano Manufacturing began offering the off-cuts to them. The company also recycles the off-cuts by selling them to local companies that make woodcraft products and providing them to local people at summer festivals after making them into wooden mouse pads, shoe horns, and chairs.

The Yamaha Group actively seeks to effectively use resources, contribute to communities, and foster the development of children.

[Link to Support that Helps Foster Future Generations](#) >



Children playing with wooden blocks

Concert Organized by Collaborating Companies Committee

Companies that regularly conduct business with the Yamaha Group are members of the Collaborating Sponsors Committee. For the purpose of exchanging information and deepening relationships, a concert organized by the Collaborating Sponsors Committee is held every fall and Yamaha cooperates with the management.

In November 2015, a quartet featuring jazz trumpeter Mr. Shunzo Ohno—who resides in New York and loves using Yamaha instruments—was invited to perform at the concert. Over 270 visitors enjoyed the performance, giving us the opportunity to deepen our relationships by reporting current news and exchanging new information.



Performance by Mr. Shunzo Ohno and band members



Audience listening to performance at the concert

Factory Tour for the Visually Impaired

In October 2015, having received a request from the Shizuoka Information and Support Centre for the Visually Impaired, we opened the piano factory to give a tour for people who are visually impaired so they could experience the making of the instrument.

Approximately 20 people participated in the tour, where they got to touch piano parts, listen to explanations of what was happening in front of them, and learn what the sounds they were hearing represented. It was our desire for them to experience the Yamaha way of creating instruments through this unique tour program.

We will continue to provide appealing and easy-to-understand factory tours capable of accommodating a variety of visitors.



Visitors touring the factory1



Visitors touring the factory2

Support that Helps Foster Future Generations

1. Accepting Students for Workplace Hands-On Learning and Factory Tours
2. Manufacturing Classes and On-site Lessons
3. Support for Learning Facilities and School Supplies
4. Baseball Clinics for Youth Teams

Accepting Students for Workplace Hands-On Learning and Factory Tours

The Yamaha Group accepts requests from regional educational facilities of the world and opens its workplace for junior high and high school students to experience hands-on learning. We also offer internships and accept tours to our workplaces and factories, as well as provide lectures on vocational opportunities.

In Japan during fiscal 2016, Yamaha Piano Manufacturing Co., Ltd., Yamaha Musical Products Japan Co., Ltd., Yamaha Music and Electronics Co., Ltd. (currently Yamaha Musical Products Japan Co., Ltd.), and Yamaha Fine Technologies Co. Ltd. offered their workplaces for hands-on learning experiences, conducted workplace tours and welcomed internships.

Overseas, Hangzhou Yamaha Musical Instruments Co., Ltd. and Yamaha Music (Asia) Pte Ltd. (Singapore) accepted high school students from Shizuoka Prefecture, Japan, as part of promoting an international internship program sponsored by the Shizuoka Prefecture Education Committee. This was to provide an opportunity for high school students, who hoped to find employment in the future, to have work experience in the overseas factory of a global company. The purpose was to create enthusiasm among the students to want to work in the prefecture. The students participated in a factory tour, as part of domestic training offered at Yamaha Corporation's piano factory in Kakegawa, followed by a four-day work experience overseas.



Students participating in on-the-job experience at a factory



Hands-on experience at a sales store



High school students of the international internship program (Kakegawa Factory)



High school students of the international internship program (in China)



High school students of the international internship program (in Singapore)

Work Training for New High School Graduates

Yamaha Musical Products Indonesia (YMPI) offers vocational training to new high school graduates. This project was created in response to requests by high schools and the government of Indonesia to help solve the issue of educating students before starting to work in society.

In the company's training facility, lectures are offered on basic factory operations, understanding what it means to be a member of society, 5S* methodology, safety and health issues, making improvements, communication, and traffic safety. All of these items are also lectured to educate Yamaha employees. The 5S methodology of YMPI and its employee education system are well-received in the region. The vocational training receives high praise from the government and high schools as well.

YMPI also offers factory tours to high school and university students. In fiscal 2016, 559 students from 14 schools participated.

*5S is the name of a workplace organization method that uses a list of 5 Japanese words: seiri, seiton, seiso, seiketsu, and shitsuke, all of which start with the letter "S." They mean organizing, picking up after oneself, cleaning, cleanliness and discipline, respectively.



During the work experience



During the work experience

Manufacturing Classes and On-site Lessons

Yamaha Corporation provides programs for children focused on the themes of manufacturing and science in response to requests from the local community. Yamaha held a handmade guitar class in collaboration with university students from the NPO CSN Hamamatsu in which children created their own handmade one-string guitars using cardboard boxes and toothpicks. Another class held in cooperation with Yamaha Piano Manufacturing Co., Ltd. taught children how to make a folk instrument from Africa called a kalimba using off-cuts from piano manufacturing. Such classes are offered every year to provide an opportunity to make their own instrument.

Since fiscal 2013, employees of Yamaha Corporation's Production Technology Department have been visiting junior-high schools to provide lessons in ion plating. The lessons were started in response to the classroom issue and request raised by teachers saying that; "What we teach in classroom lessons does not help the students grasp the qualities of ions and their connection to daily life." In the lessons, employees use tangible examples to teach the industrial innovation of leveraging the qualities of ions to make products better. They also show students a video made in an actual factory worksite to assist in their explanations.

These kinds of initiatives for educating children are being carried out in oversea offices as well. In China, performers are dispatched to elementary schools to which musical instruments were donated the previous year to give keyboard concerts or other performances. Such activities take place to provide an opportunity for the children to experience music.

Handmade guitar class



Playing with the handmade guitars



Making guitars

A class for making kalimbas



A class for making kalimbas (from left: the assembly kit uses off-cuts of wood from the production process for musical instruments; playing kalimbas they made; manufacturing class jointly held with Yamaha Motor Co., Ltd.)

Yamaha staff conduct a lesson on “plating” at a junior high school



A mini concert at a school for the children of migrant farmers to which instruments had been donated



New Proposal for Music Lessons Utilizing Information and Communications Technologies (ICT)

Yamaha Corporation is promoting the "Smart Education System" (SES) as a mechanism for a new means of "learning" with a focus on sound and music.

The Ministry of Education, Culture, Sports, Science and Technology of Japan has set a target for a tablet terminal to be available for every student in schools by the end of 2020. Today, utilizing ICT in the classroom is crucial.

Therefore, as an SES project, Yamaha is continuing its development research while carrying out demonstration experiments in schools to create more effective and fun music lessons utilizing ICT.



Lesson with a classic guitar and digital teaching materials

Playing the guitar while looking at the digital screen showing finger movement together with sound.



Making a class song using "iVOCALOID"

Making a class song using an iOS app "iVOCALOID" that helps arrange sounds creatively into a composition.

Distance Learning Using a Web Conference System

As the utilization of ICT grows in classrooms, distance learning is being proposed more frequently. Distance learning is capable of bringing classes of different schools in the same city together, supporting meetings between sister schools, and providing collaborative classes in under-populated areas with a shortage of specialized teachers. As the Ministry of Education, Culture, Sports, Science and Technology of Japan recognizes distance learning programs and grants accreditation in high schools, more forms of distance learning programs are expected to be offered in the future.

Yamaha Corporation promotes, in corporation with each prefecture's Boards of Education, education institutions and other companies, the use of sound communication devices, such as speakerphones for distance meetings.



Distance learning – Celebrating 40 years of ICT education at schools in Tsukuba City

Elementary and junior high school education and research tournament using ICT to change learning in the 21st century



Distance learning for English conversation class

English conversation class using a tablet terminal and remote teaching system



English conversation using remote teaching system

Support for Learning Facilities and School Supplies

Yamaha Corporation is helping Hamamatsu Science Museum (Hamamatsu City, Shizuoka Prefecture) with its display items. The museum opened in 1986 to develop science-oriented minds and includes a planetarium and a participation-type exhibition that people can touch to aid in learning. Many of the exhibitions can be attributed to the participation and support of regional companies and groups, and Yamaha Corporation has also played a role since the museum opened. The following items are currently on display in the "sound" corner. (They were donated in 2012.)

Section	Details
Variable acoustic room	Exhibit using audio signal processing technology. Visitors can experience sound vibrations virtually in such simulated settings as a theater, echo room, cave and church simply by flicking a switch.
Cutaway models of musical instruments	Exhibit where the cross-section of eight different kinds of musical instrument, including wind, string and percussion instruments, can be observed close-up.

Baseball Clinics for Youth Teams

The Yamaha Baseball Club regularly holds clinics for local youth baseball teams in the western region of Shizuoka Prefecture as part of its efforts to contribute to the community and the development of young people in the area. At these clinics, members of the Yamaha Baseball Club provide guidance and instructions, teaching young ball players techniques such as how to shift their weight, stance, basic posture when fielding infield and outfield, play combinations and batting. A total of 49 such clinics have been held to date. In fiscal 2016, they took place at five locations in four different cities (Shizuoka, Kakegawa, Iwata and Hamamatsu). A total of 66 teams and 1,015 elementary school students participated.

The Junior Baseball Instructing Club, made up of former members of the Yamaha Baseball Club, gave baseball health examinations to children with injuries in cooperation with sports physicians and worked to help prevent injuries and accidents.

The Yamaha Baseball Club will continue fostering healthy young baseball players and the dreams and development of young people through these youth baseball clinics.



Baseball clinics



Baseball physical examination

Donations and Social Welfare Activities

1. Promoting Employee Volunteer Activities
2. Voluntary Philanthropic Activities by Employees
3. Regional welfare activities
4. Support for Areas Devastated by the Great East Japan Earthquake
5. Donation of Musical Instruments for the Children of Migrant Farmers
6. Donating Musical Instruments to the Japanese School in Ipoh
7. Yamaha Supports Nutrition Improvement in Rural Areas

Promoting Employee Volunteer Activities

Yamaha Group promotes its employees to participate in volunteer activities by providing information with examples on available activities via the Intranet, etc.

Voluntary Philanthropic Activities by Employees

Yamaha Corporation of America launched Yamaha Cares in 2003 as a way for employees to implement voluntary philanthropic activities. Yamaha Cares aims to contribute to the regions in which employees live and work primarily through activities that spread the joy of music, as well as through other philanthropic activities with themes in education, the arts, welfare and community revitalization. Among these is an activity benefitting a children's hospital researching the treatment of Type 1 juvenile diabetes. Every year employees participate in the Southern California Half Marathon and solicit contributions, which have exceeded \$95,000 in total. Yamaha Cares continues to support the hospital, one of the few institutions researching the treatment of childhood diabetes. Yamaha Cares is also active in fundraising efforts and donating the Company's products for many other programs, including the Special Olympics for people with intellectual disabilities, The Boys and Girls Club after school sports programs, American Cancer Society, and several other charities in support of children battling disease and people in poverty.



Funds raised from a half marathon were donated to Children's Hospital of Orange County (CHOC)



Fundraising activities and donating the company's products to many other programs

Regional welfare activities

Donating Food to Food Bank Fujinokuni for Disaster Stockpiling

The Yamaha Group works closely with Food Bank Fujinokuni, a charitable organization seeking to help society.

Food Bank Fujinokuni accepts food that is safe to eat but would otherwise be discarded from companies, organizations, and individuals, and distributes it to people who need it. The Yamaha Group fully supports the organization. At its offices in Shizuoka Prefecture, Yamaha stockpiles food to be distributed in the event of a disaster. One month before the food is due to be replaced, Yamaha donates it to the food bank.

Support for Areas Devastated by the Great East Japan Earthquake

For the purpose of supporting restoration and recovery in areas affected by the Great East Japan Earthquake, up until August 2014, the Yamaha Group supported the activities of the School Music Revival, established by the All-Japan Musical Instrument Association together with musician Ryuichi Sakamoto. This was part of a three-year project (July 2011 to August 2014) under the theme "Use the power of music and musical instruments to bring smiles to children's faces."

Supporting Activities of the Yamaha Symphonic Band in Affected Areas - Band Performed at the "Special Concert for Recovery of Fukushima"

On November 7-8, 2015, the Yamaha Symphonic Band performed at the "Special Concert for Recovery of Fukushima," held at the Koriyama Civic Cultural Center in Fukushima. (Sponsored by Fukushima Symphony Association and co-hosted by the All Japan Band Association and The Asahi Shimbun Company.) Top symphonic bands from all over Japan gathered for this two-day event together with approximately 1,300 people who are promoting the restoration of areas affected by the Great East Japan Earthquake.

In addition to performing in charity concerts promoting the recovery of the Tohoku region, the Yamaha Symphonic Band donated funds collected from their audiences to the city of Ofunato, Iwate Prefecture, which the city of Hamamatsu mainly supports. Moreover, the band donated part of the proceeds of its CD "Yamaha no Oto," which was released in October 2015, to the affected areas through the Japanese Red Cross Society. They plan to continue such activities in order to support recovery from disasters.

Concerts by the Yamaha Symphonic Band to Support Affected Areas

Date	Venue	Contents
April 2011	Hamamatsu City, Shizuoka Prefecture	The 45th Anniversary Regular Concert · The Great East Japan Earthquake Recovery Assistance Concert
October 2011	Ofunato City, Iwate Prefecture	Takonoura Elementary School "Fureai Concert"
August 2013	Inazawa City, Aichi Prefecture	The Great East Japan Earthquake Recovery Assistance Concert
October 2013	Ofunato City, Iwate Prefecture	The Yamaha Symphonic Band x Nobuya Sugawa Special Concert in Ofunato
November 2015	Koriyama City, Fukushima Prefecture	Special concert for the recovery of Fukushima

The Yamaha Symphonic Band

<http://www.yamaha.co.jp/corporation/symphonicband/> : Japanese only



Donation of Musical Instruments for the Children of Migrant Farmers

Yamaha Music & Electronics (China) Co., Ltd. (YMEC) and four of its local manufacturing companies began donating instruments to schools for the children of migrant farmers all over China in fiscal 2013. This is a five-year project to show gratitude toward local areas for the development of business in China.

This activity is carried out with the idea that, by donating musical instruments and AV equipment for music classes in the schools, more children will have the opportunity to experience music and learn the wonders of music, thereby helping them to develop sensitivity. As of fiscal 2013, the activity had been carried out a total of eight times in six regions, with the participation of 43 schools.

In fiscal 2016, YMEC donated five pianos, 150 portable keyboards, five AV systems, PA equipment and more to five schools in Hangzhou and other cities. At the presentation ceremony, the children enjoyed a PK mini-concert performed by their music teachers. One of the recipients was a kindergarten school that planned to start offering music classes in the following year. Opportunities like this give hope for music education to expand to a variety of academic institutions.

The company plans to continue these activities by donating musical instruments to seven cities in fiscal 2017, with the objective of strengthening relationships with agents in local cities and expanding regional contributions.

Donating Instruments to Schools for the Children of Migrant Farmers

Date	Region	No. of schools	Donations
Mar 2013	Shanghai	2	2 pianos, 40 portable keyboards, 2 AV systems
Sep 2013	Beijing	2	2 pianos, 72 portable keyboards, 2 AV systems
Oct 2013	Tianjin	7	7 pianos, 210 portable keyboards, 7 AV systems
Dec 2013	Hangzhou	18	15 pianos, 13 electronic pianos, 360 portable keyboards, 18 AV systems
May 2014	Suzhou	5	5 pianos, 150 portable keyboards, 5 AV systems
Oct 2014	Guangzhou	2	2 pianos, 70 portable keyboards, 2 AV systems
May 2015	Shanghai	2	2 pianos, 60 portable keyboards, 2 AV systems
Dec 2015	Hangzhou	5	5 pianos, 150 portable keyboards, 5 A systems, PA systems



Musical instrument presentation ceremony (Guangzhou)



Mini-concert using portable keyboards



Mini-concert using portable keyboards

Donating Musical Instruments to the Japanese School in Ipoh

Yamaha Electronics Manufacturing Malaysia has donated musical instruments to the Japanese school in Ipoh, Perak since fiscal 2013.

There is no official Japanese school in Ipoh, so Japanese children living there have few opportunities to learn about Japanese culture. The Ipoh Japan Society gave approval to the parents and guardians of Japanese children to open a Japanese school every Sunday, where Japanese customs and culture are taught.

At the school, music is played at enrolment ceremonies, graduation ceremonies, and Japan Society meetings. Yamaha Electronics Manufacturing Malaysia has a base in Ipoh, and it donates musical instruments every year on the occasion of school events in order to support education of the children. The company has donated a large drum, an electric organ, a xylophone and Pianicas.



Donating Pianicas for the children



Donating Pianicas for the children

Yamaha Supports Nutrition Improvement in Rural Areas

In August 2015, Yamaha de Mexico (YDM), in collaboration with NPO World Vision, planted four orchards and made two backyard gardens in rural areas where help for nutrition is in need. The produce harvested is planned to support nutrition improvement for approximately 100 local residents.

During the process of planting the orchards and making the backyard gardens, YDM employees planted seedlings and instructed the residents how to plant crops and harvest produce. Moreover, the children were provided with some snacks and toys. YDM will continue to develop regional community-based activities.



YDM employees planting orchards and making backyard gardens



Snacks and toys were given to children



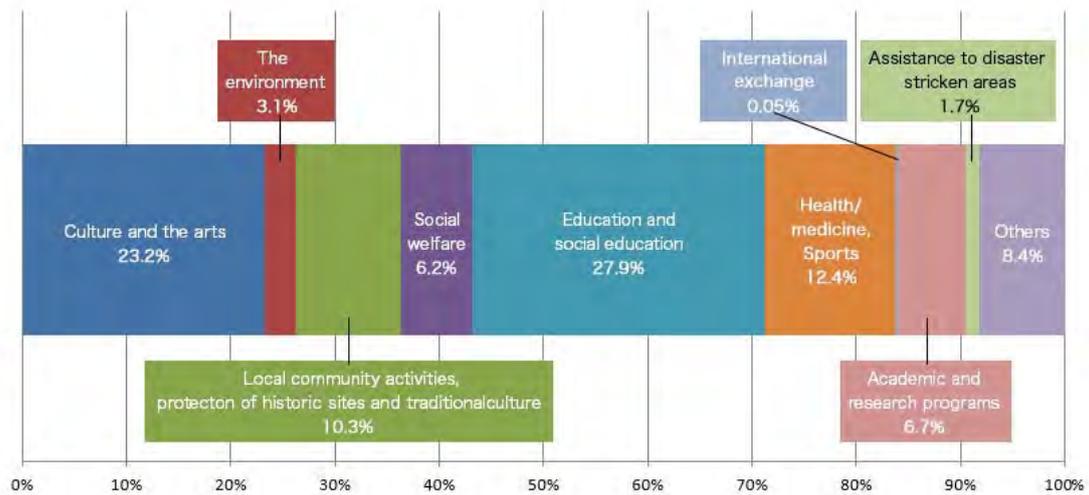
YDM employees who participated in the activity

Expenditures for social contributions

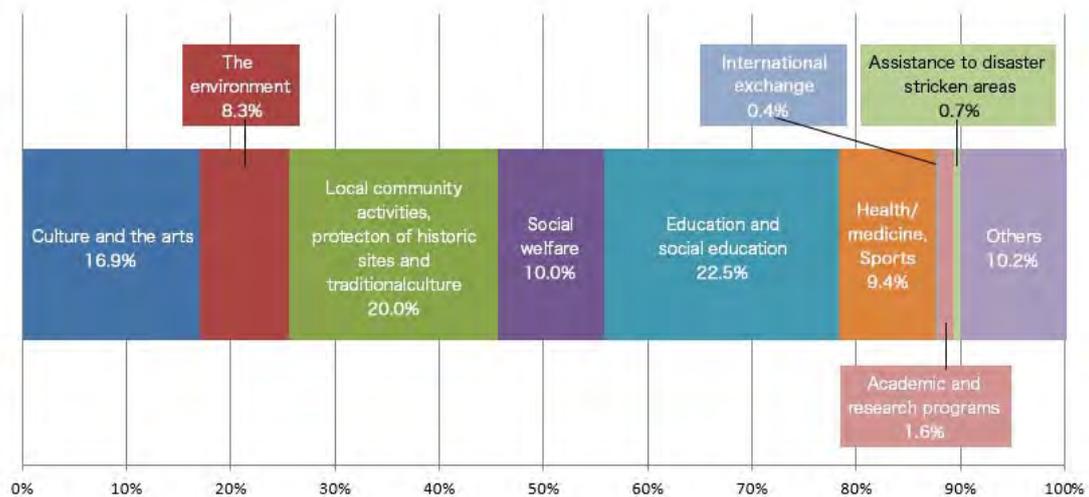
In fiscal 2015, the Yamaha Group spent 319.47 million yen on social contributions, including activities contributing to the popularization and development of music and music culture, and contributions to the region and to welfare of society.

*The above expenditures do not include actions taken by the Yamaha Music Foundation.

Expenditures for social contributions made: 319.47 million yen



Number of social contributions made: 551



* Classification of expenditure is based on surveys of social contribution activities performed by the Keidanren One-Percent Club.

Close up



**Supporting Children's
Development through Playing
Musical Instruments**



**Providing the Power of Music
to Young People to Prevent
Juvenile Crimes and
Delinquency**



**Contributing to Develop
Inbound Tourism by
Supporting the Universal
Design of Sound**



Music Time Program in Public Elementary Schools around the World Supporting Children's Development through Playing Musical Instruments

An enhanced music education during childhood can help to develop a child's sensitivity and creativity, as well as contribute to acquiring a sense of cooperation through group learning in the classroom.

Yamaha's desire is for many children who are not fortunate enough to have an opportunity to play a musical instrument to do just that; giving them the chance to experience the joy and greatness of playing music. To support that growth, Yamaha proposes original solutions that create opportunities for musical instrument performances in various regions of the world.



Review

Children Not Fortunate Enough to Have an Opportunity to Play a Musical Instrument

One of the problems that music education in the public schools of the world faces is a lack of sufficient facilities and teachers. Depending on what part of the world, there are even some places where enhancing the music education curriculum is not considered important. Additionally, reducing the time allotted for teaching music and lowering the cost of lessons can still result in a situation where many children do not have an opportunity to play a musical instrument.



On the other hand, in countries in Asia, for example, there is a tendency to develop the arts in association with economic growth. There is an interest in cultivating aesthetic sensitivity together with improving the standards of living, and the desire to provide a higher quality of music education to children is rising. The Yamaha Group is responding to this through the activities of Yamaha Music School; but in reality, many of the students are members of wealthier families.

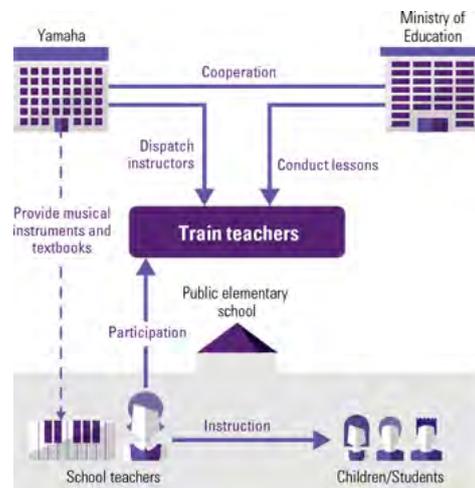
An enhanced music education widens the possibilities of a child's development. Therefore, based on our desire for children to cultivate sensitivity and creativity, and to experience the joy and greatness of music by playing a musical instrument, we created the Music Time program; an initiative that provides music lessons within a school curriculum. Yamaha began developing this program in Asian countries during 2015. Music Time is a new initiative that makes use of instruction know-how in music education that Yamaha has been developing over the years.

Yamaha's Approach

Providing Music Time Music Lesson Infrastructure

Yamaha's Music Time program offers musical instruments, textbooks and training program to public elementary schools in order to promote and create an environment in which instrumental music education can take place.

Original materials are created for the Music Time program, and we also offer a training program for those who want to become instructors. In addition, local subsidiaries and sales agents of the Yamaha Group cooperate together to provide instruments, such as portable keyboards and guitars, to elementary schools. At these schools, instructors who have completed Yamaha's training program teach lessons using Music Time materials and instruments. The Music Time program is a supplementary activity in addition to the existing music curriculum provided.



Music Time Structure

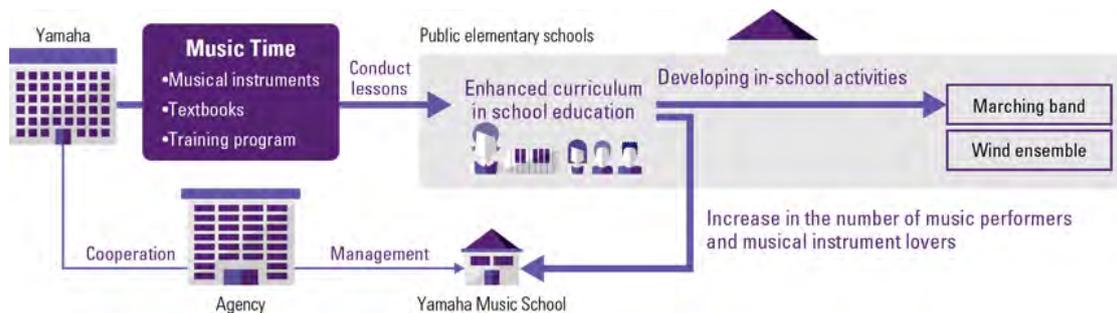
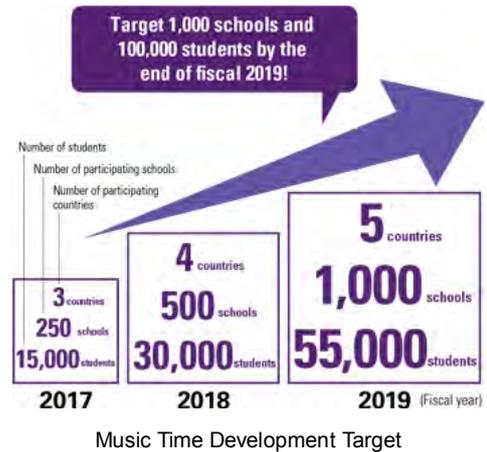
As of March 2016, 52 schools in Malaysia and 90 schools in Indonesia have participated in the Music Time program. In Indonesia, elementary school teachers train to become Music Time instructors, and subsequently, their schools manage the program by themselves.

Next Step

Expanding the Number of Music Lovers through School Lessons

Music Time is gathering attention as it raises children's motivation and contributes to developing a sense of cooperation and responsibility when students play together, such as in ensembles.

As more people enjoy and perform music, a ripple effect can be expected in Yamaha Music School in each region. Yamaha plans to expand the Music Time program in Russia, Vietnam and the Philippines. Plans are to promote the business targeting five countries, 1,000 schools and over 100,000 students in the next three years. Yamaha will also continue to develop programs that match the conditions of each country, appealing to the country's Ministry of Education, and the schools, the importance of music education in elementary schools.



Music Education Initiative Development

Music Time Initiative Development (as of March 2016)

- Malaysia**

Since February 2015, activities have expanded: 50 schools have received portable keyboard curriculum and two schools have received guitar curriculum. In October 2015, 10 schools participated in a music festival.
- Russia** (planned)
- Indonesia**

Starting in August 2015, 40 schools in the city of Bandung received portable keyboard curriculum. As of now, this has been expanded to 90 schools in four cities. Development continues to expand to other cities.
- Philippines** (planned)
- Vietnam** (planned)

Music Time Initiative Development (as of March 2016)

Comments

This program supports various learning processes for Students.

Truly enjoying the lessons, students practice on their own to develop their skills. This program fosters children's discipline and self-confidence, giving them a sense of fulfillment as they practice and strive to achieve, as well as develop their creativity. Their attitude towards learning is improved and there has been a good impact seen in terms of learning in other classes.



Puan Hajah Maah bt Haji Rosdin
Headmistress
TTDI (Taman Tun Dr. Ismail Jaya)
Primary School

Aiming to expand Music Time globally.

Seeing the joy in children's faces as they enjoy the lessons is my greatest motivation for promoting Music Time. Our desire is to expand the use of Music Time globally, and enable more children to experience the joy of music and play musical instruments.



Raymond Yee
General Manager
Public School Music Development
Yamaha Music (Malaysia) Sdn. Bhd.

Teachers can learn new technologies while nurturing children's talents.

With the Music Time program, the ability for children to play musical instruments fosters a child's talents and skills, which leads to further increasing his/her knowledge. I'm very happy too, in that I myself get to learn new technologies, such as using a portable keyboard, and teaching children and my teacher colleagues how to use them as well.



Vinni Hidayanti
Teacher
Rancaloe Public Primary School

We're expanding activities by making proposals to the Education Board.

The program was carefully implemented in a way that explains the importance of music education and how to teach the contents while ensuring not too much burden is placed on teachers who have no music background. In the future, I will make a proposal to the Education Board to include music education curriculum at the primary school level as well.



Christine Permatasari
Music Time Project Representative
PT. Yamaha Music Indonesia (Distributor)



Supporting Youth Development in Central and South America Providing the Power of Music to Young People to Prevent Juvenile Crimes and Delinquency

In many countries in Central and South America, crime and poverty as well as social inequality are serious social problems. In order to enable the children in such environments to grow up with a healthy spirit instead of leaning towards crime, delinquency or violence, music education activities are provided free of charge as a country policy, including forming regional youth orchestras and band groups. Yamaha contributes to these activities by promoting a project to support the healthy development of youth through the power of music.



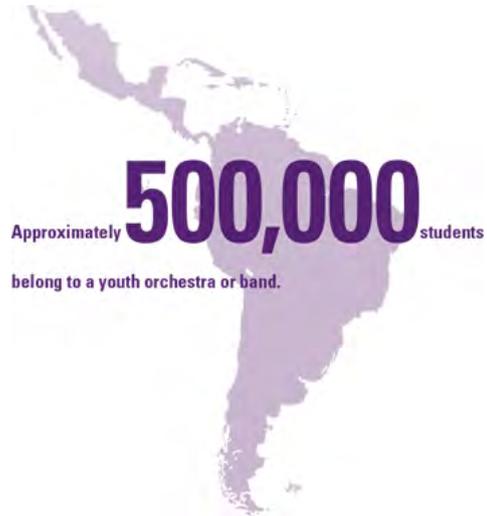
Review

Youth Development through Orchestras and Bands

It is estimated that there are approximately 500,000 students who belong to youth orchestras or bands in Central and South America*. Promoting these activities, the market for wind, string and percussion instruments expanded rapidly in those regions. Consequently, many manufacturers from all over the world participate in this market, which enables many users to choose from a wide range of products and play. At the same time, however, some problems have been created by the lack of maintenance for all those instruments. A further problem has been the lack of technicians to repair damaged instruments.

For the purpose of solving such problems, Yamaha cooperated with local subsidiary companies in Latin America and started a new project in fiscal 2015.

* Estimated by Yamaha. Calculated based on various data and information from Group companies outside of Japan and other organizations



Yamaha's Approach

Create an Environment to Provide an Opportunity for Music Performances over an Extended Period of Time

For the regions in Central and South America, the Yamaha Group aims to create an environment in which many people can learn the skills required for maintaining and repairing musical instruments.

In order to enjoy performing over a long period of time, the daily maintenance of musical instruments is necessary. Additionally, technicians who are able to repair damaged instruments are needed. Yamaha holds maintenance workshops in those regions and is working to build a structure and network for training technicians.

For many years, Yamaha's local subsidiary companies have been providing support to youth orchestras and band groups as part of their community support activities. Using the partnership that has been created during that time, the Yamaha Group intends to put forward educational solutions such as holding training seminars.

By taking care of their own instruments, children will raise their awareness of the importance of the instrument, as well as the importance of maintaining it. In addition, the techniques used in repairing instruments are great skills to have for those who search for employment in areas where there is a large population of music performers.

With this perspective, the Yamaha Group contributes to further development of music education and culture, and to solving social issues in countries in Central and South America, by providing technologies for, and knowledge of musical instruments to many people.

Holding Maintenance Workshops

Yamaha holds workshops for the instructors of youth orchestras and band groups where the staff members of the local subsidiary companies and sales agencies explain instrument maintenance methods according to guidebooks created by Yamaha. Subsequently, the instructors teach those methods to the children, who then learn how to maintain their own instruments. Over time, the children become accustomed to looking after their instruments in order to keep them in good working condition.



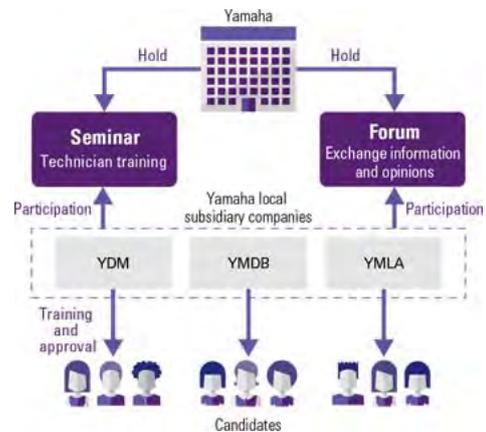
Maintenance Workshops

Building a Structure and Network to Train Technicians

All companies under the Yamaha Group cooperate together to build a foundation for the purpose of continuously training technicians to repair instruments.

Yamaha prepares the training program and manuals, and shares the contents with the technicians of the local subsidiary companies through seminars and forums. A technician of each company expands training activities in their region, where local people get the training and approval to be technicians. In fiscal 2015, Yamaha started activities with Yamaha de México (YDM), Yamaha Musical do Brasil (YMDB), and Yamaha Music Latin America (YMLA).

Based on this structure, we plan to train people in countries in Central and South America to become Yamaha-certified technicians, highly skilled and able to repair all wind, string and percussion instruments.



Technician Training Structure



Maintenance workshop (YDM)



Instructors from local subsidiary companies and sales agencies train people to be technicians (YMLA)

Next Step

Building a New Education Infrastructure

Local subsidiary companies based in Central and South America corresponded immediately to each country's policies, and each company has been supporting the music culture in those countries. Such activities help advance the sound development of youth and the skills needed to find employment.

All companies under the Yamaha Group cooperate together to provide training programs, and by establishing the programs, we aim to build an education infrastructure that covers all regions of Central and South America.

Activities Supported by Local Subsidiary Companies

Colombia

"Cauca Wind Orchestra (OCV)" (YMLA)

YMLA established the Cauca Wind Orchestra (OCV) in cooperation with a foundation (Polifonia Foundation) and an agency in Colombia (Incolmos S.A.), and supports its activities. Cauca, Colombia is an unsettled region known for cocaine smuggling and frequent bombings and kidnappings. The aim of OCV's activities is to change the lives and hearts of children through music.



Cauca Wind Orchestra (OCV)

Venezuela

"El Sistema" (YMLA)

YMLA has been supporting El Sistema, a music education project promoted by the Venezuelan government, for over 15 years.

El Sistema is a delinquency prevention and poverty eradication system to stabilize society by promoting music activities for children and securing jobs for them in the future. YMLA provides musical instruments to this project, and also dispatch band instrument experts from Japan and Europe and hold seminars.



Children with El Sistema founder José Antonio Abreu
Courtesy of FUNDAMUSICAL

Brazil

"Sopro Novo" (YMDB)

YMDB formed the volunteer organization Sopro Novo in 2005, and it is holding seminars all over the country to train music teachers and popularize recorder music. In Brazil, since 2012, music content is mandatory in public schools, but not as a discipline. This means that there is no regular music education in the country and the Sopro novo activity is a precious opportunity to offer many people, from children to adults, their first music learning experience.



Teacher training seminar

Activities Supported by Local Subsidiary Companies

Comments

Training technicians to support the music culture.

In Central and South America, there is a shortage in the number of technicians who are sufficiently skilled compared to the number of musicians. Moreover, many children are forced to use musical instruments in bad condition due to improper maintenance.

When I belonged to Yamaha Music Europe, I worked with some staff members of the local subsidiary companies and sales agencies in Central and South America. Together, we used to instruct their local repair technicians. I think the level of their skills, having completed the Yamaha Groups' training, definitely improved. I would like to keep telling the technicians that these activities are great for not only them, but also the musicians and children of Central and South America. These activities will help improve situations for the musicians and the condition of children's instruments. I would be happy if my experiences as a technician and an instructor, combined with Yamaha's long-term commitment to technology, would help increase the level of music culture in Central and South America.



Emilio Martinez
Technical Adviser
Yamaha Music Europe GmbH (former employee)



Omotenashi Guide System for Visitors to Japan Contributing to Develop Inbound Tourism by Supporting the Universal Design of Sound

In recent years, the number of foreign tourists coming to Japan (inbound tourism) has been growing, and the further increase of those numbers is being promoted. With that being said, it has become increasingly difficult to effectively transmit Japanese announcements in multiple languages for those who come to Japan from a variety of countries.

Yamaha developed the Omotenashi Guide—a system supporting the universal design of sound.

Yamaha is proposing the Omotenashi Guide as a solution to making it possible to receive translations of Japanese announcements in written format.



Review

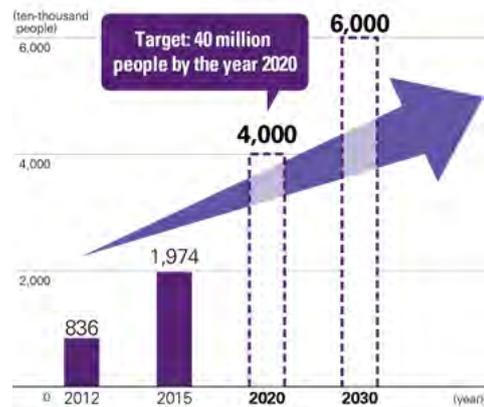
Multilingual Guide Services to Help Establish a Tourism-Dependent Country

With the 2020 Summer Olympics and Paralympics being held in Tokyo, Japan is attracting attention from all over the world. The Japanese government announced that it would establish a tourism-dependent country by setting a new target for the number of inbound tourists by 2020. The government's aim is to double the target set previously within the next four years.

What will be required to consider then is a way to provide multilingual services at a variety of facilities where tourists visit. Until recently, pre-translated announcements or displays of subtitles had been the main way to help overseas tourists. However, because of time and space constraints, such ways would limit the amount of information provided and cause confusion when translations in many languages are displayed together.

Consequently, Yamaha developed the Omotenashi Guide to help resolve these problems and is taking the initiative in creating a universal design for sound that will allow verbal information to be easily conveyed to as many people as possible.

Japanese Government's Target for Inbound Tourism



*Source: The Development of a Tourism Vision to Support the Future of Japan, published by the Japanese government, March 2016.

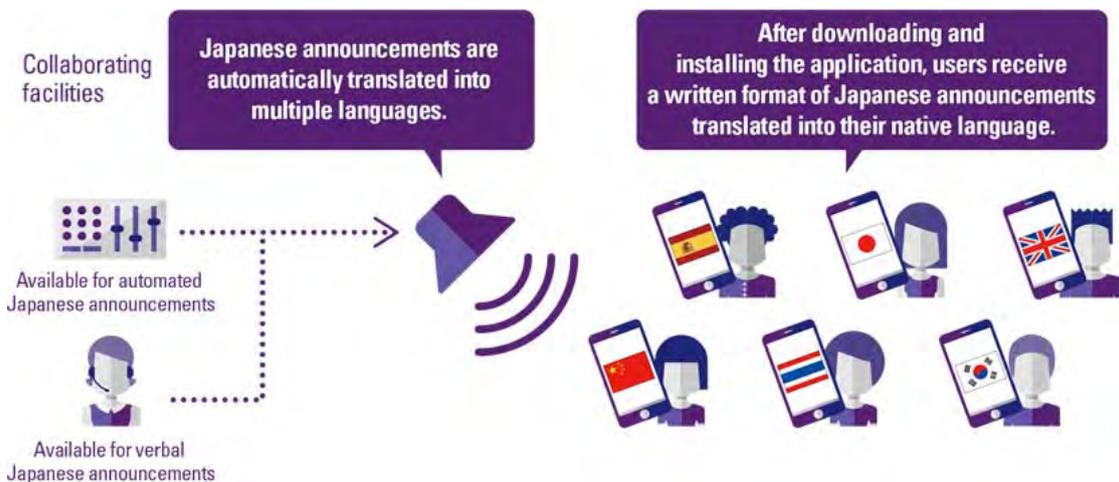
Yamaha's Approach

Omotenashi Guide - Multilingual Guide Services to Display Audio Announcements in Foreign Languages on Mobile Devices

With the Omotenashi Guide, people at places where the service is available can receive text translations of Japanese announcements and narrations in their native language after downloading and installing the application on their smartphone or tablet. People who do not understand Japanese, who are elderly, and/or have a hearing disability are able to read the information of Japanese announcements and narrations.

In addition, one of the main characteristics of this service is that it works at a variety of facilities using just one application, the Omotenashi Guide. This enables facilities to continue using existing speakers or announcement devices, and therefore there is no extra cost for them to provide the service.

In September 2015, the Omotenashi Guide system was presented the Innovative Technologies 2015 Award from the Ministry of Economy, Trade and Industry.



Omotenashi Guide System

Next Step

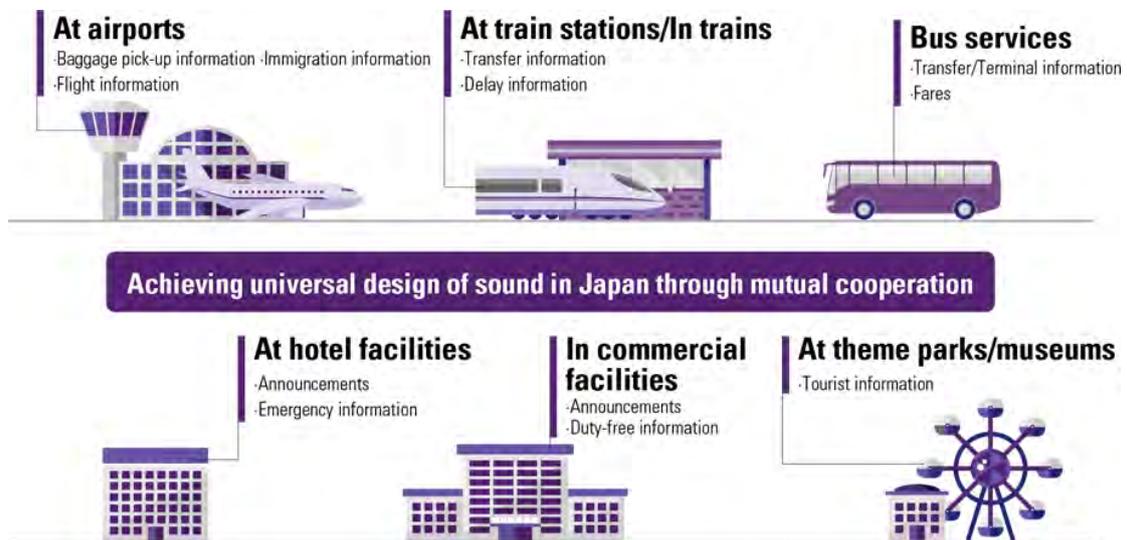
Verification Tests for Implementing Universal Design of Sound

In order to take maximum advantage of the Omotenashi Guide, it is necessary to have as many facilities as possible install the system. Yamaha has created the "Sound UD Project" for the purpose of popularizing the system in cooperation with businesses and authorities.

Since May 2015, aiming to implement the Omotenashi Guide, Yamaha has been conducting demonstration experiments at businesses, public facilities, and tourist facilities that have inbound tourism promotion and barrier-free initiatives. At each facility in different locations, we have so far received great feedback from foreign tourists after using the Omotenashi Guide. Additionally, it was used as an official application in the Japan Pavilion* at Expo Milan 2015.

Yamaha will continue researching how to provide a better-quality system while carrying out further demonstration experiments and tests. Moreover, in cooperation with ministries and authorities of Japan, we will aim to spread the system as an infrastructure that can be used anywhere and by anyone before the Tokyo Summer Olympics and Paralympics in 2020.

* Secretary Ministry: Ministry of Agriculture, Forestry and Fisheries/ Ministry of Economy, Trade and Industry/Deputy Secretary Ministry: Ministry of Land, Infrastructure and Transport Participation: Japan External Trade Organization; JETRO



Plan to Popularize the System Using the Sound UD Project



Sanrio Puroland



Shibuya Center Street



Kintetsu Railway: Osaka Nanba Station



Aeon Mall Narita



Narita International Airport

Omotenashi Guide Demonstration and Testing Locations

(As of the end of April 2016)

In Kanto area:

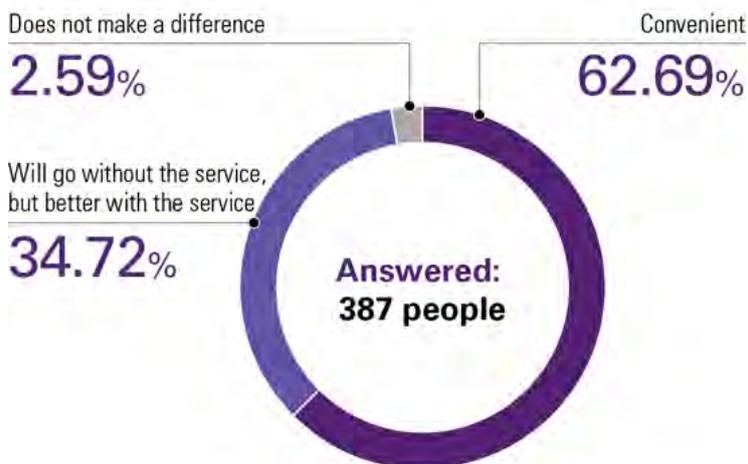
Narita International Airport, Japan Airlines (Haneda Airport), Tokyu Bus via Daikanyama, Shibuya Center Street, Aeon Mall Narita, Aeon Mall Makuhari Shintoshin, Sanrio Puroland, Namco J-WORLD TOKYO, H.I.S.

In Kansai area:

Kansai International Airport, Kintetsu Railway: Ise-Shima Liner, Kintetsu Railway: Osaka Nanba Station, Nagoya Station, Nankai Electric Railway: Express Rapiit, Hanshin Electric Railway: Kobe-Sannomiya Station, Hankyu Railway Company: Kawaramachi Station, Keihan Electric Railway Uji Line, Kyoto Takashimaya

Survey Results

Question: What is your impression of the facilities where you can use the Omotenashi Guide?



Comments

I anticipate mutual development with further popularization.

As the number of visitors from overseas increases, there is a need for the country to take the initiative to be more universal. For example, signs at airports should be multilingual and meals such as Halal food ought to be prepared especially for the 2020 Summer Olympics and Paralympics in Tokyo.

The best advantage of the Omotenashi Guide is the convenience of obtaining a multilingual service on your smartphone without requiring facilities to do anything. It is excellent that the system has a great possibility to be developed mutually at different places such as airports, on trains, and in stations and shopping malls, all of which many foreign tourists visit. I would like this application to be popularized further and used in many more places, with the ability to be used for a variety of announcements.



Hidehisa Mtsumoto
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IT Development and Planning Department
Corporate Planning Division
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Third-party Opinion

The Yamaha Group is globally promoting various measures in support of CSR issues. To enable future improvements, we received feedback on our CSR activities and CSR Report from Mr. Hidemi Tomita. The Yamaha Group earnestly listens to and acts on the opinions and issues pointed out, and will continue to contribute to the development of a sustainable society through its business activities that focus mainly on sound and music.



Hidemi Tomita
GRI Global Sustainability
Standards Board (GSSB)
Member, and Senior Project
Principal, Lloyd's Register
Quality Assurance Limited

Regarding the content disclosed in Yamaha's CSR Report 2016, I state my opinions from the standpoint of a specialist focusing on sections that I consider to be of particular importance. I hope the comments will be used as a reference for further improving Yamaha's CSR management and information disclosure.

Policy and Management

Yamaha has introduced its new medium-term management plan, "NEXT STAGE 12," and simultaneously set new strategic CSR themes as part of its CSR management. I believe that it is a significant step for Yamaha CSR to clarify its ESG business challenges in the medium-term management plan and embark on CSR with the new policy. As the next step, I expect continuous management involvement to achieve business objectives by positioning CSR in the corporate governance system and management review process.

Relevance to Yamaha Business

Disclosure aligned with the core subjects of ISO 26000 in this CSR report is easy to understand and reasonable. Although various initiatives for each issue are mentioned in this report, the relevance of each issue to Yamaha's different types of business such as musical instruments, acoustic and electronic components is not so clear. It is necessary to clarify what sort of impact on human rights or the environment is caused throughout Yamaha's business value chain, and what the interests of the stakeholders are. By doing so, it will become more apparent what types of risks are involved and the issues that need to be addressed in Yamaha's various business activities. Consequently, it will contribute to the stakeholders' understanding of Yamaha's CSR activities.

Disclosure of Data and Information

With personnel-related information, the disclosure of quantitative data is satisfactory. Additionally, claims or violations of legislation, if any, are clearly stated. Such transparent disclosure based on international guidelines is highly regarded. On the other hand, there is an issue regarding the disclosure of environment-related data, including climate change, which is regarded as one of the strategic CSR themes. For instance, concerning greenhouse gas emissions, it is crucial to provide data in comparable forms based upon the GHG Protocol, which is the international standard, for investors and stakeholders.

Promoting Diversity and a Work-Life Balance

The CSR measures and information disclosure are becoming more substantial; however, the issues of employing female workers and working hours do not seem to be leading to satisfactory results. It would be helpful to analyze the reasons for these results and explain how to improve them in the future.

Sustainable Procurement

In recent years, CSR in the supply chain has become a very important issue internationally. Yamaha prepared the Yamaha Supplier CSR Code of Conduct, including promoting sustainable timber procurement. It seems to be an extremely appropriate action from the perspective of Yamaha since timber procurement is a high priority in the musical instruments business. I expect full disclosure of the progress, including quantitative information and continuous actions in the future.



Cover photos: (top: left to right) Brass Jamboree 2016, Shibuya Zunchaka!
(bottom: left to right) Music Time Program (Malaysia),
Music Time Program (Indonesia)

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CSR Group

URL: <https://www.yamaha.com/en>



Yamaha is a signatory of the United Nations Global Compact.