Our Business

Musical Instruments

Sales

¥278.9 billion

Operating Income

¥31.5 billion

Segment Sales Proportion

64.0%

Major Products & Services

Pianos

Digital musical instruments (digital pianos, Electone™, portable keyboards, synthesizers, etc.)

Wind instruments (trumpets, flutes, saxophones, etc.)

String instruments (guitars, violins, etc.)

Percussion instruments (drums, timpani, marimbas, etc.)

Educational musical instruments (recorders, Pianica™, etc.)

Soundproof rooms (AVITECS™)

Music schools, English language schools

Music entertainment business

Piano tuning

Business Strengths

• Wealth of core technical expertise based on traditional craftsmanship in acoustics and advanced digital technology

• Development of high-quality products by forging close relationships with artists

• Manufacturing of high-value-added musical instruments utilizing cutting-edge electronics technology

• Global strategy built on Yamaha’s localized marketing and service activities in each country

• Variety of activities through the operation of music schools to increase the music-playing population

Sales Proportion by Product Category

- Pianos: 18.5%
- Digital musical instruments: 32.0%
- Wind instruments: 15.3%
- String and percussion instruments: 11.7%
- Music schools, etc.: 22.5%
Sales Proportion by Region

- **Japan**: 31.9%
- **North America**: 20.2%
- **China**: 12.6%
- **Europe**: 18.2%
- **Asia, Oceania, and other areas**: 17.1%
Audio Equipment

Segment Sales Proportion

27.4%

Sales
¥119.4 billion

Operating Income
¥8.7 billion

Major Products & Services
Audio products (AV receivers, speaker systems, front sound speakers, desktop audio systems, etc.)
PA equipment (mixers, power amplifiers, etc.)
Commercial online karaoke equipment
Enterprise network equipment (routers, switches, wireless LAN access points)
Telecommunications peripheral devices

Business Strengths

• High-quality sound technology in AV components and HiFi audio products
• Audio network technology such as MusicCast™ in a wide variety of home audio products
• Provision of system solutions using digital network technology for professional audio equipment
• Internet VPN and backup solutions for the enterprise by VPN router and visualization solutions for small and medium-scale LAN by the switch and AP
• Signal processing technology for high-quality sound and wide coverage of microphone speakers for Web conferencing
### Electronic Devices

<table>
<thead>
<tr>
<th>Segment Sales Proportion</th>
<th>Sales</th>
<th>Operating Income</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>¥13.1 billion</td>
<td>¥0.1 billion</td>
</tr>
</tbody>
</table>

- **Major Products & Services**
  - Semiconductors

**Business Strengths**

- Accumulated experience and know-how in generating high-quality sound
- Wealth of expertise in the development of devices for digital musical instruments
- High-quality digital signal processing (DSP) technologies
- Software technologies for middleware and content development tools

### Others

<table>
<thead>
<tr>
<th>Segment Sales Proportion</th>
<th>Sales</th>
<th>Operating Income</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>¥24.2 billion</td>
<td>¥0.3 billion</td>
</tr>
</tbody>
</table>

- **Major Products & Services**
  - Golf products
  - Automobile interior wood components
  - Factory automation (FA) equipment
  - Resort facilities (Tsumagoi™, Katsuragi Kitanomaru™, Katsuragi Golf Club™)

**Others**

- Electric compass
- Graphic controller for amusement equipment
- Woofer speaker for laptop computer
- Golf product
- Automobile interior wood components
- Resort facility
- FA equipment