

Our Business

Yamaha's Business

Yamaha develops businesses on a global scale in the three domains of musical instruments, audio equipment, and others.

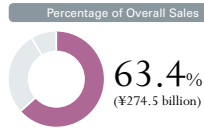
Consolidated Performance (Fiscal 2018)

Net sales **¥433.0 billion** Operating income **¥48.8 billion**

Musical Instruments Business

Please see page 28 for our strategies in the musical instruments business.

In the musical instruments business, our main focus is the manufacture and sale of musical instruments. In addition, we are involved in a diverse range of other activities, including the management of musical schools and the production and sale of music and video software.



- Product and Service Categories
- Pianos
 - Digital musical instruments (digital pianos, portable keyboards, etc.)
 - Wind instruments and educational musical instruments
 - String and percussion instruments (guitars, drums, violins, etc.)
 - Music and English language schools
 - Music-related software and content (publications, online music distribution, etc.)



Digital pianos



Grand pianos



Electronic violins



Guitars



Trumpets



Saxophones



Acoustic drums



Yamaha Music Schools

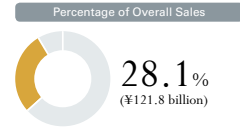


Portable keyboards

Audio Equipment Business

Please see page 30 for our strategies in the audio equipment business.

In the audio equipment business, we offer a wide range of products in both commercial and consumer domains.



- Product and Service Categories
- AV products
 - PA equipment (commercial audio equipment, music production equipment, and software)
 - Voice communication equipment
 - Network devices



PA equipment (digital mixing systems)



AV products (sound bars)



AV products (wireless streaming speakers)



AV products (speakers)



Voice communication equipment (unified communication speakerphones)



Network devices (L3 switches)

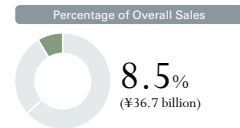


Network devices (routers)

Others (Industrial Machinery and Components Business, etc.)

Please see page 32 for our strategies in the industrial machinery and components business.

In our other businesses, we offer such products and services as electronic devices, centered on semiconductors, industrial machinery and components, and golf products.



- Product and Service Categories
- Electronic devices
 - Automobile interior wood components
 - FA equipment
 - Golf products
 - Resort facilities



Electronic devices (audio and graphics LSI for amusement equipment)



Electronic devices (modules for in-vehicle, hands-free telephone calls)



FA equipment (hydrogen detectors)



FA equipment (micro prober)



Automobile interior wood components



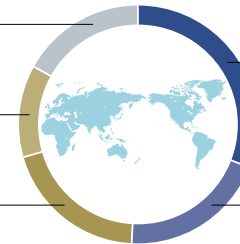
Golf products

Sales Composition and Employee Numbers by Region (Fiscal 2018)

Other regions
¥73.3 billion (16.9%)
7,173 employees

China
¥54.2 billion (12.5%)
5,335 employees

Europe
¥84.8 billion (19.6%)
1,086 employees



Japan
¥133.7 billion (30.9%)
5,845 employees

North America
¥86.9 billion (20.1%)
789 employees