

Yamaha is working to establish an environment that allows the people who work together to fully demonstrate their sensibilities and creativity. To that end, we are demonstrating respect for the diversity of our human resources, promoting work-life balance through labor-management communications, and implementing a variety of human resources training programs.

Basic Policy

Yamaha considers human resources to be the source of corporate value creation. Accordingly, we strive to leverage the diversity of our human resources, which includes such employment-related factors as age, gender, nationality, and lifestyles that involve time constraints due to childcare or nursing care responsibilities. We believe that this approach will help reinforce the Company's competitiveness and lead to further growth and development.

In addition to ensuring fairness in the Company's hiring and employment, Yamaha also strives to see that all employees are able to demonstrate their abilities to the fullest and develop professionally while working toward self-fulfillment, without regard to age, gender, nationality, etc. At the same time, the Company has established human resources development programs to help employees grow as professionals. In these ways, Yamaha is working to create a pleasant work environment supported by active dialogue with its employees.

Focus Policies



Fiscal 2018 Results and Issues

Promotion of Diversity

As one facet of diversity management, we are advancing the creation of work environments that support active careers for women, and we are aggressively advancing initiatives to increase the ratio of female managers. For example, we are taking steps to expand career opportunities for women, such as establishing a work-life balance support system and implementing a program to select and develop female managerial candidates.

In addition, as a company engaged in global business operations, we are focusing on our global human resources development. In order to enhance the roles of diverse personnel regardless of nationality, we will strive to establish key positions and identify the core talent in each region. At the same time, the Company will promote fair evaluations and development based on the use of unified standards that extend across countries and organizations as well as the cross-border deployment of human resources.

Human Resources Development

In accordance with the concept of supporting people who work with motivation, strive to fulfill their roles, and always aim one step ahead, the Group works to create education and training programs that are equally focused on skill improvement and career development as the basis for nurturing human resources that can act globally. Our human resources training programs

Human Resources Development Programs (Yamaha Corporation)

Program	Targets / Details	Annual Number of Participants	Training Hours per Employee	Total Number of Lecture Attendees
Stratified Training	Enhancement of skills of employees in accordance with their respective career turning points	400	15 to 30 hours a year	2,000 (most recent 5 years)
Senior Specialist Institute	Cultivation of human resources (production base managers, supervisors, etc.) involved in production management	15	50 days a year	89
Yamaha Sales Company Executive College	Cultivation of human resources (sales office directors and managers, etc.) involved in sales management	8	12 days a year	17 (most recent 2 years)
Yamaha Advanced Skill School	Cultivation of managers at domestic Group production plants	16	260 hours	716
Yamaha Technology Training Center	Cultivation of human resources at domestic Group production plants	30	230 hours	1,530
From-To Program	Passing down core technologies relating to musical instrument manufacturing	12	—	512
Function-Specific Training	International training, core technology training (signal processing, acoustic vibration engineering, materials engineering, quality engineering), etc.	International training: 269	20 hours	1,209 (most recent 5 years)
		Core technology training: 196	24 hours	1,241 (most recent 5 years)
Overseas/Language study	Studying abroad to acquire and improve foreign language skills	3	14 months	32
Yamaha Business School	Supporting autonomous learning by employees (training by correspondence)	257	Autonomous learning	1,600 (most recent 5 years)
English-Language Learning Method Seminars	In-house seminars by outside lecturers	700	4 hours	700
Female Selective Development Program	Training for female employees who are managerial candidates, including mindset training and development plan formulation skill training for supervisors	42	7 hours	42

Note: Total annual training hours related to human resources development: Approximately 1,500 hours per person, total of approximately 39,000 hours (multiplied by person) (Scope: Yamaha Corporation)

are tailored to specific objectives and groups of employees. In tandem with these initiatives, the Group also supports employees' autonomous learning projects and lifestyle design activities.

In production divisions, we are promoting the development of human resources who support manufacturing so that we can maintain and enhance "Made in Yamaha" quality. Positioning each plant in Japan as a manufacturing base for high-value-added products, we are focusing on the development of manufacturing technologies that are highly competitive in global markets, while ensuring that the core skills required to manufacture musical instruments are passed on. Plants in China and Indonesia are designated as key manufacturing bases for moderately-priced products, and we dispatch many technicians and supervisors from Japan to provide support and guidance at these sites. In these ways, we are working to achieve further increases in quality and productivity.

Promotion of Work-Life Balance

The Company is actively taking steps to promote employees' work-life balance. These include establishing the Work-Life Balance (WLB) Promotion Committee, which is jointly run by the labor union and management; striving to shorten overall working hours; and creating and improving support systems for work-life balance.

Yamaha Corporation is implementing measures to reduce total working hours and prevent excessive work. These include the introduction of a flexible working hour system; an "All Go Home at the Same Time Day" program, which encourages all employees to leave work on time; and programs to urge employees to fully use their paid leave days. In these ways,

we are promoting awareness and building frameworks for self-directed, highly productive work styles. In fiscal 2018, we implemented trials of work-style improvements with the participation of worksites on a voluntary basis. Managers took the lead in promoting these trials, and together with team members who support the work-style improvements vision, each team established themes and implemented activities to work toward the realization of the vision.

External Evaluations

Acquisition of "Platinum Kurumin" Certification

Yamaha Corporation has formulated and carried out an action plan in accordance with the Act for Measures to Support the Development of the Next Generation. On that basis, we have advanced initiatives such as extending the childcare leave period and introducing mandatory paid leave. As a result, we acquired "Kurumin*" certification in 2008 and 2014. Subsequently, we took additional steps, such as encouraging men to take paternity leave, shortening working hours, etc., and we acquired "Platinum Kurumin*" certification in 2016.

* A Ministry of Health, Labour and Welfare system for certifying companies that provide support for developing future generations. Company action plans are reviewed in accordance with the Act for Measures to Support the Development of the Next Generation. Certified companies are allowed to carry the "Kurumin" mark. "Platinum Kurumin" is a system that certifies, among the companies that have acquired the Kurumin mark, companies that conduct initiatives to support work-life balance at or above a specific standard.





Craftsmanship that Creates the Finest Sound
 The CFX is the pinnacle of Yamaha pianos. Drawing on all of the know-how, skills, and experience cultivated over more than a century, the CFX Yamaha concert grand piano is the culmination of our efforts in pursuit of the ideal sound. The concert grand piano is itself called a work of art, and the reason is that each individual piano is meticulously created by the hands of master craftsmen, without relying on machines. These craftsmen work each day to enhance the skills and know-how that have been passed down to them, and to ensure that those skills and know-how are in turn passed on to the next generation, from hand to hand.

Craftsmanship

The Capabilities of Our Human Resources

Supporting Yamaha's Growth by Fully Leveraging the Capabilities of Individuals

Yamaha believes that the strengths of "individuals" support growth for the Company and enhance its brand. At each worksite, diverse employees strive to master skills and specialized knowledge, to demonstrate their potential, and to create unique Yamaha value.

Design

Designs that Support the Yamaha Brand

The designs of major Yamaha products are created by our in-house designers. Musical instruments reflect deep cultural ties and long histories, and in designing these instruments it is necessary to respect and carry on the traditional forms that have been established over time while also continuously taking on the challenge of exploring new possibilities.

Yamaha products are created through a process that marshals the ideas of our designers, who offer tremendous individuality. We believe that we can further enhance the Yamaha brand by pursuing designs that are easy to use, beautiful, and innovative and by creating products that are treasured for long periods of time. Yamaha products have received a wide range of globally authoritative design awards. These products are supported by our designers, who share common design policies.



Music Promotion Activities with Close Ties to Local Communities

Around the world, there are regions where instrumental music education is not yet a part of school-based educational programs. Some children have never had access to musical instruments. Through the "School Project" program, Yamaha is working to offer those children the chance to experience the joy of playing musical instruments and to support their development.

Yamaha has worked to help enrich the development of children through music education. To that end, we have developed music education business operations, including the Yamaha Music School, which has a history of more than 60 years. Based on that corporate DNA, our employees have a strong commitment to contributing to the development of a society in which more people can experience and widely share the joy and delight of music. Moving forward, these employees will strive to contribute to the creation of musical culture throughout the world in a variety of forms.



Education

Research and Development in Pursuit of Superior Sound

Over its long history of manufacturing acoustic instruments, Yamaha has cultivated a broad array of original technologies, guided by the expertise passed on from generation to generation and our keen sensitivity about sound creation. In addition, in the field of digital instruments and audio equipment, Yamaha has developed groundbreaking electronics technology.

By leveraging and fusing these technologies, our technicians, who possess abundant expertise in a variety of fields, work each day to pursue new value that is unique to Yamaha.



R&D

