

# Yamaha CSR Report (full report)

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**Third-Party Opinion**

We obtained an opinion from a specialist to assist in improving the CSR Report.

→ [Details are here.](#)

# Management Emphasis on CSR



**Message from the President** | ➔



**Yamaha Corporation Group CSR Policy** | ➔



**Group-wide Quality Management System**

- ➔ Corporate Governance
- ➔ Compliance



**CSR Management** | ➔



**Risk Management** | ➔

## Message from the President

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### Strengthening CSR through Our Business Processes



### Aiming to Become a “Trusted and Admired Brand”

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Yamaha has chosen “CREATING 'KANDO' TOGETHER” as its corporate objective and endeavors to create renewed “*Kando*” and enrich culture through its business activities grounded in the fields of sound and music. Yamaha marked its 125th anniversary of the commencement of its operations last year. The history of Yamaha started in 1887 when its founder, Torakusu Yamaha, who was then a medical equipment technician, accepted a request for repair work on a broken organ. The spirit of using one’s own strengths to contribute socially was included in the Company creed that was established in 1939 and has been passed on from generation to generation as the timeless corporate philosophy. Since then, we have been providing a wide variety of products and services centered on the fields of sound and music, and the “Yamaha” brand has become popular throughout the world. As we move forward, we will hold on to the philosophy inherited from our predecessors and aim to become a “trusted and admired brand” that creates “*Kando*” to meet and surpass expectations.

### Putting into Practice CSR Management

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Yamaha launched the “Yamaha Management Plan 2016,” a new medium-term management plan, in April this year. In this plan positioned as the “quantum leap phase,” we plan to engage in activities based on the basic management policies, “Attain continual growth,” “Strengthen profitability” to support growth and “Enhance specialization and professionalism” to create new added value. Most importantly, in order for Yamaha to develop its business globally, and in particular achieve long-term continual growth in emerging countries, we must build a management based on CSR while taking into consideration expectations of various stakeholders and social needs. For example, with the globalization of materials and parts procurement, companies might unintentionally play a part in the violation of human rights or environmental destruction through their supply chains. It is therefore crucial to involve the entire supply chain in CSR, including working partners. Hence, we plan to enhance not only CSR efforts through our products and services but also business processes that create such values under the medium-term management plan.

Furthermore, the most important element for Yamaha to always meet social needs and enhance the value of its existence is “people”. For this reason, it is our goal for all Yamaha employees to be naturally infused with the spirit of CSR and for all operations to lead to a sustainable society and the creation of new value.


For Yamaha to develop its business globally, it is also important to continue to be involved in various undertakings, including next generation development, welfare activities, and music culture promotion around Japan and abroad as well as contribute to the resolution of global issues such as global warming and biodiversity.

Recognizing these issues, Yamaha signed the Global Compact that comprises the basic principles of CSR in 2011, as advocated by the United Nations. Based on the 10 principles of the Global Compact in addition to the Yamaha Corporation Group CSR Policy established in 2010, we are making the utmost effort toward our unique activities, including the development and manufacture of products that pursue efficient resource utilization and environmental burden reduction as well as support forest revitalization. We will continue to promote activities to address social issues through these efforts.

Yamaha Corporation  
President and Representative Director

**The United Nations Global Compact**

The United Nations Global Compact is a strategic policy initiative for businesses that voluntarily commit to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labour, the environment and anti-corruption. Top management of assenting and participating businesses publicly pledge their commitment and work consistently to achieve the objectives espoused under the 10 principles. Yamaha sends full-time staff to Global Compact Japan Network and cooperates in such areas as running special-interest groups as a signed member of the network since 2012.



This is our Communication on Progress in implementing the principles of the United Nations Global Compact.  
We welcome feedback on its contents.

**The 10 Principles of the United Nations Global Compact**

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

# Yamaha Corporation Group CSR Policy

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

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The objective of the Yamaha Corporation Group is to continue to create "Kando\*" and enrich culture with technology and passion born of sound and music, together with people all over the world.

Based on this Corporate Objective, Yamaha conducts its CSR activities according to the following guidelines to further strengthen the bonds of trust with its stakeholders through its corporate activities and contribute to the sustainable development of society.

1. Yamaha provides support to people who want to perform music and people who want to enjoy it by contributing to the popularization and development of music and musical culture.
2. Yamaha works to maintain a healthy global environment by understanding the significance of protecting the natural environment, maintaining biodiversity, and reducing the burden on the environment, as well as promoting the proper use of wood resources, and cooperating with forest protection activities.
3. As a "corporate citizen" that is a member of society, Yamaha contributes to creating a better society by actively participating in many kinds of activities that further the development of the community and culture.
4. Yamaha complies with laws and high ethical standards, works to create an environment in which its personnel can draw fully on their sensitivities and creativity, and aims to build a corporate culture that will enable it to offer better products and services.
5. For its shareholders, who support its corporate activities financially, Yamaha aims for a high degree of transparency by disclosing management information and engaging in active and sustained communication. For its business partners, Yamaha conducts transactions fairly and transparently, endeavors to deepen mutual understanding, and works to build strong relationships of trust.

(Established in February 2010)

# Corporate Governance

Yamaha positions the enhancement of corporate governance as an important management issue, and is taking proactive steps to strengthen it.

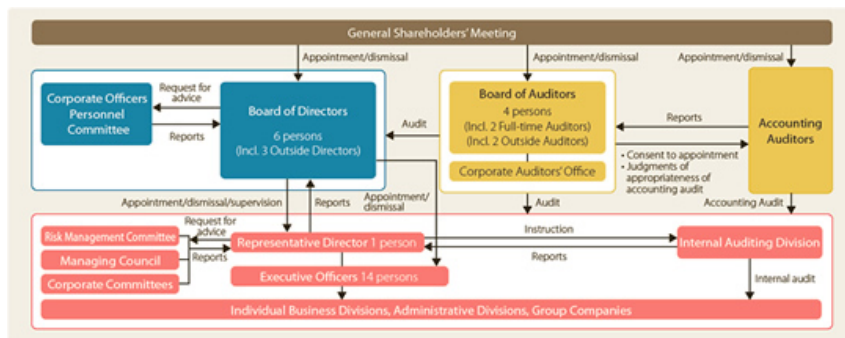
The Company's corporate objective is "CREATING 'KANDO'\* TOGETHER — continuing to create 'kando' and enrich culture with technology and passion born of sound and music, together with people all over the world." Based on this objective, Yamaha will improve management efficiency and become globally competitive and highly profitable. At the same time, the Company will increase its corporate and brand value by fulfilling its social responsibilities in areas such as compliance, environment, safety and social contributions.

To achieve this goal, Yamaha will take steps to create a transparent and high-quality management that is also efficient by improving its organizational structure and system, implementing all necessary measures, and disclosing information in an appropriate manner.

## Basic Corporate Governance System

Yamaha is a company with a board of auditors as defined under Japanese law. With the General Shareholders' Meeting as its highest decision-making body, Yamaha has built a corporate governance system (outlined in the diagram below) centered on the oversight and supervision of management's execution of duties by the Board of Directors, and audits by the Board of Auditors. Further, Yamaha has enhanced its governance functions by introducing an executive officer system, setting up a Corporate Officers Personnel Committee, Risk Management Committee, and corporate committees, convening twice a month (in principle) Managing Council meetings, and establishing an internal control system. In conjunction with consistent audits conducted by the Company's system of full-time auditors, these help raise the effectiveness of governance through fair and equitable audits by highly independent outside corporate auditors.

Corporate Governance Structure (As of June 27, 2013)



[>>Click to enlarge](#)

## Strengthen Governance Function of the Board of Directors by Selecting Highly Independent Outside Directors

As of June 27, 2013, Yamaha had six directors, including three outside directors. In principle, the Board of Directors convenes once monthly, and is responsible for the Group's management functions, such as strategy planning, monitoring the business execution of each division, and providing guidance.

Outside Directors are elected to enhance supervisory function of the Board of Directors from an objective standpoint, for increasing transparency of the management, and gain good advice by utilizing their management experience in different industry and advanced expertise.

In order to clarify directors' management responsibilities, directors are appointed for a term of one year.

## **Strengthening Management Function and Business Execution Function Through Executive Officer System**

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Yamaha has adopted an executive officer system, with the purpose of strengthening consolidated Group management and business execution functions. As of June 27, 2013, the executive officer system comprised 14 executive officers, including two managing executive officers and three senior executive officers. The managing executive officers support the president, who is the chief officer in charge of business execution. The managing executive officers or senior executive officers, in principle, preside over the business and administrative divisions as heads of those divisions in accordance with the importance of these responsibilities. These officers are responsible for the business performance of the groups they preside over and manage and direct in such a way that the group functions to its maximum potential. Moreover, executive officers are assigned to divisions that are responsible for key management issues in each group.

## **Audit System that Ensures Fairness and Transparency**

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As of June 27, 2013, Yamaha had four auditors, including two outside corporate auditors. In principle, the Board of Auditors convenes once monthly. Based on audit plans, auditors periodically perform comprehensive audits of all business divisions, administrative divisions and Group companies, and participate in Board of Directors' meetings and other important meetings such as the Managing Council.

The reasonableness of accounting audits is determined based on periodic progress reports from the accounting auditors of their audits of the Company's financial statements.

In Yamaha, people with knowledge of finance and accounting assume full-time auditor positions. Full-time auditors have many years of experience that enables them to exercise good judgment with respect to the reasonableness of business audits and accounting audits. To ensure objectively fair and equitable audits, outside corporate auditors are appointed and include specialists (CPAs and attorneys) who hold positions independent from that of the Company.

Yamaha has also established a Corporate Auditors' Office (with one staff member as of June 27, 2013) that is dedicated to supporting auditors so as to ensure an environment conducive to performing effective audits.

Yamaha established the Internal Auditing Division (9 staff members as of June 27, 2013) under the direct control of the President and Representative Director. Its role is to closely examine and evaluate management and operations systems, as well as operational execution, for all management activities undertaken by the Company from the standpoint of legality and reasonableness. The Internal Auditing Division provides the President and Representative Director, divisions subject to audit, and supervisory divisions with information based on the evaluation along with suggestions and proposals for rationalization and improvement. In parallel, Yamaha strives to boost audit efficiency by encouraging close contact and coordination among the corporate auditors and the accounting auditors.

## **Registration of Independent Officers**

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Yamaha has registered outside directors Haruo Kitamura and Yoshikatsu Ota, and outside corporate auditors Takashi Miyazawa and Hirohiko Ikeda as independent officers under the provisions of the Tokyo Stock Exchange.

## **Activities by Outside Director and Outside Auditors in the year Ended March 31, 2013**

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Outside director Haruo Kitamura attended all 15 of the meetings of the Board of Directors held during the fiscal year ended March 31, 2013. Utilizing his specialized knowledge as a chartered accountant, he made necessary statements as appropriate during the consideration of meeting agenda item.

Outside director Hiroyuki Yanagi attended 13 of the 15 Board of Directors meetings held during the fiscal year ended March 31, 2013. Utilizing his extensive experience and specialist knowledge as manager, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside director Yoshikatsu Ota attended 10 of the 11 meetings of the Board of Directors held during the fiscal year ended March 31, 2013. Utilizing his extensive experience and specialist knowledge as manager, he made necessary statements as appropriate during the consideration of meeting agenda items.

Outside auditor Takashi Miyazawa attended 14 of the 15 meetings of the Board of Directors during the fiscal year ended March 31, 2013. He also attended all 14 Board of Auditors' meetings, and made statements mainly from his specialist standpoint as a chartered accountant.

## Support System for Outside Directors and Outside Corporate Auditors

The meeting to discuss and confirm management issues is held, in principle, monthly for the purpose of sharing important management proposals between all directors and auditors and gaining a better understanding about management's execution of its duties.

A Business Report Meeting has been set up for reporting by the general managers on the progress of division performance and, when necessary, outside directors are individually provided with explanations about proposals and reports to be submitted to the Board of Directors.

With respect to agenda items at meetings of the Board of Directors and the Board of Auditors to be attended by outside corporate auditors, full-time staff members send documents and other materials to them prior to the meeting and provide explanations as necessary to enable them to perform a complete preliminary study of the agenda. With regard to other material matters, the Company strives at all times to maintain an effective auditing environment, including by providing information, supplying documentation, listening to opinions, and supporting research and data collection.

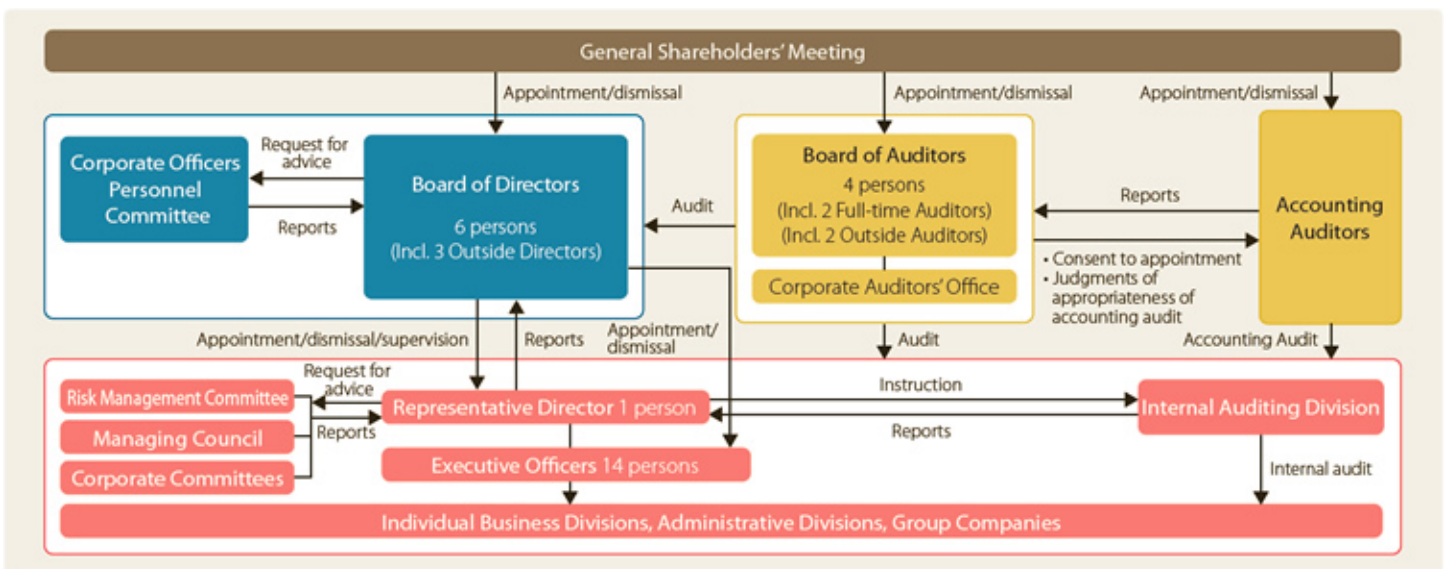
## Basic Concept of the Internal Control System

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.

Further, Yamaha established the Group Management Charter to clarify Group management policies. Also, divisions with jurisdiction over subsidiaries are responsible for providing proper guidance and assistance with management in Group companies under their jurisdiction based on Group company management rules and regulations. Subsidiaries shall confer and consult in advance with said divisions, while administrative divisions of Yamaha Corporation shall support this process.

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.

→ [Corporate Governance Report](#)





# Compliance

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The Yamaha Group aims to achieve a high level of compliance management not only by conforming with laws and regulations, but also through adherence to social norms and corporate ethics.

## Compliance Oriented Management

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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 this Subcommittee has been established in the Human Resources and General Administration Division. While collaborating closely with each department, the subcommittee is promoting Group-wide cross-sectional compliance.

## Compliance Code of Conduct

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The Yamaha Group formulated the Compliance Code of Conduct in 2003 and since then has made revisions and produced versions in foreign languages in line with changes to the business environment and social conditions.

Additions were made to the Compliance Code of Conduct in fiscal 2006 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.

The Yamaha Group has formulated respective codes of conduct for 28 overseas companies that take into consideration local laws and regulations and are based on the Japanese version in order to promote compliance with a consistent philosophy and rules across the board worldwide. A code is currently being prepared for two companies that were recently established. Since fiscal 2012, the Yamaha Group has been revising local versions of the Compliance Code of Conduct to reflect changes in each region and in consideration of revisions made to the Japanese version. The revisions are made with the assistance of local outside experts who confirm content.



Versions of the Code of Conduct for Group companies overseas

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

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

## Initiatives in Promoting Compliance

### (1) Distributed and promoted third edition of Compliance Code of Conduct (revised in April 2011)

In order to spread awareness of the revised Code of Conduct, the secretariat first held briefings 30 times for approximately 800 managers responsible for each division and company. These managers then acted as facilitators at workplace briefings to pass on the information. Around 10,000 people took part in the briefings at respective workplaces between May and December 2011, which covered almost all domestic Group company employees. In fiscal 2012, an internal survey was conducted to confirm the penetration of the revised version of the Code of Conduct and boost awareness.

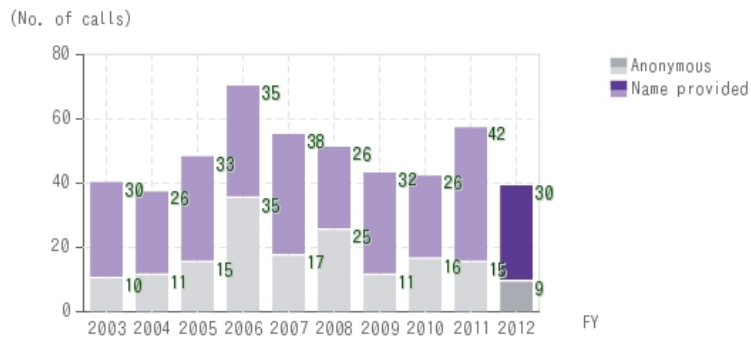
### (2) Promoted October as Month to Bolster Compliance

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 2012, we introduced posters in each workplace to increase awareness of compliance and risk around us and at the same time notified employees in advance of the compliance-related survey that was touched on in (1) above.

## Results from Operation of Compliance Hotline (April 2012 to March 2013)

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 such means as monthly posters emphasizing compliance, surveys and training. Hotline operating regulations have been formulated with provisions that concern the non-disclosure of information regarding the reporter and prohibition of unfair treatment. From April 2012 to the end of March 2013, the hotline was contacted on 39 occasions, representing a decrease of 18 over the previous fiscal year. Over the 10-year period since the hotline was established, it has received a cumulative total of 482 calls.

### The Status of Calls to the Compliance Hotline



# CSR Management

## Basic CSR Philosophy

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



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

## CSR Promotion Policy and Initiatives

The Yamaha Group continues to work on a variety of themes in its focus on corporate social responsibility (CSR), including product quality, labor, the environment, IR and social contribution. In February 2010, we established the Yamaha Corporation Group CSR Policy, a summary of the Group's approach toward CSR. Comprised of five key guidelines, this Policy outlines the Company's fundamental stance toward fulfilling its responsibilities to its diverse stakeholders. Yamaha operates with this CSR policy as the common philosophy for the Group.

→ [Yamaha Corporation Group CSR Policy](#)

## CSR Education

In addition, the Group is working to educate employees and boost awareness of CSR through training and by distributing information. The aim is to deepen understanding of CSR among all employees as well as raise social sensitivity to social issues and individual quality to facilitate better CSR activities. We conduct training for new recruits and hold briefings at regional managers meetings and other meetings. We have also set up a webpage on the intranet to provide information to employees as needed concerning CSR activities undertaken by Yamaha Group sites, introduction of exceptional cases at other companies and an explanation of CSR keywords, among other topics.



CSR education at new recruit training



Website sharing CSR information for employees

# Risk Management

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## Basic Policy for Risk Management

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Yamaha has chosen "CREATING 'KANDO' TOGETHER" as its corporate objective that commands the highest position in the hierarchy of our corporate philosophy. The Yamaha Group perceives events that impede the attainment of the corporate objective 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

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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.

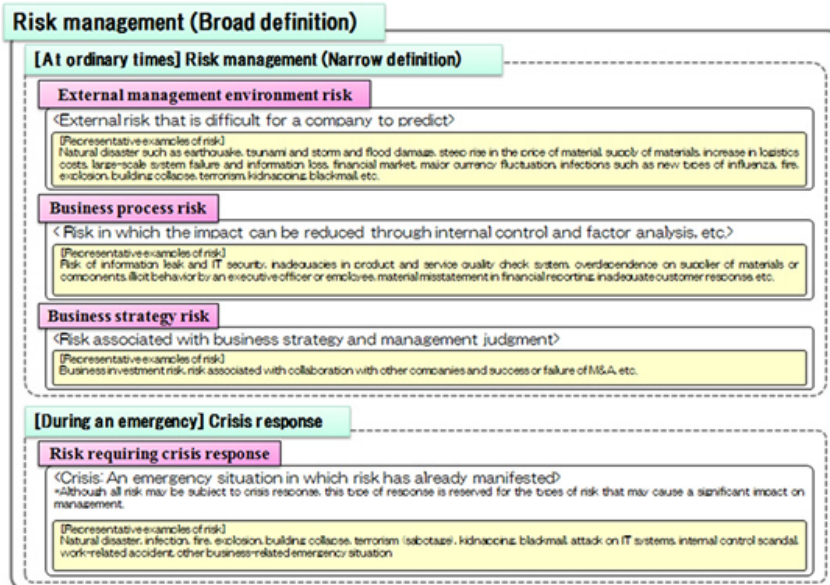
[At ordinary times]: Risk management (Narrow definition)

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.

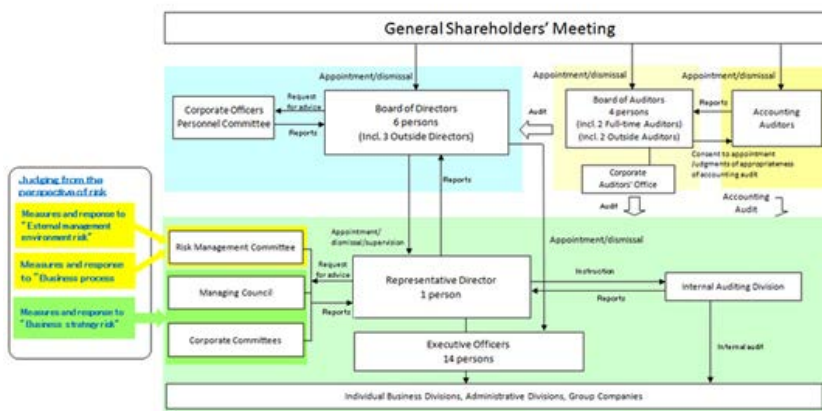
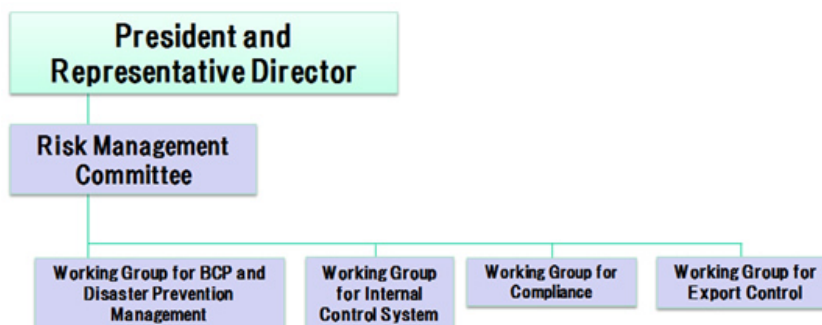
\* Although all risk may be subject to crisis response, this type of response is reserved for the types of risk that may cause a significant impact on management.



[>>Click to enlarge](#)

## Risk Management Promotion System

Yamaha Corporation has established a Risk Management Committee as an advisory body to the President pursuant to the basic policy for risk management. 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 BCP and disaster countermeasures, internal control, compliance and export screening 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.



[>>Click to enlarge](#)

## Introduction to Concrete Initiatives

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### ■Business Continuity Plan (BCP)

In fiscal 2009, Yamaha formulated the BCP Guidelines, its basic Companywide policy for its business continuity plan, which is designed to enable the immediate resumption of operations in the event of an earthquake in Japan's Tokai region where Yamaha headquarters are located or other major natural disaster that could cause damage to its buildings or facilities. In January 2012, Yamaha established various guidelines including the BCP/Disaster Basic Countermeasures, Earthquake Countermeasures, and Fire Countermeasures, which update and supersede the BCP Guidelines.

Yamaha has been conducting BCP training assuming an emergency situation since fiscal 2010. In fiscal 2012, Yamaha conducted a 90-minute simulation whereby participants had to practice dealing with the period from 72 to 120 hours following a large earthquake based on a steps to restore business infrastructure after a disaster. The training applied a "blind scenario method" in which participants did not know beforehand which scenario they would tackle. Yamaha departments and a "dummy organization" playing the role of a partner company inquire about conditions to different specialized groups in charge of information systems, logistics and other areas, and examine countermeasures for each specialized group under fast-changing circumstances.



In February 2013, Yamaha held a briefing on the Group-wide policy for BCP and initiatives for 74 partner companies that cooperate with manual regarding procurement of materials and components. The briefing included a basic lecture by a learned individual and a report on the results of a survey concerning BCP initiatives conducted in advance at partner companies. This served to deepen understanding of the importance of formulating a BCP as well as Yamaha's policy and initiatives.



### ■Safety Abroad

Yamaha is taking steps to ensure the safety of employees that are stationed overseas and that go overseas on business trips from the perspective of prevention and response in the event of an accident. Information concerning danger in each country and region is gathered from such sources as governmental agencies, private security companies, employees stationed at overseas Group companies and those that have returned from abroad. The information is then distributed internally in the form of reminders and business trip regulations. Safety-related education is also provided to employees that have been dispatched overseas and those taking business trips. In addition, Yamaha is developing a contact system for times of emergency and an emergency response manual as countermeasures for when risk arises.

Yamaha Corporation's health and safety managers conduct audits and provide guidance as safety measures for overseas Group companies, while facility control managers conduct audits and provide guidance on facilities such as production equipment. In fiscal 2012, health and safety audits were performed at six locations in China, Indonesia and Malaysia and facility safety audits were performed at three locations in China and Indonesia.



Health and safety audit in Indonesia (industrial doctor giving advice on protective equipment)



Auditing a facility at P.T. Yamaha Indonesia

#### ■Export Control

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. In fiscal 2012, Masataka Morimoto, a senior staff member at the Center for Information on Security Trade Control at Keio University, was invited to conduct a seminar on the importance of export control in a company with the aim of sharing basic knowledge internally.

#### ■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

# Risk management (Broad definition)

## [At ordinary times] Risk management (Narrow definition)

### External management environment risk

<External risk that is difficult for a company to predict>

[Representative examples of risk]

Natural disaster such as earthquake, tsunami and storm and flood damage, steep rise in the price of material, supply of materials, increase in logistics costs, large-scale system failure and information loss, financial market, major currency fluctuation, infections such as new types of influenza, fire, explosion, building collapse, terrorism, kidnapping, blackmail, etc.

### Business process risk

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

[Representative examples of risk]

Risk of information leak and IT security, inadequacies in product and service quality check system, overdependence on supplier of materials or components, illicit behavior by an executive officer or employee, material misstatement in financial reporting, inadequate customer response, etc.

### Business strategy risk

<Risk associated with business strategy and management judgment>

[Representative examples of risk]

Business investment risk, risk associated with collaboration with other companies and success or failure of M&A, etc.

## [During an emergency] Crisis response

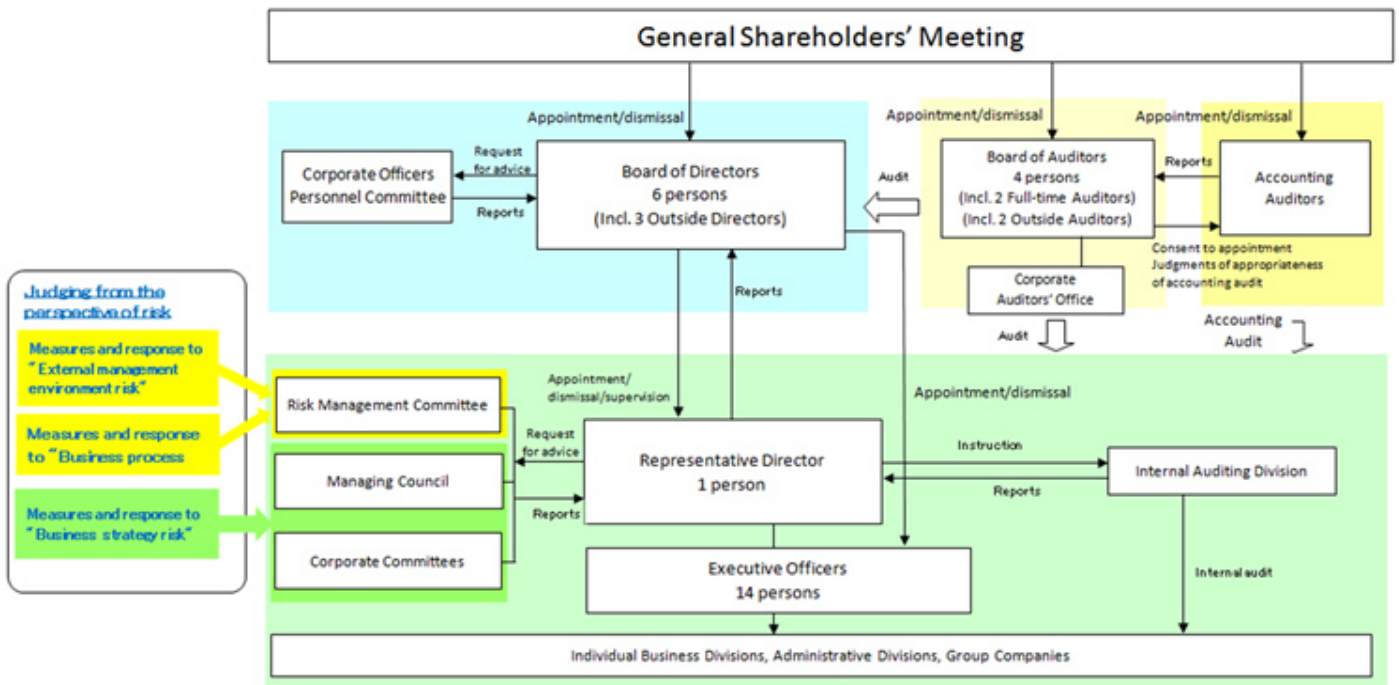
### Risk requiring crisis response

<Crisis: 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.

[Representative examples of risk]

Natural disaster, infection, fire, explosion, building collapse, terrorism (sabotage), kidnapping, blackmail, attack on IT systems, internal control scandal, work-related accident, other business-related emergency situation





# With Our Customers



**Quality Assurance** | ➔



**Ensuring Product Safety** | ➔



**Product Information Disclosure** | ➔



**Improving Customer Satisfaction** | ➔



**Initiatives for Improved Customer Response and Support** | ➔



**Personal Information Protection** | ➔

# Quality Assurance

Guided by a key component of its overarching philosophy, the Yamaha Group engages in Customer-Oriented and Quality-Conscious Management. In its efforts to fully satisfy its customers, the Group offers quality products and services that incorporate new and traditional technologies as well as refined creativity and artistry.

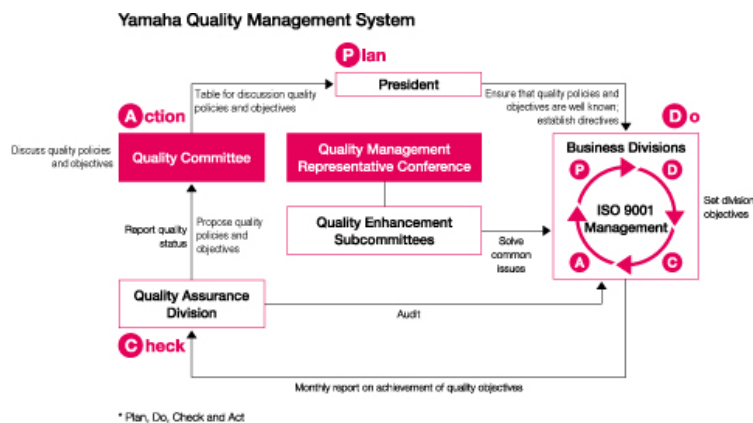
## Quality Management System

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).

Under this system, 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 Quality Assurance Division confirms the status of achievement based on monthly quality reports submitted by each business division, conducts monitoring based on the quality audits (see next item) and submits the results to the Quality Committee.

The Quality Management Representative Conference, which comprises officers in charge of quality management from each business and sales division, reports on initiatives in each division, shares information and reflects this in examinations of policy aimed at resolving common challenges.



[>>Click to enlarge](#)

## Quality Audit

Yamaha Corporation's Quality Assurance Division conducts audits to check whether the quality assurance systems of each business division as well as and checks that the quality of products and services meets the standard to which the Yamaha Group aspires. 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 both inside and outside Japan over which they have control. Every effort is made to further enhance product quality.

## Acquiring ISO 9001 Certification

As of March 31, 2013, the Yamaha Group had acquired certification under the ISO 9001 international standard for quality management systems at 25 business divisions in Japan and overseas. These 25 divisions make up 71% of the entire Yamaha group on an employee numbers basis.

## Quality Management Training

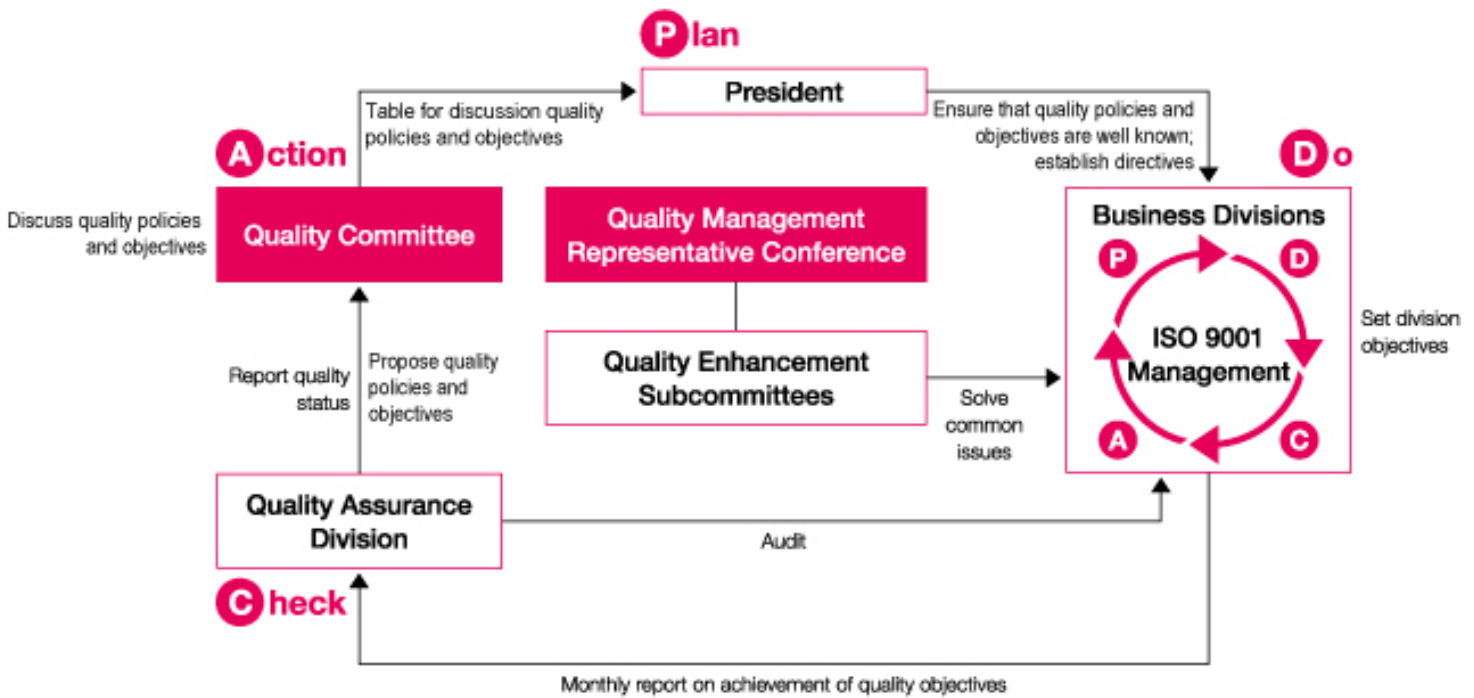
In order to develop human resources capable of contributing to improvements in quality, the Yamaha Group's personnel training system is comprised of expert training related to "quality assurance," as well as training tailored to individual job positions. The goals of this system are to raise awareness and enhance skills with respect to quality management. The Group has prepared offered courses covering a wide range of such topics in fiscal 2012 including as quality engineering, FMEA and FTA<sup>\*1</sup>, with 149 people taking part in fiscal 2012. Over a five-year period a cumulative total of 764 employees have attended these courses.

\*1 "FMEA: Failure Mode and Effect Analysis

FTA : Fault Tree Analysis

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

## Yamaha Quality Management System



\* Plan, Do, Check and Act

# Ensuring Product Safety

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## Philosophy on Ensuring Product and Service Safety

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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 its products, services and facilities do not in any way damage the mental and physical well-being as well as the belongings of its customers by providing products, services and facilities that adhere to the Group’s Code of Conduct. If by some chance, the Company’s 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 process toward essential safety design and to swiftly respond Company-wide when an accident occurs.

## Taking Immediate Action When Faced with a Product Safety Issue

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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. After receiving the report, 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, initiate measures aimed at preventing recurrence and report to top management.

## Responding to Product Safety Issues

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In February 2013, Yamaha began recalling the golf club driver inpresX RMX. Non-standard screws are mixed in with the weight screws attached to the head part, which makes it possible for the head itself to fall off. As of June 24, 2013, we had inspected or replaced the parts for around 3,587 out of 3,800 units sold in total.

“Silent House” is an outdoor type soundproof room for which a recall was initiated in November 2011. There is a probability that the eaves over the entrance will fall down due to the onset of rust caused by the intrusion of rainwater from the caulked part of the eaves. As of the end of May 2013, Yamaha had completed response for 202 of the 215 products sold in total by conducting free inspections and repairs of the eaves.

## Complying with Product Regulations and Standards Worldwide

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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 established a quality evaluation facility equipped with an array of measuring, analytical and evaluation devices including electromagnetic wave-measuring facilities. 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.



An anechoic chamber used for electromagnetic wave measurement

## **Product Safety Training**

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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 three years between fiscal 2010 and fiscal 2012, these courses were attended by a total of 112 employees comprising mainly engineers and personnel from development areas.

## **Initiatives Aimed at Raising the Level of Product Safety Awareness and Capabilities**

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The Yamaha Group places considerable emphasis on taking precautions during the development, design and production stages to prevent any incidence of product safety issues. From fiscal 2010, the Group has reinforced its design review procedures with respect to product safety, which includes incorporating risk management into design review at the time of development.

Furthermore, additional weight was placed on uncovering and predicting risks inherent in products from their design stage and use. Excluding their causes, the Group is ramping up its pursuit of essential safety design and promoting risk assessment that takes into consideration product design processes.

# Product Information Disclosure

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## Information Disclosure regarding Product Safety and Defects

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In the event that the products, services and facilities provided by the Yamaha Group inflicts damage on the mental and physical well-being as well as the belongings of customers, steps are immediately taken to provide the appropriate relief and to prevent any recurrence. As a part of efforts to halt any possibility of further damage, the Group notifies the relevant authorities, undertakes a product recall and contacts customers without delay.

The type of customer contact ranges from information posted on the Company's website, press release, 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 November 2011, Yamaha disclosed information about a product defect in its outdoor type soundproof room "Silent House" in which there is a probability of the eaves over the entrance falling down due to the onset of rust caused by rainwater. Customers were notified via direct mail about the products subject to recall as well as the steps being taken. As of the end of May 2013, Yamaha had provide free inspections or repaired the eaves for 94% of total sales made.

In February 2013, Yamaha began recalling the golf club driver inpresX RMX. Non-standard screws are mixed in with the RTS weight screws attached to the head part, which makes it possible for the head itself to fall off. We informed people on our website and reported the incident in the newspaper and a professional journal. As of June 2013, we had provided free inspections or replaced the parts for 90% of total sales.

## Providing Information to Promote Safe Product Use

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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 for the fiscal 2011 (issued in April 2011), 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)

This information is reviewed and revised as deemed necessary based on cases of accidents and other factors.

## Provision of Information Related to Environmental Consideration in Products

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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](#) / [Products that Support the Environment](#)

In addition, we have included a section on Yamaha's conference system product information website that enables users to calculate the CO<sub>2</sub> emission reduction effects of using the system instead of making a business trip.

[Check ! PJP business trip:Japanese only](#) (special site for conference system product information)

## **Proper Product Labeling and Advertising**

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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 formulated and are implementing internal regulations concerning basic labeling and prohibition of inappropriate labeling. 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.

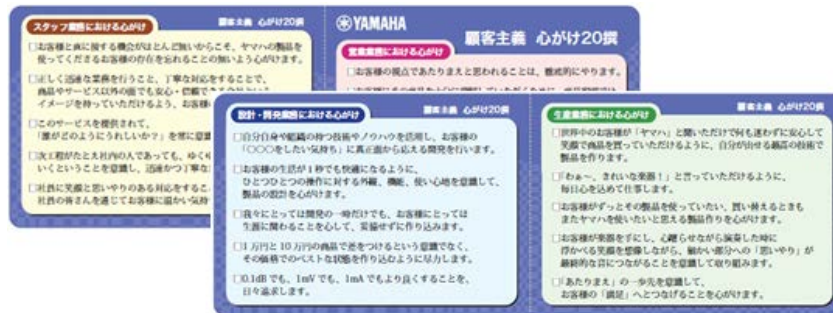
# Improving Customer Satisfaction

## Philosophy on Realizing Customer Satisfaction

At Yamaha, we do our utmost to develop, manufacture, and sell the type of leading products that delight and satisfy our customers.

## Aiming to Realize a Truly Customer-Oriented Stance

The Yamaha Group declares a customer-oriented approach in its corporate philosophy. A card explaining the need to implement this approach in the course of daily activities is distributed to every employee.



## Aiming for Products that Satisfy Customers

The Yamaha Group has created a Quality Assurance Officers Committee that consists of staff responsible for quality management in our operating and sales departments. We have set up the CS Subcommittee which forms a part of several subordinate Quality Enhancement Subcommittees.

The CS Subcommittee promotes research with a main emphasis on creating planning and design systems that realize products that satisfy customers. At present, efforts are being made to plan and design products in accord with the concept of considering every person from every angle, which is based on the idea of universal design.

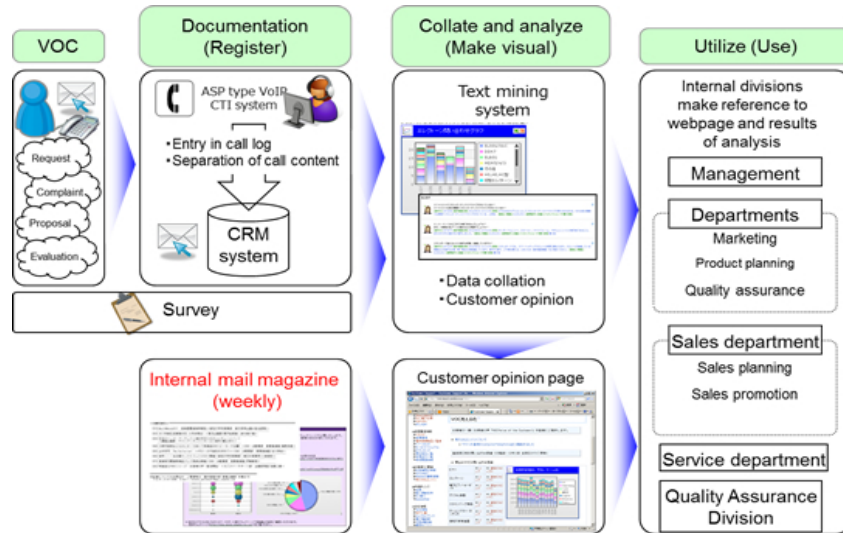
## Sharing and Using Customer Feedback

The Yamaha Group works to make effective use of our customer relationship management system in order to reflect customer opinion in products and services with the aim of enhancing customer satisfaction.

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 2010, we established a system to visualize VOC (Voice of Customer), which shares information on customer opinion and requests internally in real time, and started operating the system in fiscal 2011. 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.

Our creation of this VOC visualization system has been recognized with an award in the technology division of the Contact Center Awards 2012, administered by the computer telephony editorial department of Ric Telecom, Inc.





Overall Image of VOC Visualization

Yamaha Corporation AV Products Division analyzes the opinion of users regarding its product manuals using a text mining tool<sup>\*1</sup>, and has made improvements in line with this feedback. In order to meet the different demands of general users without any particularly special knowledge and users with specialist knowledge that have mastered the sophisticated functions, the AV Products Division has shifted to two distinct types of manual – a illustration-heavy quick guide and a detailed manual with exceptional search-ability.

Going forward, Yamaha will further develop the system to make VOC more visible and utilize tools such as text mining to build in customer opinion to product development in even more detail.

<sup>\*1</sup> Text mining refers to an analytical method for text data in which ordinary text is analyzed and useful information extracted.

## Improving Usability

The Yamaha Group always focuses on product development from the customer's point of view. As part of these efforts, we conduct usability tests<sup>\*2</sup> 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. In particular, it is important whether or not the operating procedures and manuals are easy to use for customers since products with an electric or electronic structure such as digital instruments, AV devices and PA products have various functions not found in acoustic instruments.

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. For example, we received cooperation from professional mixing

engineers on product evaluation from the development stage for the digital mixing console CL5 that was launched in April 2012. We collected opinions after they had actually handled the product regarding ease of installation, connectivity, operability, aesthetic appeal, sound quality and design, and reflected them in products.

<sup>\*2</sup> Usability test: Having likely customers actually use a product to determine the product's ease of use (usability). Yamaha uses employees as volunteer testers.

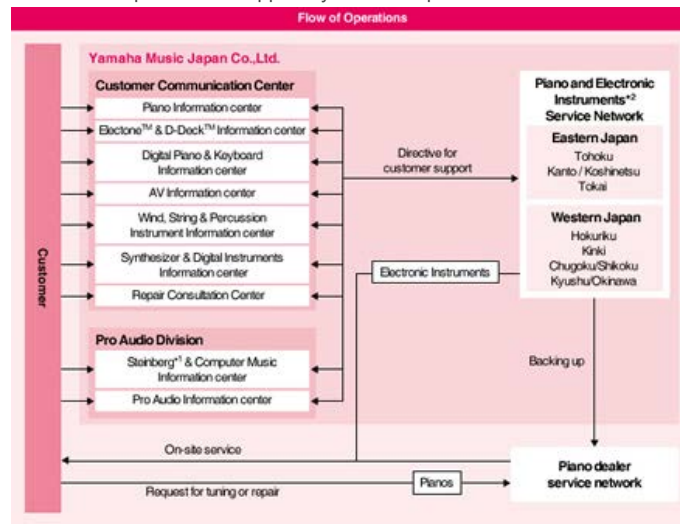
# Initiatives for Improved Customer Response and Support

## Improving Customer Support Structure

The Yamaha Group has established an after-service system for customers that have purchased our products and services and is working to respond to customer inquiries and requests. In April 2008 we set up a Customer Support Department within the Domestic Sales & Marketing Division. At the same time, we opened our Customer Communications Center, which houses a help desk for each of our products. These changes have improved a support structure designed to strengthen customer convenience. Overseas, we have created an after-sales service network for each region as a customer support system for musical instruments and acoustic products. This network serves as a point of contact for customers and includes Yamaha Group service centers, Yamaha certified service outlets, 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.

Customer response and support system in Japan



\*1 Steinberg: Music production software  
\*2 Electronic instruments includes electronic and electric acoustic instruments

[>>Click to enlarge](#)

## Support departments



Customer Communications Center (Yamaha Music Japan Co., Ltd.)

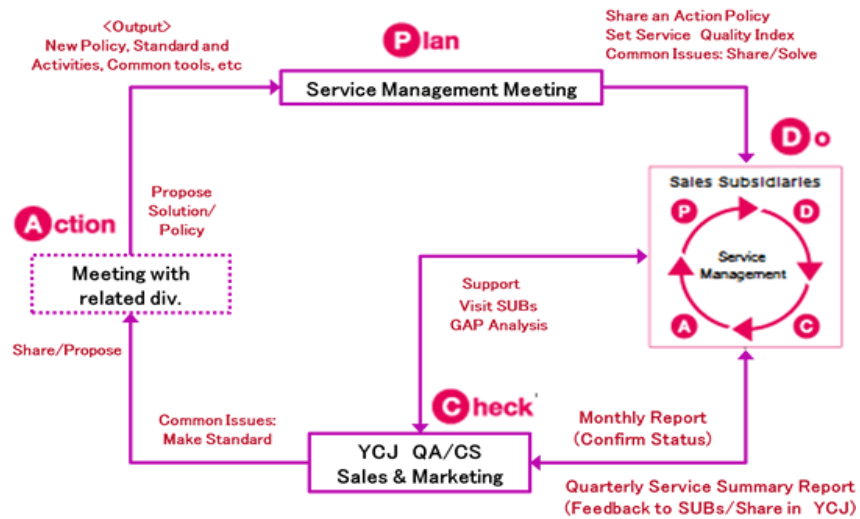


Yamaha Corporation of America (right: supporting materials)



Yamaha Music Europe

## Yamaha After-Sales Service Management System Yamaha Service Management System



## 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." We share policies related to after-sales service at the Global Service Management Seminar, an international conference made up of Yamaha Corporation's quality assurance and administrative divisions as well as sales subsidiaries in Japan and abroad. The conference also serves to set targets for each company and to formulate action plans. Quality assurance departments monitor the implementation of the plans, take corrective measures when necessary, and use the information gained to draw up targets and plans for the next period. Through the operation of a management system, each company shares challenges and, by way of setting benchmarks from exceptional cases, works to enhance their level of customer support and mutual understanding.



Global Service Management Meeting (October 2012)

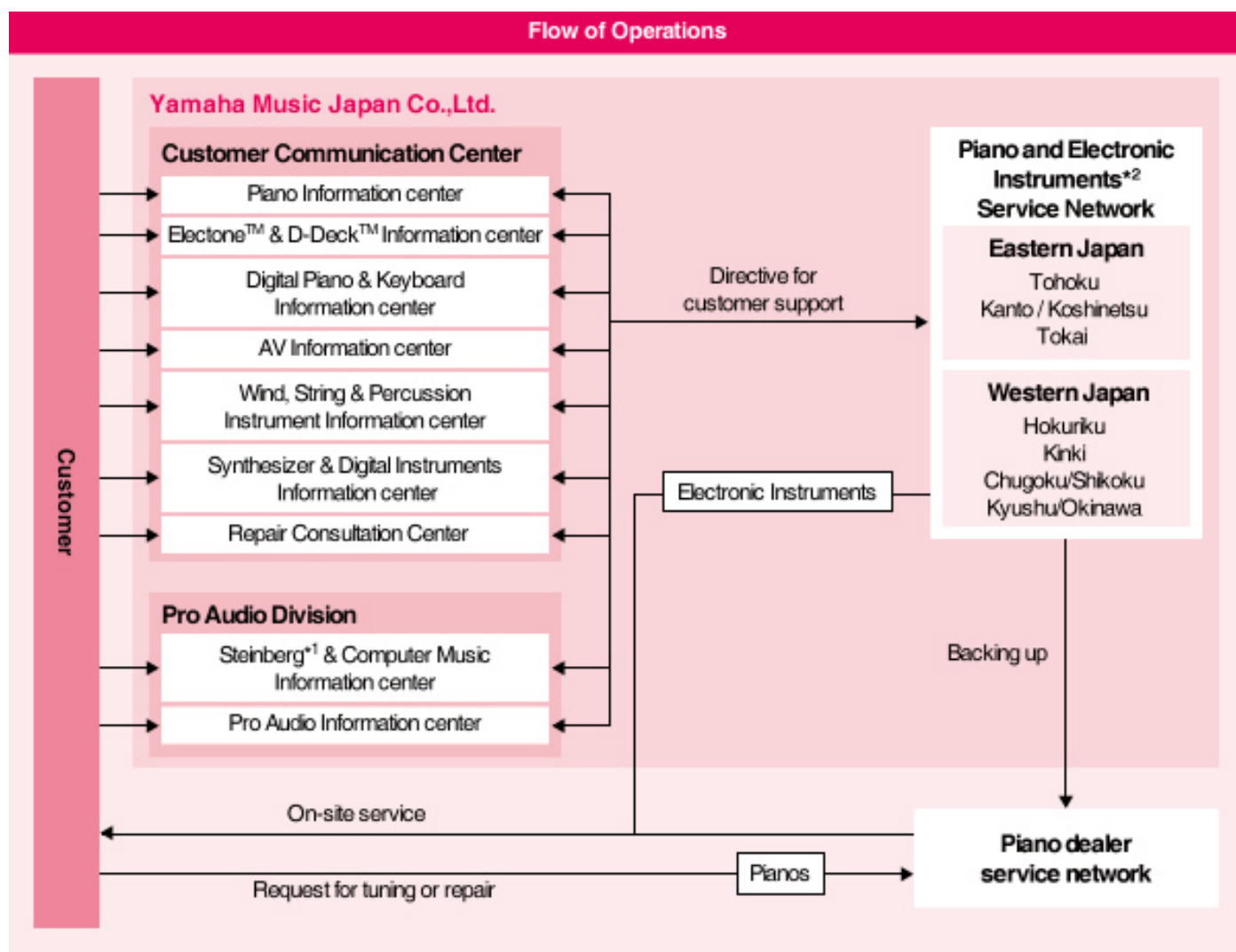
As an initiative to increase service skills, we hold the Global Technical Service Seminar, which involves the technical training of service engineers within the Yamaha Group primarily for new musical instruments and acoustic instruments. Technical training is provided to technicians, who convey the information to service stores in their particular area of jurisdiction, to sales stores, and to contract service stores, while Yamaha Corporation's Corporate Sales Division holds service seminars 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] Improve ease of contacting by phone and response to email inquiries**

Yamaha Music Japan Co., Ltd. has adopted targets such as Response Rate<sup>\*3</sup> (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. Navi-dial<sup>\*4</sup> and other methods incorporated in our call center have allowed us to reach our fiscal 2010 goal of a 90% response rate. Our target for email response is to answer over 97% or more of incoming mail on each operating day within 24 hours of its receipt (excluding Sundays and public holidays), and we achieved this target in fiscal 2012 with 97.8%. We aim to increase our target even further. Looking for even higher standards of customer service, we have committed resources to communicator training in our call centers. To quickly resolve customer concerns or confusion, we have published a frequently asked questions section on our website, which we update regularly.

\*3 \*Ratio of incoming calls answered by an operator.

\*4 \*Navi-dial Telephone System: A system that allows customers to call into our help desk at local phone calling rates from any location in Japan



\*1 Steinberg: Music production software

\*2 Electronic instruments includes electronic and electric acoustic instruments

# Personal Information Protection

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Yamaha protects and manages the personal information of its customers in accordance with its privacy policy.

In 2004, Yamaha put in place a system of Personal Information Protection Regulations to clarify the rules governing the handling of personal information in-house. At the same time, we appointed an officer in each department to assume overall responsibility for the handling of personal information. Directly reporting to this officer, a secretariat was established within Yamaha's Legal Affairs Department to promote personal information protection and develop a system for swift response in case an accident occurs.

Based on the aforementioned regulations, we have formulated a manual that explains key considerations when handling personal information and each year we conduct education, training and audits for departments handling personal information. At the same time, measures are implemented in an effort to enhance awareness of and make improvements in personal information protection, particularly through training for new employees.

# With Our Shareholders



**Policies for Retained Earnings and Returns to Shareholders** | ➔



**Proactive Investor Relations Efforts to Promote Understanding of the Company** | ➔



**Inclusion in Socially Responsible Investment Indexes** | ➔

## Policies for Retained Earnings and Returns to Shareholders

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Yamaha Corporation has adopted a basic profit allocation policy linked to the level of consolidated net income in the medium term that provides for increasing return on equity (ROE) by retaining earnings as appropriate for strengthening 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. Specifically, Yamaha endeavors to provide continuous, stable dividends and has set a target consolidated dividend payout ratio of 40%.

# Proactive Investor Relations Efforts to Promote Understanding of the Company

Yamaha Corporation adheres to our [Disclosure Policy](#) that ensures fair and timely disclosure of information to institutional and individual investors around the world.

In addition to holding quarterly results conferences for institutional investors in Japan, Yamaha conducts conferences and briefings on its management policies and individual business segments as well as factory and facility tours as required. For institutional investors in other countries, along with making available English translations of all information provided to institutional investors in Japan, the Company's president and directors visit investors overseas several times a year to foster mutual understanding through direct communication that encompass explanations of the Company's management plans as well as the status of its businesses.

For individual shareholders, and as a part of efforts to expand its shareholder base, Yamaha gradually commenced conferences and briefings for individual investors in regional cities from fiscal 2010. Briefing sessions have been held in Nagoya, Fukuoka, Hiroshima, Sapporo and other cities to date. For the benefit of shareholders, Yamaha also runs a special benefit plan designed to encourage more shareholders to become active proponents of the Company's products and philosophy.

Yamaha aims to bolster communication with shareholders through these activities as well as share opinions and information gathered with related departments inside the Company to be used for everyday IR\* activities and in management execution.

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

## Major IR Activities in the Fiscal Year Ended March 31, 2013

(Regularly Scheduled Events)

Quarterly results conferences	Each quarter (four annually)
One-on-one meetings	250 times
Visits to overseas investors	Three times annually (U.S.,U.K.,Asia)

(Other Events)

Conference for the mid-term Management plan	Briefing on the musical Instruments business
---------------------------------------------	----------------------------------------------



A conference for individual investors



A conference for institutional investors



Special products provided to shareholders (who hold 1,000 or more shares)



# Inclusion in Socially Responsible Investment Indexes

Socially Responsible Investment (SRI) indexes\* and funds in Japan and other countries evaluate potential investments not only from a financial perspective, but from CSR environmental viewpoints as well. Yamaha Corporation continues to be listed in some of the world's most prominent SRI indexes, including the FTSE4Good Global Index (managed by Britain's FTSE), and the Morningstar Social Responsibility Index (MS-SRI).



As one way of measuring financial soundness, each year Yamaha Corporation requests a long-term bond credit assessment from bond ratings agencies. The results are shown below.

\* 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.

## Credit Ratings (As of March 31,2013)

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

# For the People We Work with



## Initiatives for Employees

- Basic Policy on Hiring and Employment
- Initiatives for Human Resource Development
- Initiatives for a Better Work-Life Balance
- Assisting Women's Careers
- Measures to Prevent Harassment
- Health and Safety



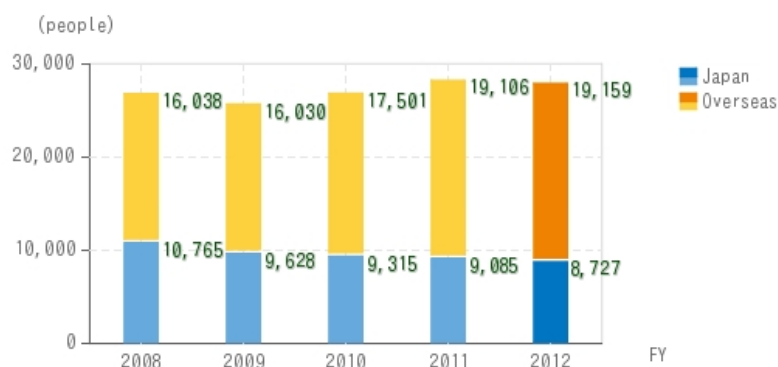
## Initiatives for Business Partners

- Mutual Understanding with Business Partners
- CSR Procurement Activities

# Basic Policy on 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, foreign workers 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.

## Consolidated Employment Figures



## Consolidated Employment Figures by Region

Fiscal 2012 (Unit: People)

	Japan	North America	Europe	China	AP	Total
Domestic and Overseas Total						
Number of Employees	7,143	508	1,044	4,927	6,066	19,688
Number of Temporary Employees (Yearly Average)	1,584	13	83	1,074	5,444	8,198
Total	8,727	521	1,127	6,001	11,510	27,806

## Promoting employment of foreign employees

Yamaha Corporation had 64 foreign employees on its books as of March 1, 2013. In order to enhance the role of diverse personnel regardless of nationality, we set employment targets for foreign employees that have newly graduated university and provide information on our employment related website in English.

## 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 223 people working under the system as of the end of March 2013. 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.

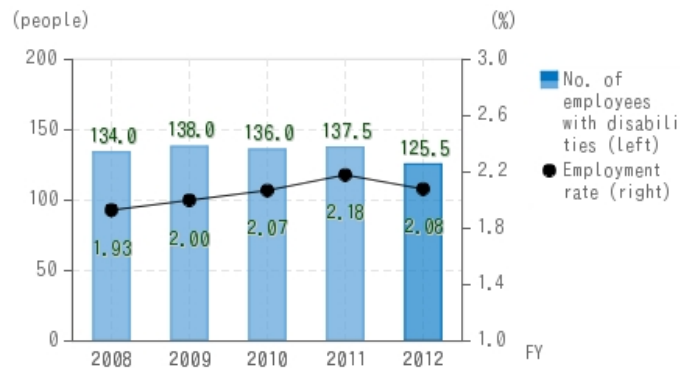
In order to make more extensive use of this system, Yamaha Corporation revised the process and conditions in fiscal 2008, holding interviews with applicants early on and preferential reemployment in the place where one is working at the time of retirement. Also, Yamaha is providing work to all applicants arriving at the retirement age in fiscal 2013 based on the Revised Law concerning Stabilization of Employment of Older Persons enacted in April 2013.

## Employing People with Disabilities

Yamaha Corporation established a special subsidiary\*1 in 1989, Yamaha Ai Works Co., Ltd. Yamaha Ai Works offers opportunities in general office work including data input, enclosing and sealing envelopes as well as printing together with administrative tasks relating to 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, 2013, 87 people with disabilities were employed at Yamaha Corporation and Yamaha Ai Works combined. Of this number, 37 were assigned to Yamaha Ai Works. The employment rate has hovered around 2% since fiscal 2009, achieving standards set for April 2013 and beyond in the Act on Employment Promotion etc. of Persons with Disabilities. A specialist manager in charge of employment for people with disabilities is assigned to Yamaha Corporation's Personnel Division and a system has been established to expand occupational fields, including at group companies, and support the promotion of employment. In order to encourage the employment of people with disabilities in society at large, Yamaha provides workplace tours and accepts apprenticeships while also dispatching instructors to workshops as qualified consultants on occupational life for those with disabilities.

\*1 Subsidiaries recognized under the Act for Employment Promotion, etc. of Persons with Disabilities. Special subsidiaries must meet certain criteria in connection with the number and ratio of employees with disabilities. People with disabilities employed by such subsidiaries are counted as employees of the parent company when calculating its employment ratio.

### Employment Numbers and Rate for People with Disabilities



# Initiatives for Human Resource Development

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The Yamaha Group endeavors to encourage skill development of" employees" regardless of race, age, gender and other unrelated factors and aims to develop human resources that can put into practice the Yamaha values of being Customer-Oriented and Quality-Conscious. In addition, as part of efforts to create an environment that protects Yamaha technology and traditions as well as enables manufacturing that is revered around the world, we do our best to pass down skills and develop human resources in both Japan and abroad.

## Job-Tailored Training and Education

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

The Stratified Training program provides training programs aligned to career turning points in order to raise the overall level of human resources by enhancing the skills of individual employees. The Strategic Personnel Development program includes the Yamaha Global Institute, the Yamaha Management Institute and the Manufacturing Base Management Development program, which aim to mold the personnel who will be the backbone of the Company in the future, both in Japan and overseas. Other programs designed to cultivate the next generation of core employees include the Yamaha Advanced Skill School and Technology Training Center, held at production facilities in Japan. Under the Function-Specific Training program employees are trained in core technologies, undertake Monozukuri Education seminars and courses in international awareness. Finally, in the Self-Development Education program, Yamaha provides support for employees' self-directed studies, including through the Yamaha Business School, a distance learning-based program.

Yamaha also provides employees approaching the age of 50 with career support through opportunities and information to help them consider their individual life paths, and offers "Life Design Seminars" to support their future careers. For employee two years prior to reaching retirement age, Yamaha provides seminars in preparation for a second life covering lifestyle themes for people over 60.

Going forward, Yamaha will further strengthen its programs for providing employees with the highly specialized job-specific training and education they need to perform at a higher level in fulfilling the Yamaha values of being Customer-Oriented and Quality-Conscious.

Life Design Seminar	Number of times held: 4 Number of participants: 173
Seminars in preparation for a second life	Number of times held: 8 Number of participants: 282 + 118 accompanying persons
	Total: 455

## An Environment that Supports Manufacturing and Transmission of Skills

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The Yamaha Group aims to create an optimal production structure while clarifying the roles and functions of each of its bases in Japan and overseas. 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. In Japan, we consolidated our production bases for pianos into Kakegawa Factory in August 2010. In March 2012, we finished integrating wind instrument production into the Toyooka Factory. Both the Kakegawa Factory and the Toyooka Factory have been positioned as bases for the production of high-value-added products. We will work to develop technologies that are highly competitive in the global market and continue to steadily pass down essential skills for musical instrument production.

# Initiatives for a Better Work-Life Balance

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The Yamaha Group has continued to actively cooperate with labor in its efforts 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. Efforts are being made to shorten work hours and develop and improve childcare and nursing care support systems to enhance both work and family life. In addition, the Group is working to enlighten personnel by increasing awareness of a work-life balance through provision of information in company seminars and on the intranet. In addition to efforts over many years to shorten overall working hours, in 1990, Yamaha Corporation introduced child care leave followed in 1992 by a system of nursing care leave ahead of statutory requirements.

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

## Basic Policy on Work-Life Balance

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

People can use the extra time created by increases in the quality and productivity of work in many different ways, 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

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In an effort to shorten total work hours and to prevent overwork, management and labor have jointly established guidelines for overtime. Based on these guidelines, employees are encouraged to utilize paid holidays, 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.

In light of the success achieved when a system allowing employees to take their accumulated paid vacation time all at once was provisionally introduced during the 1990s, Yamaha reintroduced the system in fiscal 2007 Company-wide. As a result, the average number of holidays taken by all employees increased by two days year on year. In fiscal 2010, Yamaha introduced a new system to encourage employees to take paid vacation every year, which is serving to raise the number of days paid vacation days taken.

In fiscal 2011, Yamaha held seminars concerning work-life balance in order to realize a more self-directed and productive style of work, and focused on boosting awareness among individual employees and management. Yamaha Corporation also introduced the “Go Home at the Same Time Day” system at the end of August 2011 in which all employees leave the office by a certain time. Yamaha set limitations on overtime and is striving to instill a style of work in which employees remain more conscious of time. The “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 (Fiscal 2012)

Month	Theme	Target	Participants
July 2011 (First time)	Work-life balance and reforming work style ~Making time for yourself and creating a risk-responsive work environment	Employees (Mainly key management)	Approx. 340
February 2012 (Second time)	Ways to achieve a good work-life balance ~Highly productive work style with good results	Same as above	Approx. 390
September 2012 (Third time)	Work-life balance and time management ~Working so that you can get home on time	Same as above	Approx. 400

Results of questionnaire concerning "Go Home at the Same Time Day" (Examples)

- I thought it was normal to do overtime but upon consideration of work efficiency I started trying to go home early.
- Meetings tend not to drag on "Go Home at the Same Time Day."
- I can play with my kids for longer if I go home early so it's a great way to alleviate tiredness from work and get refreshed.

## Building and Improving Work-Life Balance Support Systems

Yamaha 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.

In response to the enactment in 2003 of the Act for Measures to Support the Development of the Next Generation, Yamaha created a three-year action plan that incorporates such initiatives as an upgraded and expanded child care leave system as well as measures aimed at promoting the take-up of annual paid leave starting in fiscal 2005 and submitted it to the Ministry of Health, Labour and Welfare. Furthermore, through consultations with labor, the Company established concrete goals for the three-year period, and began working to achieve its objectives, receiving Ministry recognition for its support in the development of the next generation in 2008.

Yamaha also formulated a new five-year plan that began in fiscal 2008, and is working to achieve its objectives. As the first step, during the spring 2008 labor negotiations, management and labor reached an agreement on further expanding systems for a work-life balance. We extended the period of eligibility for shortened work hours for employees with small children, and established a new shortened work hour system. We also introduced an employee assistance program (EAP)\*1 and revised the leave system. In addition, we provided information 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.

\*1 EAP(Employee Assistance Program): An employee support program that allows employees and their families to discuss their anxieties and seek advice directly from external counselors.



"Kurumin" mark certification recognizing support for the development of the next generation.

## Principal measure for Better Work-Life Balance (From Fiscal 2005)

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### **Fiscal 2005 Revision of programs for childcare leave and shortened work hours for childcare**

Flexible work hours introduced for employees raising small children.

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

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

### **Fiscal 2006 Extensive revision to employee benefit programs**

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

### **Fiscal 2007 Introduction of Company-wide annual paid leave**

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

### **Fiscal 2008 Acquisition of the "Kurumin" mark, recognizing Yamaha's support for the development of the next generation**

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

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

Introduction of an Employee Assistance Program (EAP)

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

### **Fiscal 2010 Revisions to the child care leave, nursing care leave and shorter working hours for nursing care employee benefit programs**

Responding to the enforcement of revisions to Japan's Act on the Welfare of Workers Who Take Care of Children or Other Family Members Including Child Care and Family Care Leave.

Efforts to promote male employees taking child care leave (posting introductions of employees who have taken child care leave, an acquisition guide and a corner in which employees can share their experiences on the Company's intranet).

Revisions to and the new establishment of child and family nursing care leave employee benefit programs.

Review of nursing care-related programs.

Revisions to programs aimed at further enhancing work and nursing care balance.

Initiatives include revisions to the applicable period for nursing care leave and shorter working hours for nursing care. The applicable period for nursing care and shorter working hours for nursing care revised from a combined period of one year or less to one year or less for nursing care leave and the three years or less for shorter working hours for nursing care.

### **Fiscal 2011 Held work-life balance seminars**

Seminars that include outside lecturers are held to help foster an organizational climate with heightened understanding and awareness of the need for a good work-life balance in each employee.

### **Introduced "Go Home at the Same Time Day"<sup>\*2</sup>**

<sup>\*2</sup> Go Home at the Same Time Day: A system aimed at helping employees realizes a good work-life balance by implementing a style of work in which they are more conscious of time by setting time limits. On these days, all employees at work leave the office by a set time.



# Assisting Women's Careers

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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 May 2004. The project group initiated various enlightenment related activities such as examining the situation of women at Yamaha and other companies, holding lectures and creating a website. Other activities recommended the creation of systems that promote the role of women, the employment and hiring of female employees and the establishment of training programs. Based on these recommendations, Yamaha established a dedicated organization within the Human Resources Division in March 2006. The department is carrying out wide-ranging measures, which include further broadening opportunities for women to develop their abilities and play an active role and creating a more comfortable working environment. It is also expanding systems for work-life balance such as the childcare leave system and promoting their use. 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% in fiscal 2012.

## Major Measures to Assist Women's Careers

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### Proactive hiring of female employees

Increase the ratio of female new graduate hires, targeting 30% for the immediate future (the female hiring ratio in fiscal 2013: 29.2%)

Securing outstanding human resources through hiring activities that include information about the active roles played by female employees and by creating a more comfortable working environment for women

### Actively recruiting and increasing opportunities to develop the abilities of female employees

Increasing the promotion of women for managerial positions

Planning and implementing various training program

### Creating working environments that are comfortable for women

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

Implementing the Yamaha Action Plans

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

### Changing workplace awareness and fostering a corporate culture

Conducting educational activities through training, seminars and pamphlets

Providing information through 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. Continuous update in principle monthly. Accessed by more than 500 employees each month. The work-life balance aspect of the site was added in fiscal 2012, and Yamaha made efforts to further enhance the site. By serving as a forum through which information can be dispensed and shared, the site provides support not for only female employees but for all employees to enhance their working and private lives allowing them to work in an active and lively manner.

4 April 2013  
 [マイヤマライフ] My Yamaha Life  
 より良いキャリアとワークライフバランスのために  
 YAMAHA

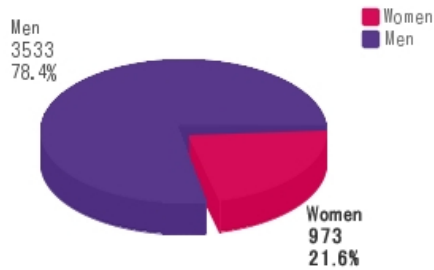
最新のココロ New!  
 会社生活を楽しむコツは  
 自由にアイデアを出して  
 刺激し合うこと

ヤマハフィナンシャル株式会社  
 カバーアップ事業部 品質管理部 CP課 管理部長 主任  
 井ノ口 知真子さん  
 インタビュー・インタビューも見る

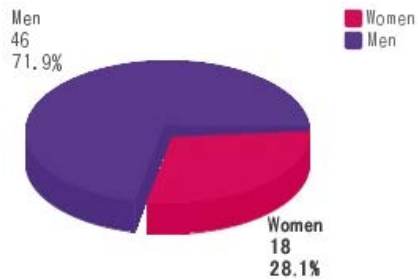
Pickup Contents

- インタビュー  
 キャリアとワークライフバランスのために社員インタビューです。
- ワークライフバランスの取り組み  
 会社を挙げて取り組んで来たワークライフバランスの取組や取り組みを掲載。
- 女性の教育支援  
 教育制度と女性社員が抱えている課題を、最新情報と合わせて掲載し、今後の取組を掲載。
- ネットセミナー  
 定期的にヤマハライフを通じての知識をセミナー形式で提供しています。
- メッセージ  
 女性社員のキャリア支援とワークライフバランスに関するメッセージを掲載しました。
- ワークライフバランスセンター特集  
 東京に開設したリアルセミナーの模様です。開催された方も、もう一度覗いてください。
- 女性活躍推進の取り組み  
 女性社員にとってワークライフバランスに会社で取り組んで来た取組を掲載。
- 仕事と家庭の両立支援  
 育児や介護などのプライベートの課題と仕事と両立するための取組や取組を掲載しています。
- ワーキングマザーを応援します  
 ワーキングマザーを全面的に支援する「ママ・キッズ」の取組や取組の写真を掲載。

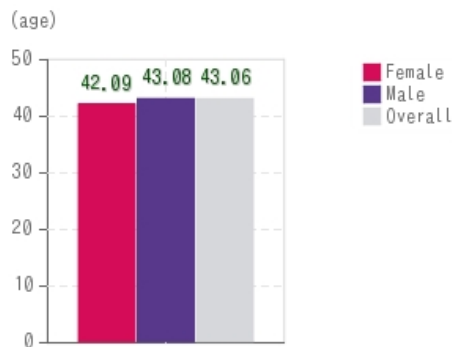
Principal Indicators Related to Female Employees at Yamaha Corporation  
 Ratio of Female Employees (as of March 2013)



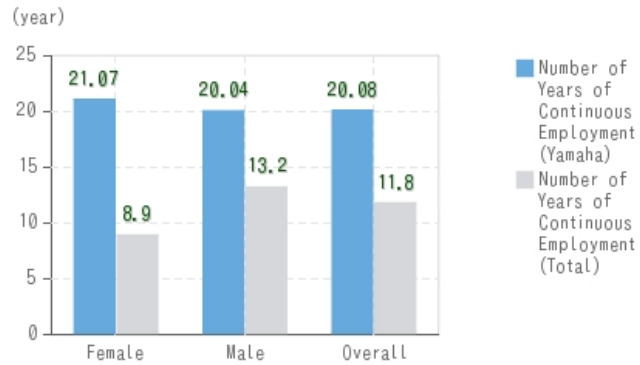
Ratio of Female New Graduate Hires (fiscal 2012)



Average Age of Employees at Yamaha Corporation (as of March 2013)



### Number of Years of Continuous Employment (As of March 2013)



\*Source: Ministry of Health, Labour and Welfare 2011 Basic Survey on Wage Structure

### Female Manager Ratio

2013 : **4.4%** 2012 : **4.1%** 2011 : **3.4%**

### Number of Employ Taking Child Care Leave



### Promoting efforts in the Yamaha Group

Yamaha Group companies in Japan formulated and implemented Action Plans that cover the five-year period from 2008 to 2012 in support of the careers of women. These Action Plans share the activity policies outlined below. We promote a variety of initiatives at each company from the perspectives of developing potential and increasing opportunities for women to excel, creating a pleasant working environment and fostering a gender-equal corporate culture. The positive effects of these initiatives have already started to emerge, including an increase in the female manager ratio. We will implement further initiatives from fiscal 2013 and beyond in light of progress during this five-year period.

The Yamaha Group seeks to create workplaces where every employee can perform to his or her fullest potential. In order to achieve this goal, we will build comfortable workplaces, create more opportunities for both women and men to succeed, and support them in every challenge they take on.

Action Statement from the Yamaha Group's Action Plans to Support Women's Careers

## Measures to Prevent Harassment

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The Yamaha Group Compliance Code of Conduct prohibits any language, behavior, or unfair discrimination that could be construed as sexual harassment or other impropriety. 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 aware of the consequences for failure to comply with company rules and regulations relating to harassment. We also work to thoroughly prevent harassment through workplace meetings and management training to better educate employees about the issues involved.

In addition, we set up an in-house sexual harassment counseling desk as well as a helpline that deals with requests for advice and notifications concerning compliance issues in general from employees and suppliers. Every effort is made to respond as promptly as possible and to solve any problems that are brought up through these channels. Details of both the counseling desk and helpline are outlined in the Compliance Code of Conduct. Working to further promote awareness, details are also introduced in internal newsletters and magazines.

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.

# Health and Safety

## 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, we 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.

## Health and Safety Management Structure and Activity Guideline

Yamaha Corporation formed in 1987 an Industrial Safety and Health Committee, headed by the Director in Charge of Industrial Safety and Health, with membership comprising branch managers, area leaders, and the chairs of various subcommittees including occupational health and safety, health promotion, traffic safety and international safety. This committee engages in a variety of activities related to managing health and safety throughout the Yamaha Group.

Each year in April at the start of the period, Yamaha Corporation and Yamaha Group companies regularly hold a Group-wide Health and Safety Convention, attended by managers and employees in charge of occupational health and safety. At the Convention, there is a general overview of health and safety activities in the previous fiscal year, confirmation of policy and activities for the current fiscal year as well as targets for preventing occupational accidents. A total of 286 people participated in the regular Group-wide Health and Safety Convention held in April 2013. In addition, each business location and Group company formulates action topics, objectives and plans in light of these contents.

### «Principal Action Plans at the Regular Group-wide Health and Safety Convention»

- 1) Occupational safety: risk assessment, audit of overall health and safety, etc.
- 2) Traffic safety: continuing to promote Groupwide action plans based on an analysis of traffic accidents, etc.
- 3) Health promotion: initiatives to improve work environments (help people stop smoking, mental health, cardiopulmonary resuscitation and AED), occupational preservation of health (workload control by health condition, health and safety at factories overseas, health support for employees stationed abroad), etc.
- 4) International safety: ongoing safety education, strengthen risk management capacity at overseas affiliates, improve information flow and quality, etc.



Group-wide Health and Safety Convention

## Striving for Accident-Free Workplaces

### 1. Frequency\*1 of work-related accidents over the past three years

	2010	2011	2012
Yamaha Corporation	0.25	0.25	1.34*2
Group companies in Japan	2.98	3.47	2.94
Group companies overseas	1.08	0.91	0.86

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

\*2 Yamaha Corporation updated its statistical method for counting the total number of accidents irrespective of their gravity from fiscal 2012. We are aiming to target "from zero accidents to zero danger" through thorough safety measures that include minor accidents.

### 2. Primary Health and Safety Activities

#### (1) Promoting risk assessment based on Occupational Health and Safety Work Standards Checklist (mainly at Yamaha Corporation)

Management needs to start emphasizing measures to prevent accidents from happening in the future in addition to measures in response to specific accidents. At Yamaha Corporation, risk assessment is the fundamental tool used to prevent accidents from happening. Since fiscal 2010, we revised our evaluation methods based on an Occupational Health and Safety Work Standards Checklist and conducted training for managers and supervisors in order to entrench the risk assessment method Company-wide. In 2012, Yamaha held practical training on risk evaluation using models for around 200 employees. Going forward, Yamaha will look into standardizing the method so that it can be applied to workplaces that do not have the Occupational Health and Safety Work Standards Checklist such as administrative divisions.

#### (2) Comprehensive Health and Safety Audit (mainly at group companies in Japan and abroad)

Under the guidance of the Groupwide Health and Safety Management Lead Office (Human Resources Division & General Administration Division at Yamaha Corporation), comprehensive audits of health and safety are conducted at group companies in Japan and overseas. Audits were carried out at 14 bases in Japan and 3 bases overseas in fiscal 2009, at 13 bases in Japan and 7 bases overseas in fiscal 2010, at 13 in Japan and 3 overseas in fiscal 2011, and at 10 in Japan and 6 overseas in fiscal 2012.

The audits use a health and safety management analysis table designed to quantitatively assess the level of health and safety at each base, quantifying more than 100 items examined including the level of compliance with rules and standards, and it also clarifies health and safety management systems and policies. At bases with problems identified in the results of the audits, and at bases with frequent work-related accidents, we provide thorough guidance and instruction on all physical and intellectual aspects of health and safety and assist the bases in finding a solution to their own health and safety issues.

#### [Health and safety audits at production sites overseas]

In fiscal 2012, Yamaha examined the health and safety system, workplace and health and safety activities at six production sites in Indonesia, China and Malaysia, and provided guidance on corrective measures. Managers from the Groupwide Health and Safety Management Lead Office of Yamaha Corporation visit the sites to conduct audits. An occupational physician accompanied them to some of the sites.



Giving advice on wearing the appropriate protective equipment (Indonesia)

## Maintaining and Ensuring Employee Health

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The basic policy of our yearly health plan for fiscal 2012 states that the Yamaha Group will continue to precisely assess workplace health risks to employees, and plan and execute measures to address these risks. Based on this policy, we made efforts across the Yamaha Group related to health checkups, mental healthcare and measures against smoking in fiscal 2012.

### (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 2012, we offered individualized training on health and sanitation to employees regarding particular chemicals based on the results of questionnaires about sanitation during their health checkups and data compiled for each workplace. The percentage of questions answered correctly was over 80% for all items concerning the harmful effects of particular chemicals and legal measures, demonstrating the high level of understanding among operators.

Also, we focused on taking appropriate measures based on the results of the general regular health checkup and made decisions on the best place for particular employees to be working based on advice from an industrial physician 100% of the time in the head office area.

### (B) Mental healthcare

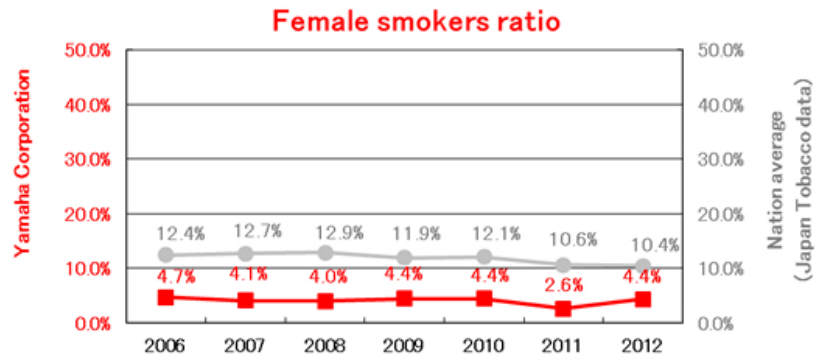
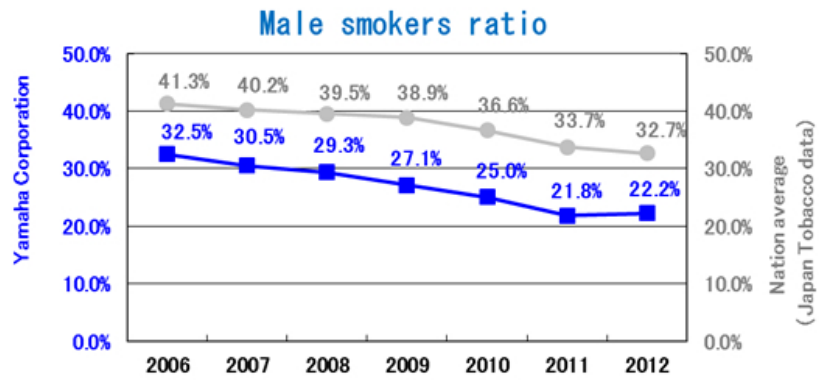
Yamaha is promoting mental health activities based on a policy to ensure workers remain mentally healthy based on the policies of the Health, Labour and Welfare Ministry. Specifically, we continued to implement several measures: (1) training for managers, supervisors and new recruits through an internal 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)<sup>\*3</sup>. We concluded agreements with new EAP companies to enable training for production-line workers and appropriate return-to-work support throughout the group going forward.

\*3 EAP provides counseling to employees and their families for mental health issues, helps employees return to the workplace after leave for mental illness, and is also an employee support program that 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, reduce the number of designated smoking areas, promote no-smoking days, and help 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 to 18.4% in 2012 from 35.7% in 2000. As shown in the diagram below, the ratio of both 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 promoting awareness such as of the World No Tobacco Day, reducing the number of smoking areas inside premises in order to prevent passive smoking, continuing to support individuals quitting smoking by taking advantage of health checkups through nursing staff, and providing information from medical institutions that conduct no-smoking clinics.



These aforementioned initiatives form the foundation of our Groupwide activities to promote health and safety. We are reassessing contracts with part-time industrial physicians in order to enhance their effectiveness at business locations, including Group companies dispersed throughout the country, doing video display terminal (VDT) health checkups, taking thorough countermeasures after an accident occurs, and conducting surveys of visits by industrial physicians at overseas Group companies.



# Mutual Understanding with Business Partners

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## Adhering Strictly to Open and Fair Transactions

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The Yamaha Group considers suppliers and subcontractors 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 business dealings. On this basis, the Group has worked diligently to incorporate this concept into its [Compliance Code of Conduct](#) and to implement education and training programs for its employees while gaining the understanding of business partners. These endeavors are aimed at avoiding any abuse of a dominant bargaining position and to ensure that transactions remain open and fair adhering strictly to statutory requirements as well as internal regulations and standards.

## Sharing Information with Business Partners

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The Yamaha Group implements activities to share various types of information aimed at maintaining healthy and sound relationships with business partners. The Group is also working to strengthen partnerships by explaining Yamaha's management policy as well as environmental, procurement and CSR policies to suppliers.

### ●Information Sharing with Dealerships Through Yamaha Dealers Net

In July 2006, Yamaha Music Japan Co., Ltd. opened Yamaha Dealers Net, a portal website that shares information on operations with authorized musical instrument dealers in Japan. Yamaha Dealers Net integrates sales websites and print media previously separated along product and service lines. Thanks to this integration, dealers are able to use this website to efficiently access an abundance of timely, accurate information on product guides, delivery dates, and marketing items over the web. Efforts have been made to enhance the content since 2009, including the addition of training material related to product sales. To date, approximately 2,700 dealerships and 5,800 people have registered with and are using Yamaha Dealers Net.

### ●Information Sharing with Component and Material Processing Subcontractors

Yamaha conducts debriefing sessions concerning production and sales trends as well as seminars and workshops related to management and occupational health and safety for its partners in manufacturing, namely companies contracted for component and material processing. Through health and safety inspections and patrols as well as environmental safety competitions, Yamaha helps prevent industrial accidents and environmental pollution at these contracted companies.

## Making Public the Yamaha Material and Component Procurement Policy

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In order to ensure a better understanding of its stance toward the procurement of materials and components, the Yamaha Group makes public the Yamaha Material and Component Procurement Policy, the Green Procurement Standards and the Yamaha Timber Procurement and Usage Guidelines. Every effort is also made to obtain the cooperation of suppliers.

→ [Yamaha Material and Component Procurement Policy](#)

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

→ [Green Procurement Standards](#)

# CSR Procurement Activities

Yamaha Corporation promotes CSR initiatives throughout the supply chain and conducts procurement in line with the Company's various policies including the Yamaha Material and Component Procurement Policy. Yamaha's policies regarding procurement and CSR are explained to suppliers, who are requested to comply with concepts related to respect for human rights, labor, health and safety and fair trading. If a supplier breaches the procurement policy, they are requested to implement improvements and submit a report; in some cases, we may even downsize or curtail transactions if necessary.

We also conduct surveys of the CSR measures implemented by business partners when concluding new contracts. Drawing on the results of the surveys, Yamaha Corporation requests that suppliers implement improvement measures when it has been determined that such measures are required.\*1 When requesting improvement measures, Yamaha meets directly with suppliers to explain and help them gain an understanding of its policies. These meetings also serve as an opportunity to provide feedback on survey score results. In fiscal 2011, the Company concluded contracts with suppliers who were not required to implement improvements. In fiscal 2012, the Company re-signed contracts with suppliers upon review of the content of the basic transaction agreement and in line with a Japanese ordinance related to the expulsion of organized crime groups.

\*1 If the client in question is a trading company, improvement measures are requested from component or material manufacturers in Japan and overseas.

## Key Survey Confirmation Items of CSR

Category	Confirmation Items
Human rights and labor	Prohibition of forced labor Prohibition of inhumane treatment Prohibition of child labor Prohibition of discrimination Decent wages Decent work hours Respect the right of employees to form groups
Health and safety	Safety measures for machines and equipment Safety in the workplace Hygiene in the workplace Response to occupational accidents and illness Response to emergencies such as disasters and accidents Consideration of physical load in work Safety and health in facilities Employee health management
Environment	Management of chemical substances contained in products Management of chemical substances used in manufacturing processes Environmental management system Minimizing environmental impact (effluent, polluted sludge, emissions, etc.) Environmental certification/administrative approval Effective use of resources and energy (3Rs) Reduction of greenhouse gas emissions Reduction of waste Disclosure of the status of environmental preservation initiatives
Fair trading	Prohibition of corrupt practices and bribery Prohibition of abuse of superior bargaining position Prohibition of improper payoffs and receipt Prohibition of actions restricting competition Provision of accurate products and service information Respect of intellectual property Appropriate export control Information disclosure (provision and disclosure of risk-related information) Prevention and early detection of improper behavior
Quality and Safety	Guarantee of product safety Quality management system
Information Security	Defense against computer network threat Prevention of leaks of personal information Prevention of leaks of confidential information from customers and third parties

- Survey slips comply with the Supply Chain CSR Promotion Guidebook issued in 2006 by the Japan Electronics and Information Technology Industries Association (JEITA).

## Education for Procurement Managers

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Yamaha is working to boost awareness of CSR among managers in the Procurement Division through training and seminars. Up until now, Yamaha has provided training for new managers that have recently taken up post concerning themes such as CSR procurement, green procurement, compliance related to the Act Against Delay in 'Payment, etc.' to Subcontractors and the Worker Dispatching Act, information security and personal information preservation in procurement activities.

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

# With Society



→ [Expenditures for social contributions](#)



## Activities Grounded in Sound and Music

- Activities Through Music (1) Music Education Business
- Activities Through Music (2) Nurturing Musicians and Supporting Music Education
- Activities Through Music (3) Efforts to Spread Music
- Proposing Solutions that Utilize Sound Technologies



## With Local communities

- Contributions to Local Communities
- Local Involvement through Sports
- Support that Helps Foster the Next Generation



## Social Welfare and Disaster Relief Activities

- Social Welfare Initiatives
- Disaster Relief and Aid

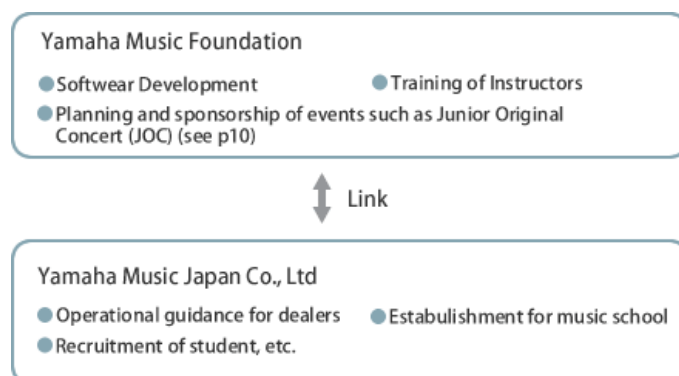
# Activities Through Music (1) Music Education Business

## Unlocking Musical Potential in More People

Conveying the joy of playing music to people throughout the world, the Yamaha Group operates a music education business both in and outside Japan as a part of efforts to contribute to the enrichment of society. Since opening the Music Class for Pre-school Children 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 mainly for young children, 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.

## Operating Structure of Education Business

The Yamaha Group's music education business is essentially conducted by the Yamaha Music Foundation, which is responsible for developing a curriculum as well as teaching materials, and basic operations such as nurturing instructors, and Yamaha Music Japan Co., Ltd.\*1, whose activities extend to the actual operation of the schools and the recruitment of students as well as other areas aimed at business development. Both work to develop educational software, nurture human resources and create new schools while bolstering ties as inseparable aspects of the music school business. In addition, Yamaha Music Japan Co., Ltd. contracts 450 dealers nationwide to run the Yamaha Music Schools and educates the staff at each dealer in charge of reception services.



\*1 A sales company established in April 2013 that is 100% owned by Yamaha Corporation. It engages in the wholesale of such products as musical instruments, home theater and audio systems, music production equipment, professional audio equipment and soundproof rooms in Japan, as well as the import and sale of music instruments, and the operation of music schools and English language schools.

[Position in the Yamaha Group : Japanese only](#)

## 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

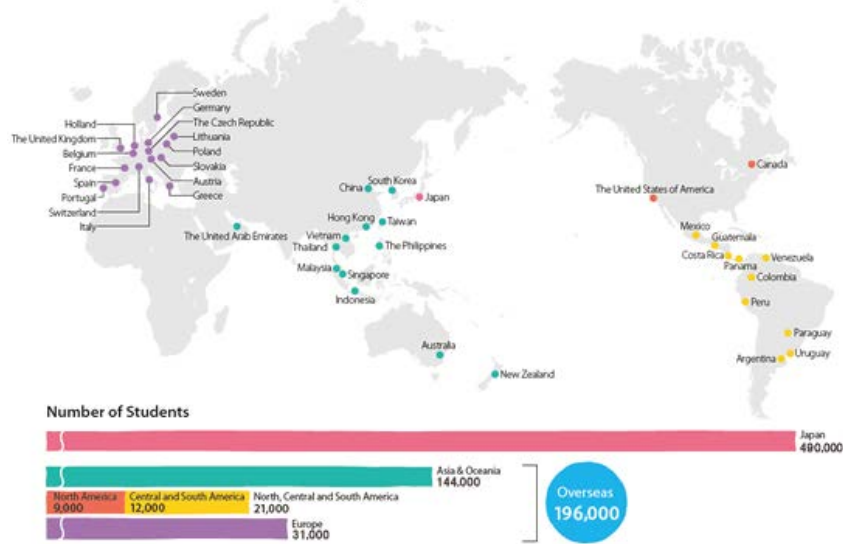
As a general rule, pre-school children are to be accompanied by a parent or guardian at Yamaha Music School lessons. When parents and children take lessons together, the children not only feel more comfortable and uninhibited in the learning environment, but their interest deepens after seeing the fun 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.



### Around 200,000 Students in Over 40 Countries and Regions Worldwide Take Music Classes

Overseas, around 200,000 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 Schools Operate (2013)



### 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. Yamaha also does its utmost to nurture its music instructors overseas. This includes holding the Yamaha World Teachers' Forum<sup>\*2</sup>, which leading instructors from Yamaha Music Schools worldwide participate in and which provides an excellent platform for group discussions on music education and instruction.

<sup>\*2</sup> JOC and Yamaha World Teachers' Forum are both sponsored by Yamaha Music Foundation

### 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. Students are also encouraged to form their own bands and perform at events organized by Yamaha.

### 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. There are currently around 2,500 people enrolled in the program. 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.

# Activities Through Music (2) Nurturing Musicians and Supporting Music Education

## Supporting Music Contests and Clinics

The Yamaha Group contributes to the development of music culture by supporting various music contests and clinics. Yamaha Corporation not only provides musical instruments but also assists with the running of the events that include the Hamamatsu International Wind Instrument Academy and Festival, Japan Band Clinic, the Shizuoka International Opera Competition and Hamamatsu International Piano Competition, in all of which participants pursue a high artistic standard.



The 18th Hamamatsu International Wind Instrument Academy and Festival



43<sup>rd</sup> Japan Band Clinic

Since 2012, Yamaha Music & Electronics (China) Co., Ltd. has been holding the Yamaha International Piano Competition. The aim of the competition, which is at one of the highest levels in the country, is to nurture promising students.



Since 2010, Yamaha Music & Electronics (China) Co., Ltd. has been holding training workshops across major cities in China for the wind orchestras of leading schools in each region. The number of workshops and participants are increasing every year, with 35 workshops held in fiscal 2012 and 2,780 students receiving guidance from prominent instructors. Some schools achieve great success in music contests after having students attend the workshops.



Taidongliu elementary school in Tsingtao



Jiangxi Normal University in Nanchang City



Jiefangqiao elementary school in Guiyang City



Experimental middle school in Zhuhai City



## 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 and continues to support the educational curriculum and with the provision of seminars for instructors.



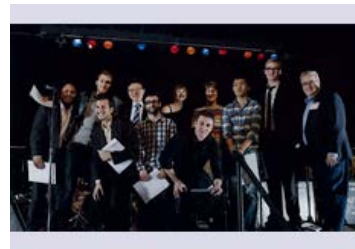
Yamaha has provided scholarships to over 100 university music students in Thailand to date



Yamaha introduced a scholarship system in China in 2000 (Central Conservatory of Music (left) and Shanghai Conservatory of Music (right))



Scholarships granted to students in Korea in fiscal 2012



Scholarship students of Humber College jazz music university in Canada

## 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 to instructors and providing music-related information.

Siam Music Yamaha Co., Ltd. has made the curriculum and textbooks for recorder education, provided recorders to instructors in charge of classes free of charge and held courses since 2002 as part of efforts to create music education foundations in Thailand. Some 3,000 instructors have participated at around 800 locations.



Providing instruction on recorders for teachers to use in their music course (Siam Music Yamaha Co., Ltd., Thailand)

Yamaha Corporation has started 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](#)

Yamaha Music & Electronics (China) Co., Ltd. donated an upright piano and portable keyboard to be used for music lessons at two schools for the children of migrant farmers, Xinmin elementary school and Baozhen elementary school, on Chongming Island in the northern part of Shanghai through Shanghai Charity Foundation in March 2013.



Yamaha Music (Malaysia) Sdn. Bhd donated a big drum to a school for Japanese children in Ipoh City for use in music lessons and the school festival.



# Activities Through Music (3) Efforts to Spread Music

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## Contributing to Community Revitalization Through Music

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The Yamaha Group aims to contribute to community revitalization 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. The 21st Hamamatsu Jazz Week in 2012 included concerts that featured global artists as well as those by outstanding big bands from elementary, junior and senior high schools throughout Japan, combined with public music lessons, citizens' group events, the region's jazz club, a concert for parents with children, and “Jazz Koza” that fuses rakugo comic storytelling with jazz. Through these and other means, Yamaha actively supports the spread of music and culture in communities, as in the city of Hamamatsu.



Yamaha Jazz Festival in Hamamatsu 2012, which concluded the Jazz Week

### (2) Urban Development Project Through Music

Yamaha's urban development project based on music proposes cultural activities such as events that involve local citizens using the region's cultural assets as well as festivals and workshops in support of building a music-oriented community.

→ [Urban Development Project Through Music : Japanese only](#)

## Efforts to Spread Music Through Events and Contests

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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) Family ensemble

Yamaha Music Japan Co., Ltd. is proposing a new way to enjoy music called “family ensemble.” The company aims to have a positive impact on the community and society at large by showing that families, the origin of any community that are the closest to us, can spend a rich and rewarding time by enjoying music together.





The "Family Song Contest" embodies the family bond with homemade songs



Parents and children enjoy making musical instruments together in this class



In "World Music Cruise" parents and children communicate using music of the world



Ensemble event called "Good Couple Day" where husband and wife perform together

### (2) Music Revolution

Over the years, the Yamaha Group has provided the opportunity for amateur musicians to perform through a variety of music events, namely the Yamaha Popular Song Contest (1969-1986) and the Teen's Music Festival (1987-2006). Japan's largest music contest "Music Revolution," where any amateur musician under the age of 23 is welcome to take part, started in 2007. In the sixth nationwide Japan Final held in January 2013, 13 groups of young musicians that advanced as winners of the regional preliminary competitions gave performances. The competition supports the sound musical development of youth and the Japan Final receives backing from the Ministry of Education, Culture, Sports, Science and Technology (MEXT). The overall winner is presented with a prize from the ministry.

☞ [Music Revolution : Japanese only](#)

### (3) 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](#)

#### (4) Brass Jamboree

Yamaha Corporation holds a “Brass Jamboree” for brass band enthusiasts. The event is aimed at getting many people together, from enthusiasts and former experienced wind instrument players to those that have started learning but have no chance to perform, and parents with children as well as families, to enjoy brass instruments for a day. The concert is conducted with professional instructors and musicians to deepen the music and build up excitement while having fun in a group.



Brass Jamboree 2013



#### [Brass Jamboree : Japanese only](#)

#### (5) 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 4,500 children took part in 22 events nationwide in 2012.



Wind Instrument Karaoke Contest (China)



#### (6) Looktung Contest

Siam Music Yamaha Co., Ltd. (SMY) has been holding the Looktung Contest, which is a mix of traditional music and modern pop in Thailand, for junior and senior high school students every year since 2000. Looktung is comprised of around 20 dancers, 20 performers and two singers, and is one of the most popular forms of music in Thailand, though tastes differ by region. Every year over 100 schools take part in the contest, which culminates in the national final where the best 10 bands battle it out.



Looktung contest

## Regional Efforts to Spread Music

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Yamaha Music Latin America, S.A. (YMLA) sponsors "El Sistema"<sup>\*1</sup>, a music education project promoted by the Venezuelan government. YMLA has supported "FESNOJIV"<sup>\*2</sup>, which runs the project, for more than 15 years through the provision of musical instruments and technical seminars. In addition, YMLA established Cauca Wind Orchestra in Colombia jointly with Polifonia Foundation<sup>\*3</sup> and Incolmotos S.A.<sup>\*4</sup> This project aims to advance the sound development of youngsters in the Cauca region of Colombia through orchestra activities.

\*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 FESNOJIV: Fundacion del Estado para el Sistema Nacional de Orquestas Juveniles e Infantiles de Venezuela

\*3 This foundation in Popayan in the southern part of Colombia works toward the sound development of youth by drawing them into musical activities.

\*4 This company sells products from Yamaha Motor Co., Ltd. and musical instruments from Yamaha Corporation at Yamaha Motor Co., Ltd. group companies in Colombia



Concert with Cauca Wind Orchestra (OCV) (left) and Music Camp (right)

## Promoting Universal Design

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Yamaha Corporation is keen to help create an environment in which any and all people can enjoy the pleasures of music. With this in mind, we are considering the merits of incorporating the universal design concept into our products and services. In putting forward this concept, we participated as a sponsoring company in the 3rd International Conference for Universal Design in HAMAMATSU 2010 held between October 30, 2010 and November 3, 2010 in Hamamatsu City in fiscal 2010. Based on the slogan and pledge of "music for you, music with all," we showcased several universal design prototype products at the corporate exhibition corner of the Conference. Buoyed by this sponsorship and exhibition, the Yamaha Group will again consider adopting a universal design approach. Looking ahead, we will put forward proposals 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 in harmonious comfort.



# 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.

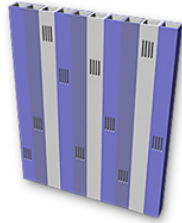


[Speech Privacy System Product Information : Japanese only](#)

## Acoustic Conditioning Panels bring a More Comfortable Sound Space

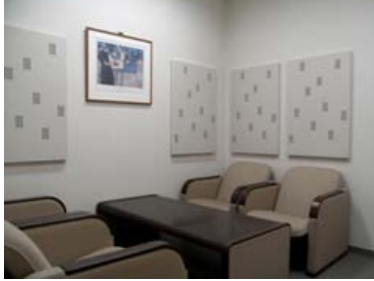
Ringling and boomy reverberations around the home or office make listening difficult, quickly rendering a space less relaxing and increasing stress levels. Such uncomfortable sound environments tend to be neglected as they are not perceived as a social issue, and thus few people are willing to expend 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.



Example of use in a meeting room

## Avitecs™ Soundproof Rooms Meet Diverse Sound Insulation Needs

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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 them in combination with acoustic conditioning panels ensures an even more comfortable acoustic setting.

As urbanization continues to increase, Yamaha Corporation expects societal needs for quieter houses to grow. We will continue to promote our soundproofing business aimed at supporting more comfortable living.



→ [Avitecs™ Soundproof Rooms and Acoustic Conditioning Panels Product Information : Japanese only](#)

## Proposing Applications of Sound Technology

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### SoundSignage™ Helping to Enhance the Effectiveness of Information Displays Through Sound

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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, a new and novel advertising medium that combines the Company's newly developed Thin Light Flexible Speaker (TLF-SP) technology with INFOSOUND, a new information distribution method using acoustic waves. Demonstration trials were launched in autumn 2010 and sales of TLF-SP commenced in December 2011.



TLF speakers are electrostatic speakers with the special characteristics of being thin (T), light (L) and flexible (F), and are used in conjunction with advertising posters. They can deliver whisper-like sound with clarity and the sound volume does not change much whether near or far thanks to exceptional directivity and projection beyond that of conventional speakers. For this reason, the speakers can be used to provide sound in limited areas without dispersion. In addition, even with several lined up it is possible to deliver sound separately from each.

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 is expected to have 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. The findings were released in June 2012.

→ [SoundSignage™ Product Information : Japanese only](#)

## RemoteLive™ Technology Enables Live Performances to be Enjoyed Remotely

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As one way to respond to customer opinion and deliver highly artistic live performances by famous musicians to more and more people, Yamaha Corporation developed RemoteLive™, a technology for the simultaneous transmission of video, audio and live performance data over the Internet. With this technology, the keys of a piano in a remote location will move up and down in sync with the live performance so that people can enjoy the performance as if the concert was being held right in front of them.

In October 2012, RemoteLive™ technology was used for a live performance at a keyboard event called "Banban! Kenban♪Hamamatsu" (sponsored by Shizuoka University of Art and Culture), which introduces keyboard instruments from around the world in a variety of ways. The central hall on the Shizuoka University of Art and Culture campus, the main event space, was connected to Yamaha Corporation's Kakegawa Factory via internet and live performance by a pianist at the factory was synchronized in real time at the event space.



Performance at the Kakegawa Factory



The piano used at the main hall to synchronize the performance (right: broadcast linked to the performance)

## Supporting Research in the Field of “Health and Music”

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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](#)

# Contributions to Local Communities

## Tours of Grand Piano Manufacturing Process

### Kakegawa Factory, Yamaha Corporation

At Yamaha Corporation's Kakegawa Factory, 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. Around 11,657 people took the grand piano tour in fiscal 2012.

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 the Kakegawa Factory



An exhibition at Harmony Plaza



## Regional Contribution Activities by the Yamaha Symphonic Band

The Yamaha Symphonic Band, which was established in 1961, holds regular musical performances and pop concerts, on top of supporting the Yamaha Baseball Club at inter-city baseball tournaments. In addition, the Band performs at various other events in Japan and overseas, and appears in contests. It also does concerts as a form of social contribution. In fiscal 2012, the Band visited a special nursing home to perform and also played at an anniversary event at a local elementary school. In December, it conducted fundraising at a pop concert with the proceeds going to help recovery following the Great East Japan Earthquake.



Performance at a special nursing home



Performance at the 90th anniversary celebration at Hamamatsu Kita Elementary School



Collecting donations at a pop concert for the Great East Japan Earthquake

☞ [Yamaha Symphonic Band website](#)

Consisting of employee volunteers from the Yamaha Corporation Kakegawa Factory, the Kakegawa All Stars concert band gives concerts for associations for the elderly in the region every year. The band also performs at the factory summer festival and at events within Kakegawa city, 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

## Cooperation with Regional Interchange

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Yamaha Corporation and local Group companies in China cooperated with events to celebrate the 30th anniversary of friendly ties between China's Zhejiang Province and Japan's Shizuoka Prefecture. Having business sites in both regions of Japan and China provided the perfect opportunity to support regional interchange. Visiting groups from Zhejiang Province were given a tour of the production process for grand pianos in Kakegawa while the mayor of Shizuoka Prefecture got to observe Xiaoshan Yamaha Musical Instrument Co., Ltd. Yamaha also lent its cooperation to a commemorative event, held in Zhejiang Province, in which Shizuoka Prefecture donate a grand piano to the province.



## Regional Education Support Activities

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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 the Next Generation](#)

## Contributing to the Local Environment

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The Yamaha Group continues to help preserve the environment in regions where it has factories, marketing bases and other business offices, such as by picking up trash and through afforestation. We also collaborate on activities to prevent global warming in these regions.

→ [Environmental Initiatives / Regional Activities](#)

# Local Involvement through Sports

## 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 2013 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 ¥29 million.

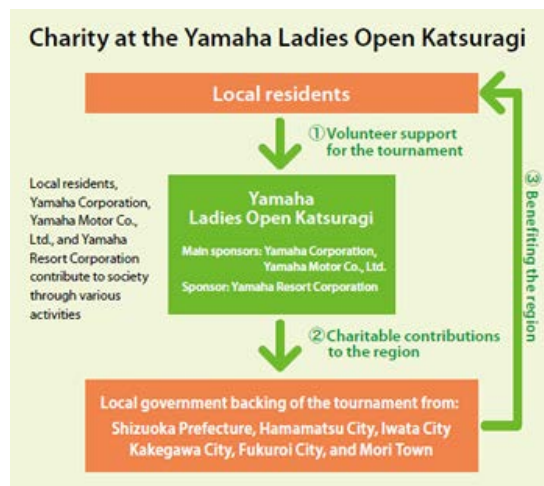
Some 161 new employees from Yamaha Motor Co., Ltd. and Yamaha Corporation took part as tournament operations staff.



Volunteer staff at the tournament in 2013



Donations were received by government representatives after the tournament award ceremony





New employees at Yamaha Corporation that participated in the tournament as operations staff (Mamiko Higa, winner of the tournament, can be seen in the center of the front row)

### Held Baseball Classes for Youth Baseball Teams

The Yamaha Baseball Club regularly holds baseball classes for local youth baseball teams in the western region of Shizuoka Prefecture as part of efforts to contribute to the community and the development of young people in the area. It has held 32 such classes so far, with club members providing guidance and showing the basics of pitching, fielding (catching and throwing) and batting. Three classes were held in fiscal 2012 including ones in Hamamatsu City and Kakegawa City. A total of 690 people have participated in these classes. Some of these classes also offered Baseball Health Examinations in cooperation with sports physicians and the baseball club's alumni association to do health checkups and instruct young baseball players on how to prevent injuries and accidents.



# Support that Helps Foster the Next Generation

## Accepting Students for On-the-Job Experience and Factory Tours

The Yamaha Group accepts requests from regional educational facilities and offers workplace, internships and factory tours. In fiscal 2012, Yamaha Corporation, Yamaha Music Craft Corporation and the Hamamatsu Branch of Yamaha Music Tokai Co., Ltd. provided on-the-job experience and conducted factory tours in Japan for around 40 children over 12 occasions. Overseas, Yamaha often receives requests from educational facilities in each region and we do our best to cooperate by accepting people for work experience and tours. P.T. Yamaha Indonesia takes on 60 to 80 a year people from industrial high schools and universities to date for internships. P.T. Yamaha Musical Products Indonesia accepts students from Japanese school in Surabaya that come to visit as part of a program for children to experience different company settings.



Students participating in on-the-job experience and how to manufacture musical instruments



On-the-job experience at a sales store



Factory tour

## Classes to Make Instruments and On-site Lessons

Yamaha Corporation provides programs for children focused on the themes of manufacturing and science in response to the requests of the local community. In fiscal 2012, Yamaha held several events that provided an opportunity for youngsters to experience the mechanisms of sound through musical instruments. Such events included "Make and Play a Handmade Guitar ~ Oneness" held in collaboration with university students from the NPO CSN Hamamatsu in which children created their own handmade one-string guitars that they then had fun playing together. Another class taught children how to make a folk instrument from Africa called a kalimba. In September 2012, managers from Yamaha Corporation's Production Technology Department visited junior high schools to give lessons. The lessons taught the children about "ions" through experiments that reproduce the plating process for wind instruments.



Handmade guitar class



(Playing with the handmade guitars (left), Yamaha Corporation staff together with members of CSN Hamamatsu (right))



A class for making kalimbas (the assembly kit uses off-cuts of wood from the production process for musical instruments)



Yamaha staff conduct a lesson on "plating" at a junior high school



## Support for Learning Facilities and School Supplies

In November 2012, Yamaha Corporation set up a room to listen to different types of sound vibration as well as an exhibit showing the cross-sections of musical instruments at the Hamamatsu Science Museum (Hamamatsu, Shizuoka Pref.). 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, this time donating the following new exhibits for the "sound" corner.

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.

Based on a request from a school for Japanese children located nearby, Hangzhou Yamaha Musical Instruments Co. Ltd. provided off-cuts of maple, beech, spruce and fiber board (MDF) generated while processing piano parts and off-cuts of nyatoh and rosewood generated in the production process of guitars. These off-cuts come in handy as building blocks at schools.



Building blocks using wood off-cuts





Yamaha Electronics Manufacturing Malaysia Sdn. Bhd. donated tables and chairs that were not being used in its factory to a local elementary school for use in the dining hall.



The company donated 35 tables and 100 chairs



The tables and chairs went to (Kampung Nasib elementary school)

# Social Welfare Initiatives

## 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. Yamaha Cares continues to donate to regional children's hospitals using funds raised through employee participation in the Southern California Half Marathon to regional children's hospitals. 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 COCH (Children's Hospital of Orange County)



Yamaha supported the opening of the Special Olympics through donations and volunteer activities

Employees from Yamaha Canada Music volunteer to take part in various social contribution activities. Around the Christmas season in 2012, they held a charity event called "Food and Toy Drive." Employees brought in new toys and non-perishable food such as canned goods to be donated to those less fortunate. All of the items collected were delivered to different areas through local fire departments.



At Yamaha Music Korea Ltd., a group of 18 volunteers took part in a project to “deliver kimuchi with love” sponsored by the volunteer organization in Korea. In the project, kimuchi was made and delivered to those less fortunate, the elderly who are living alone and the homes of international married couples (multicultural families). A total of 600 helpings of kimuchi made with white cabbage have been delivered to date.



### Regional welfare activity

The Yamaha Group conducts social welfare related activities such as supporting the medical field as well as sickness and injury care and child welfare. Employees also undertake voluntary charity-based activities, provide products and cooperate with charity organizations to contribute to the local community.



Donating blood as part of regional contribution activities (Yamaha Music (Malaysia) Sdn. Bhd.)



Visiting an orphanage (Yamaha Music (Malaysia) Sdn. Bhd.)



Presenting "TENORI-ON" to alleviate stress before an operation (Yamaha Music Europe GmbH /France)



Cooperation to bringing relief to children undergoing cancer treatment (Yamaha Music Europe GmbH /Spain)



Cooperating with a charity event run by a cancer association (Yamaha Music Europe GmbH / Holland)



Donation of a piano aid the little girl who is at present undergoing therapy to overcome her traumatic experience (Yamaha Music Europe GmbH / Belgium)



# Disaster Relief and Aid

## Support for Areas Devastated by the Great East Japan Earthquake

In addition to donations by Group companies both in and outside Japan, the Yamaha Group has been promoting the inspection and repair of musical instruments through its network of dealers aimed at relief and recovery in areas affected by the Great East Japan Earthquake. The Group has also provided its "Projectphone" web conference microphone speaker systems for use as communications infrastructure and has been endeavoring to reopen music schools while conducting charity concerts across devastated areas. While continuing these activities, Yamaha also provides ongoing support through the School Music Revival Fund by the Japan Musical Instruments Association.

### 1. Cooperating with "Date fm Yusuzumi Concert" in Sendai

Yamaha Music Artist, Inc. cooperates with the "Date fm Yusuzumi Concert", an outdoor music event held in conjunction with the Sendai Tanabata (star-gazing) Festival. The concert, which has already been held 29 times, is conducted over three days during the day and night with free entry at Kotodai Park in central Sendai. Yamaha resonates with the feelings of the organizers in wanting to lift the spirits of people in areas affected by the Great East Japan Earthquake who lost the opportunity to listen to live music. With this in mind, Yamaha has produced and run the A.Y.A. for East Japan concert featuring Yamaha artists on the final day of the concert since 2011.

#### Artists sympathetic to the cause advocated by the "Date fm Yusuzumi Concert" 2012

Kayoko Yoshizawa/ Hitomi Yaida /Aoi Yamazaki/Maika (Special guest: SO-TA)/Emiri Ota/Mao Abe/Takayuki Nakamura (NSP)/Ataru Nakamura/Danjuro Kikkawa/Satoru Shionoya Tanabata Trio (Satoru Shionoya (Piano), Hitoshi Watanabe (Bass) and Shinichi Tanabe (Percussion))

\*Sponsored by the 30th Anniversary Committee, Sendai FM Broadcasting; held every year from August 6-8



Hitomi Yaida performing for the second straight year (August 8, 2012)

### 2. Support Through the School Music Revival Fund

#### (1) Charity Drive in Hamamatsu Jazz Week

The 21st Hamamatsu Jazz Week was held for nine days from October 27 to November 4, 2012 in conjunction with the city of Hamamatsu, Hamamatsu Cultural Foundation, The Shizuoka Shimbun and Shizuoka Broadcasting System, Yamaha Corporation and Yamaha Music Foundation. Part of the proceeds, totaling ¥448,000, from the entrance fees for the entire event (excluding City jazz club) were donated to the School Music Revival Fund.

## (2) Fundraising Through Sales of Yamaha Baseball Club Original Towels

In order to deliver the goodwill of Yamaha Group employees and people from the city of Hamamatsu that came to support their team in the first round of the 83rd Intercity Baseball Tournament held at Tokyo Dome in July 2012 to areas affected by the Great East Japan Earthquake, a portion of the proceeds from Yamaha Baseball Club original towels sold there in the amount of ¥434,550 was donated to the School Music Revival Fund.

## (3) Fundraising at Yamaha Corporation Headquarters

In order to expand on the goodwill of employees and others, fundraising activities were conducted at Yamaha Corporation headquarters. Donation boxes were placed in the visitor's lobby and employee dining hall from August 2011 to December 2012 and a total of ¥90,456 collected from customers and employees was donated to the School Music Revival Fund.

## Supporting Earthquake-Affected Area in Northern Italy

Yamaha Music Europe GmbH Branch Italy provided around 20 wind, string and percussion instruments to music schools that were affected by the earthquake in northern Italy in May 2012 to help with the recovery of music education.

## Cooperating with the Single Shiwase Hakoberu You ni, a Symbol of the Earthquake Recovery, with VOCALOID™

Yamaha Corporation cooperated with the single Shiwase Hakoberu You ni, a symbol of earthquake recovery, through VOCALOID™. The lyrics and music for the tune were produced by Makoto Usui, a music teacher at an elementary school affected by the Great Hanshin-Awaji Earthquake. The single is now sung to people in disaster zones as a “song from the heart” that embodies the feelings of mourning for those that passed in the disaster as well as of hope for the future. It has been used to provide some relief to areas affected by the Niigata Chuetsu Earthquake and the Great East Japan Earthquake since then.

The recent project asked participants to send in the audio of the track sung using a VOCALOID™ character. The different audios were then combined to make a chorus. The finished product, including a video with a VOCALOID™ character, was shown at Kobe Luminarie from December 6 (Thursday) to 17 (Monday), 2012.

Yamaha aims to create opportunities that connect the users of VOCALOID™ with areas affected by disasters and with this in mind provided collaborators with a technical explanation as well as advice on production.

\* Promoter: Secretariat for Shiwase Hakoberu You ni



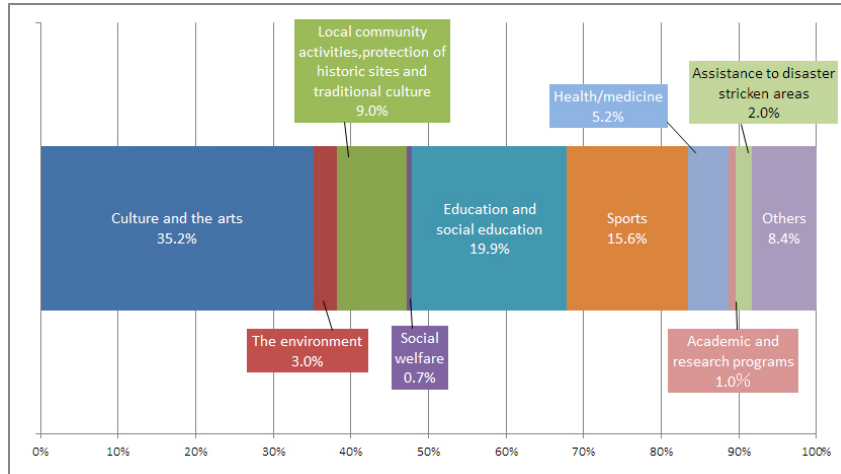
[Official site for Shiwase Hakoberu You ni : Japanese only](#)

# Expenditures for social contributions

In fiscal 2012, the Yamaha Group spent 299.73 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.

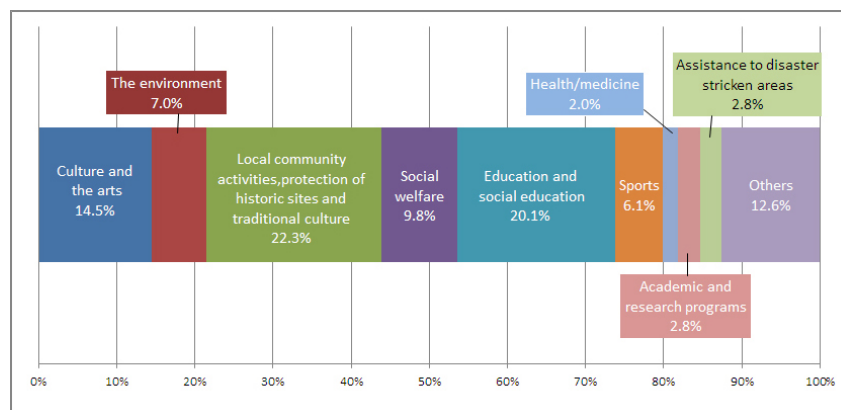
\*The above expenditures do not include actions taken by the Yamaha Music Foundation.

## Expenditures for social contributions made: 299.73 million yen



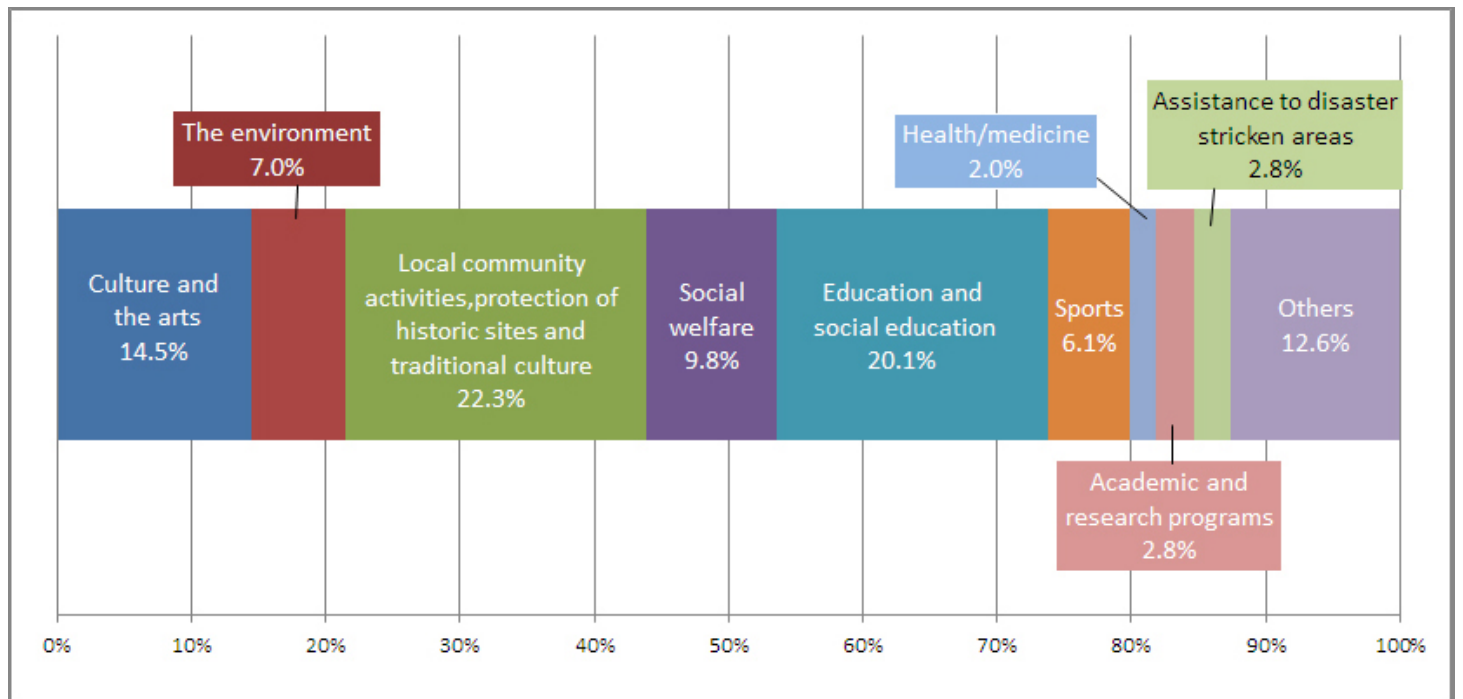
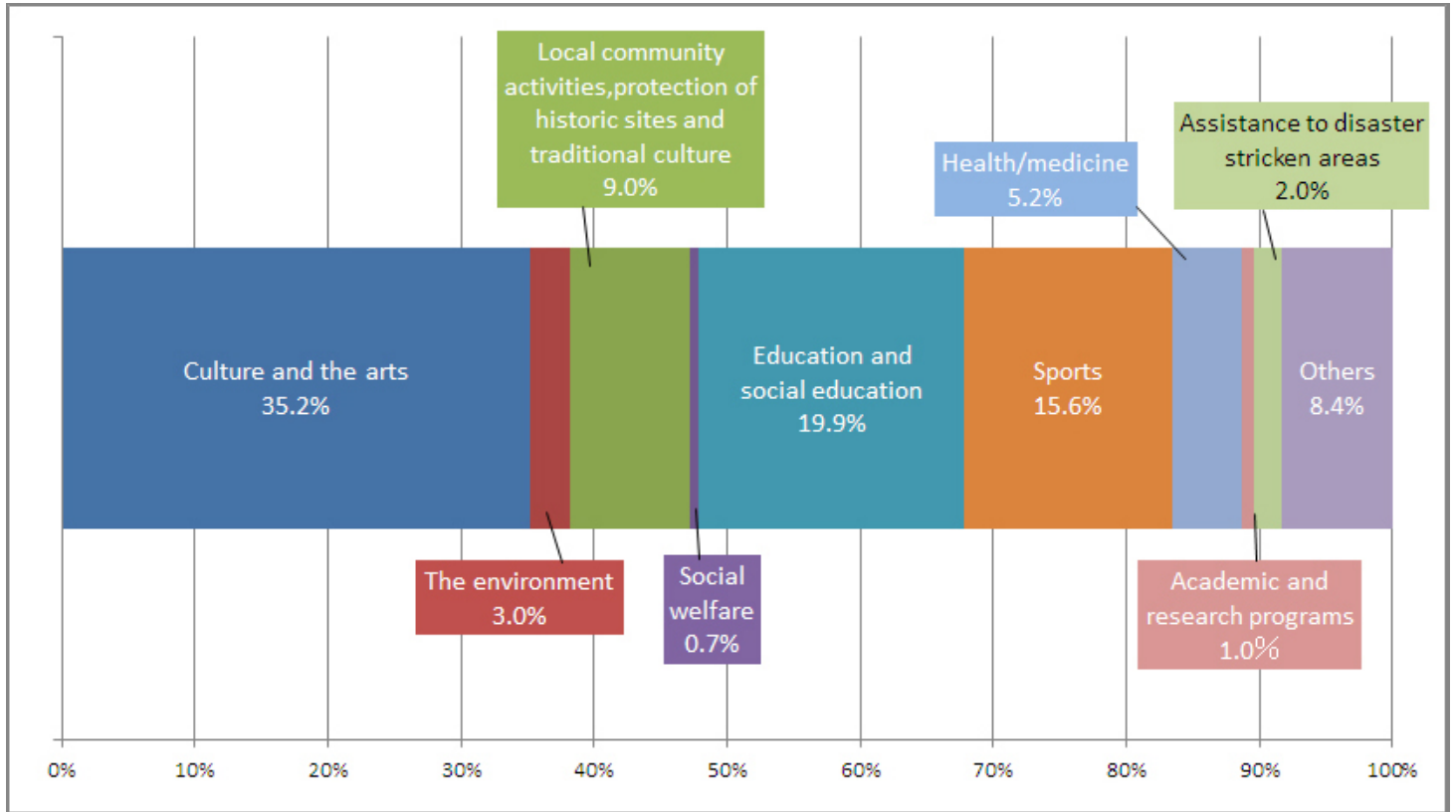
[>>Click to enlarge](#)

## Number of social contributions made: 358



[>>Click to enlarge](#)

\*Classification of expenditure is based on surveys of social contribution activities performed by the Keidanren One-Percent Club.





# Environmental Initiatives



## Environmental Management

- Promotion of Environmental Management
- Material Balance
- Goals and Achievements
- Environmental Accounting
- Environmental Risk Management
- Environmental Education and Training



## Environmentally Friendly Products

- Environmentally Friendly Products
- Initiatives in Energy-Conserving Products
- Initiatives in Resource-Conserving Products
- Conservation and Effective Use of Wood Resources
- Reducing Substances with Significant Environmental Loads
- Products that Support the Environment
- Green Procurement Activities



## Environmentally Friendly Business Activities

- Measures to Address Global Warming
- Waste Reduction and Resource Recycling
- Management of Chemical Substances and Reduction of Emissions
- Effective Use and Conservation of Water Resources
- Initiatives at Offices



## Environmental Contribution Activities

- Forests/biodiversity Preservation Initiatives
- Regional Activities

# Promotion of Environmental Management

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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.

## Yamaha Group Environmental Policy

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The Yamaha Group established “Yamaha’s Policy on the Environment” in fiscal 1993, and has used this policy as a guide in pursuing its environmental protection activities. Each business office 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. In fiscal 2010, we are working to systematically transform the ISO 14001 environmental management systems at individually certified business offices into a standardized Groupwide system.

This new environmental policy was designed to satisfy ISO 14001 requirements, adding signatures by corporate representatives 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 business 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 \(created on March 17, 2010\)](#)

## Acquisition of Groupwide ISO 14001 Certification

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In fiscal 1997, the Yamaha Group introduced its ISO 14001 environment management system as the centerpiece of its environmental protection initiative. By fiscal 2006, 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 offices 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 2010, we have been steadily advancing efforts at Group companies in Japan to integrate ISO 14001 environmental management systems at business offices that have already been certified, in the aim of promoting environmental preservation in our business activities and improving the efficiency of activities to protect the environment on a Groupwide basis. In November 2010, we received certification of our first steps at integration, and finished the unification at Group companies in Japan in August 2011.

## Environmental Management Systems

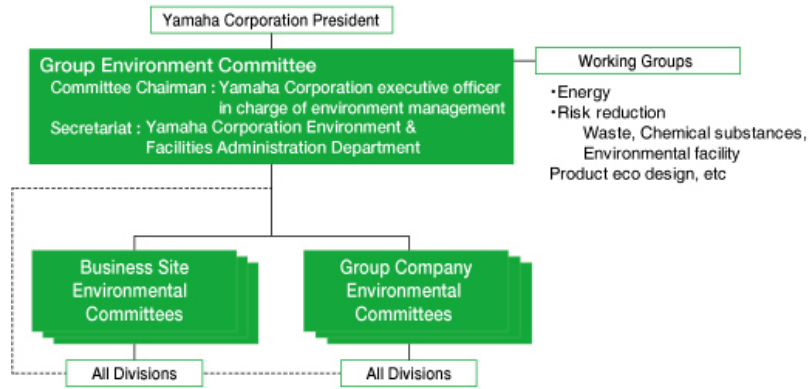
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The Yamaha Group periodically convened the Environmental Management Promotion Committee as a part of its Groupwide environmental management system, to debate and reach decisions on key issues such as environmental strategy.

From fiscal 2010, in accordance with the acquisition of Groupwide certification and the formulation of Groupwide environmental policy, the Environmental Management Promotion Committee was succeeded by the Yamaha Group Environment Committee, which formulated environmental goals and targets for the Group as a whole and promoting initiatives for the environment through business activities. In addition, working groups was 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 offices, and core business divisions, working group leaders, and internal environmental audit team leaders. The minutes of the meetings, including debates and decisions, are communicated to business sites and core business divisions within the Group to share. Efforts are being made to promote the introduction of the Yamaha Energy Management System (YEMS), which applies to the entire Yamaha Group worldwide, from fiscal 2013.

### Environmental Management Structure



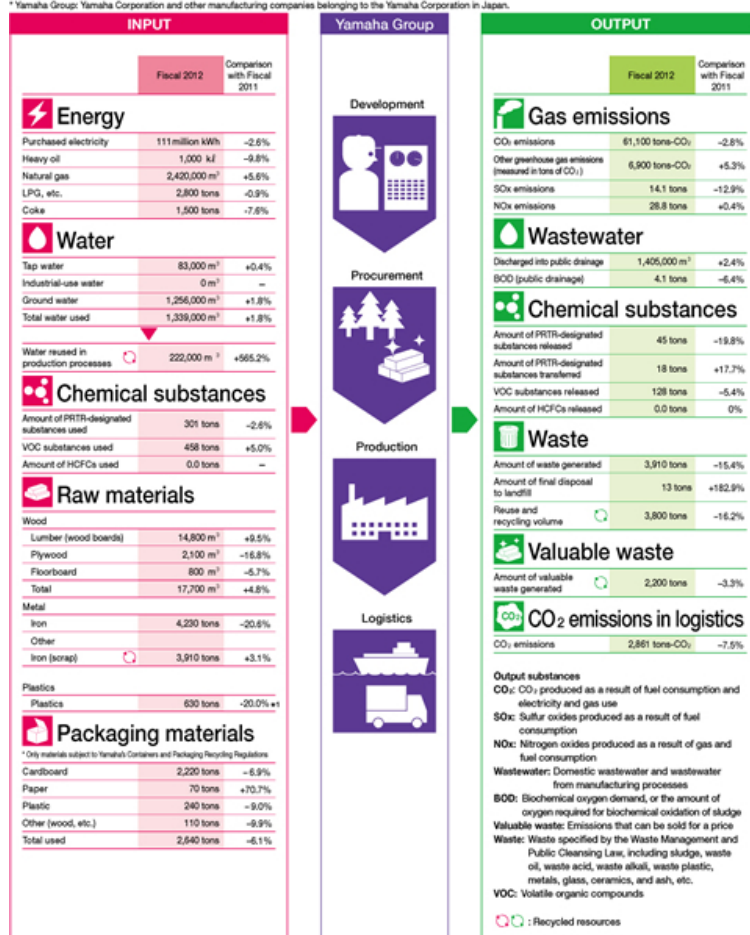
All the organizations listed above acquired ISO 14001 certification.

# Material Balance

The Yamaha Group produces a wide variety of products and services, including musical instruments, AV/IT equipment, semiconductors 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.

## Material Balance Performance in Fiscal 2012

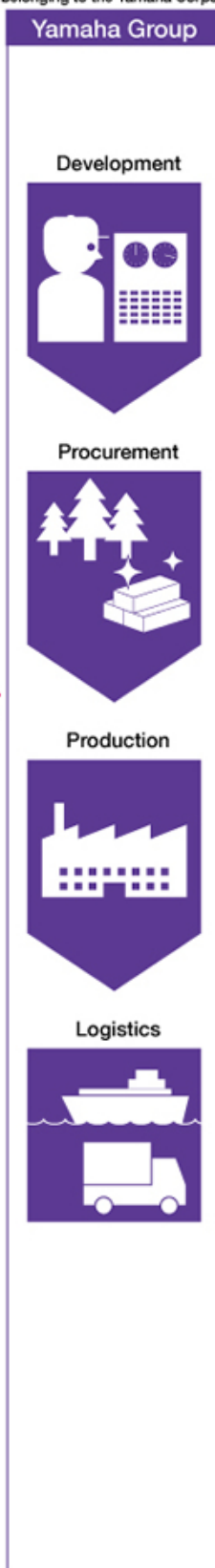
\* Yamaha Group: Yamaha Corporation and other manufacturing companies belonging to the Yamaha Corporation in Japan.



>>Click to enlarge

\*1 Implemented aggregate data from fiscal 2010

INPUT		
	Fiscal 2012	Comparison with Fiscal 2011
<b>Energy</b>		
Purchased electricity	111 million kWh	-2.6%
Heavy oil	1,000 kℓ	-9.8%
Natural gas	2,420,000 m <sup>3</sup>	+5.6%
LPG, etc.	2,800 tons	-0.9%
Coke	1,500 tons	-7.6%
<b>Water</b>		
Tap water	83,000 m <sup>3</sup>	+0.4%
Industrial-use water	0 m <sup>3</sup>	-
Ground water	1,256,000 m <sup>3</sup>	+1.8%
Total water used	1,339,000 m <sup>3</sup>	+1.8%
Water reused in production processes	222,000 m <sup>3</sup>	+565.2%
<b>Chemical substances</b>		
Amount of PRTR-designated substances used	301 tons	-2.6%
VOC substances used	458 tons	+5.0%
Amount of HCFs used	0.0 tons	-
<b>Raw materials</b>		
Wood		
Lumber (wood boards)	14,800 m <sup>3</sup>	+9.5%
Plywood	2,100 m <sup>3</sup>	-16.8%
Floorboard	800 m <sup>3</sup>	-5.7%
Total	17,700 m <sup>3</sup>	+4.8%
Metal		
Iron	4,230 tons	-20.6%
Other		
Iron (scrap)	3,910 tons	+3.1%
Plastics		
Plastics	630 tons	-20.0%*1
<b>Packaging materials</b>		
* Only materials subject to Yamaha's Containers and Packaging Recycling Regulations		
Cardboard	2,220 tons	-6.9%
Paper	70 tons	+70.7%
Plastic	240 tons	-9.0%
Other (wood, etc.)	110 tons	-9.9%
Total used	2,640 tons	-6.1%



OUTPUT		
	Fiscal 2012	Comparison with Fiscal 2011
<b>Gas emissions</b>		
CO <sub>2</sub> emissions	61,100 tons-CO <sub>2</sub>	-2.8%
Other greenhouse gas emissions (measured in tons of CO <sub>2</sub> )	6,900 tons-CO <sub>2</sub>	+5.3%
SOx emissions	14.1 tons	-12.9%
NOx emissions	28.8 tons	+0.4%
<b>Wastewater</b>		
Discharged into public drainage	1,405,000 m <sup>3</sup>	+2.4%
BOD (public drainage)	4.1 tons	-6.4%
<b>Chemical substances</b>		
Amount of PRTR-designated substances released	45 tons	-19.8%
Amount of PRTR-designated substances transferred	18 tons	+17.7%
VOC substances released	128 tons	-5.4%
Amount of HCFs released	0.0 tons	0%
<b>Waste</b>		
Amount of waste generated	3,910 tons	-15.4%
Amount of final disposal to landfill	13 tons	+182.9%
Reuse and recycling volume	3,800 tons	-16.2%
<b>Valuable waste</b>		
Amount of valuable waste generated	2,200 tons	-3.3%
<b>CO<sub>2</sub> emissions in logistics</b>		
CO <sub>2</sub> emissions	2,861 tons-CO <sub>2</sub>	-7.5%
<b>Output substances</b>		
CO <sub>2</sub> : CO <sub>2</sub> produced as a result of fuel consumption and electricity and gas use		
SOx: Sulfur oxides produced as a result of fuel consumption		
NOx: Nitrogen oxides produced as a result of gas and fuel consumption		
Wastewater: Domestic wastewater and wastewater from manufacturing processes		
BOD: Biochemical oxygen demand, or the amount of oxygen required for biochemical oxidation of sludge		
Valuable waste: Emissions that can be sold for a price		
Waste: Waste specified by the Waste Management and Public Cleansing Law, including sludge, waste oil, waste acid, waste alkali, waste plastic, metals, glass, ceramics, and ash, etc.		
VOC: Volatile organic compounds		
♻️ : Recycled resources		

## Goals and Achievements

○=Completed ✕=Incomplete

	Goal	Achievements in FY2012	Status	Future Initiatives
Environmental Management System	Examine the Group-wide environmental management system	Decided to introduce the Yamaha Environmental Management System (YEMS) for application throughout the Group and reviewed the scope of the integrated ISO 14001 system in Japan	○	Introduce YEMS to sites in Japan and overseas
	Expand the Yamaha Environment-Related Information System (Yecos)	Expanded to sales office and operation of a waste system	○	Initiate waste system operations
	Promote environmental training and education activities	Provided internal environmental auditor training	○	Hold internal environmental auditor training seminars
		Held brush-up seminars for internal environmental auditors	○	Hold brush-up seminars for internal environmental auditors in response to ISO 14001 integration
		Conducted environmental seminars (330 participants) Theme: "Forests and Corporations: Toward an Era of Responsible Wood Procurement"	○	Continue to conduct environmental seminars

Product development	Promote environmentally friendly product development	Continued to implement regular education incorporating environmentally friendly design	○	Continue to manage and implement regular employee education about environmentally friendly design Established and operated an internal recognition system for environmentally friendly products
	Promote product recycling	Continued to manage the recycling of certain products, such as used electronic musical instruments and packaging materials	○	Continue to manage the recycling of certain products, such as used electronic musical instruments and packaging materials Promote design of easy-to-recycle products
	Comply with limitation of hazardous chemical materials in products as stated in EU RoHS Directive and similar standards	Enhanced response to environmental laws and regulations in products through a review of internal systems Responded to required items for the revised RoHS Directive and the second stage of regulations for standby electricity under the ErP Directive irrespective of shipment country	○	Strengthen internal system of environmental compliance in products Respond swiftly to environmental laws and regulations in new products
Green procurement	Promote green procurement	Maintained and managed declaration system concerning hazardous chemical materials in products used by suppliers in line with trends in regulations and industry	○	Manage and maintain declaration system concerning hazardous chemical materials in products used by suppliers in line with trends in regulations and industry

Prevention of global warming	•Continue ongoing reduction	•CO <sub>2</sub> emissions volume down 44% compared to FY1990 (61,100 tons of CO <sub>2</sub> per year; 2.6% reduction year on year)*	○	Consider targets for CO <sub>2</sub> emissions reduction
	•Consider target level for CO <sub>2</sub> emission reduction after FY2010 •1% reduction in CO <sub>2</sub> emissions per unit of sales on FY2011	•Continue considering of target level •CO <sub>2</sub> emissions per unit of sales increased by 0.5% year on year (to 238,000 tons-CO <sub>2</sub> per year per ¥100 million) (impact due to decline in sales)	×	1% reduction in CO <sub>2</sub> emissions per unit of sales in FY2012
Waste reduction	Maintain Zero Emissions and improve recycling quality	Achieved 0.22% landfill disposal, compared to Zero Emissions target of under 1%	○	Maintain Zero Emissions and improve recycling quality
Protection of the ozone layer	Maintain elimination of CFCs and HCFCs from manufacturing processes*	Completely eliminated in April 2005; not used since then	○	Maintain complete elimination
Management of chemical substances	Reduce VOC emissions by 30% on FY2000 levels*	VOC emissions volume reduced by 74% compared to FY2000 (128 tons per year, 5% reduction year on year)	○	Reduce VOC emissions by 30% on FY2000 levels*
Groundwater purification	Continue ongoing purification of groundwater (1 site)	Improved to level close to environmental standard figure	○	Continue using pumped water aeration and activated carbon absorption methods for groundwater purification
Biodiversity	Consider relationship between business activities and biodiversity	Continued to promote procurement based on Timber Procurement and Usage Guidelines	○	Continue to promote procurement based on Timber Procurement and Usage Guidelines



Social contribution	Conservation of forests outside of Japan: Implement tree-planting activities in Phase 2 of the "Yamaha Forest" in Indonesia between FY2010 and FY2014	Continued tree-planting initiative as a part of Phase 2 of the "Yamaha Forest" in Indonesia	○	Continue further tree-planting activities as a part of Phase 2 of the "Yamaha Forest" in Indonesia
	Conservation of forests in Japan: Provide support for regeneration of the Enshunada coastal forest under Phase 2 (FY2012-FY2016)	•150 Yamaha employees and their families and volunteers from the general public planted 200 trees as part of the "Shizuoka Forests of the Future Supporter System" to support the regeneration of the Enshunada coastal forest	○	Continue support for the regeneration of the Enshunada coastal forest under Phase 2
	Conduct and participate in local cleanup campaigns	Approximately 1,000 people participated in local cleanup campaigns	○	Continue to engage in local cleanup campaigns
Environmental communication	Disclose information through CSR report and website	Published a printed CSR Report introducing activities and a Web-based report containing full information on activities and data	○	Continue publishing a printed and a web-based CSR Report
	Disclose information through participation in various events	<ul style="list-style-type: none"> <li>•Participated in "Fujinokuni Eco Challenge" in Shizuoka prefecture</li> <li>•Continued "Kakegawa STOP Global Warming Partnership Agreement" (Kakegawa Factory)</li> <li>•Continued "Kakegawa STOP Global Warming Partnership Agreement" (Kakegawa Factory)</li> </ul>	○	Disclose information through participation in various events

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

# Environmental Accounting

Yamaha Corporation introduced environmental accounting in 1999 as a means of quantitatively evaluating the effectiveness of its environmental conservation activities. These environmental accounting practices were then implemented at Yamaha Group manufacturing companies and resort facilities in Japan, and since fiscal 2004 they have also been implemented at some overseas Group production sites.

## Yamaha Group (Yamaha Corporation and Group Production Companies in Japan)

### Environmental Expenses

The Yamaha Group's environmental equipment investment in fiscal 2012 decreased by ¥15 million compared to the previous year to ¥150 million.

Principal investments were for upgrade integrated effluent treatment equipment and also utility refinement.

Environmental Expenses		(million yen)		
		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	101.4	239.9
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	40.2	70.5
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	5.0	334.2
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.7	64.0
Management costs		Environmental education, ISO 14001, greening of premises, etc.	2.2	331.6
Research and development costs		Development of environmentally friendly products, prototypes, etc.	-	128.1
Social activity costs		Social contributions, etc.	0.0	20.2
Environmental damage costs		Groundwater purification, Sox levies, etc.	0.3	12.4
Total			149.7 (-15.2)	1200.0 (-144.7)

( ) Indicates comparison with the previous year

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

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

### Environmental Investment



## Environmental Expenses



## Environmental Effects

### 1. Environmental Conservation Effects

The Yamaha Group's CO<sub>2</sub> emissions fell by 1,600 tons compared with the previous fiscal year to 61,100 tons.

Water consumption increased by 20,000 m<sup>3</sup> year on year to 1,340,000 m<sup>3</sup>.

Final disposal at landfills was approximately 13.5 tons, up by 8.7 tons from the previous fiscal year. Emissions of chemical substances decreased by 11 tons to 45 tons.

#### Environmental Conservation Effects

Details	Unit	FY2011	FY2012	Reduction amount
CO <sub>2</sub> emissions	10,000tons-CO <sub>2</sub>	6.27	6.11	0.16
Greenhouse gas emissions	10,000tons-CO <sub>2</sub>	0.69	0.74	-0.05
Water consumption	10,000m <sup>3</sup>	132	134	-2
Waste treated or disposed of	tons	4.8	13.5	-8.7
Chemical substances released <sup>*3</sup>	tons	56	45	11
CFC substitutes emissions	tons	0.0	0.0	0.0

\*3 "Chemical substances" refers to those substances subject to the PRTR Law that the Yamaha Group in Japan uses.

### 2. Economic Effects

Electricity and heating costs increased by roughly ¥920 million to ¥2,330 million compared with the previous fiscal year. Water costs generally continued to be flat to ¥18 million, and sewerage costs decreased by roughly ¥2 million to ¥30 million. Waste disposal costs came to ¥147 million, representing a savings of around ¥20 million.

As a result of the conversion of waste to valuable materials, the Company gained ¥255 million in income from the sale of valuable materials, resulting in a total economic effect of ¥185 million.

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

#### Economic Effects

(million yen)

Details	FY2011	FY2012	Savings
Total savings			-71
Electricity and heating costs	2,211	2,303	-92
Water costs	18	18	0
Sewerage costs	33	30	2
Waste disposal costs	167	147	20
Income from sales of valuable wastes	267	255	255
Economic effects			185

→ [Environmental Performance Data, Environmental Accounting \(2\): Resort Facilities](#)

→ [Environmental Performance Data, Environmental Accounting \(3\): Group Manufacturing Companies Located Overseas](#)

# Environmental Risk Management

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## Scheduled Monitoring and Compliance with Environmental Laws

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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.

In fiscal 2012, based on revisions to the Water Quality Pollution Control Act, Yamaha Corporation's environment department and the administration departments of each business location teamed up to conduct a survey of designated facilities for storing and using harmful substances. A report was made based on the legislation and an examination was made of the method for regular inspection, among other areas.

The newly established Working Group for Risk Reduction will systematically examine risk reduction in environmental facilities.



Taking environmental measurements

## Environmental Audits

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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 Environment & Facilities Administration Department 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.

We conducted environmental audits at three domestic factories during fiscal 2010, two domestic factories and one factory in Indonesia in fiscal 2011, and two domestic factories (Yamaha Kagoshima Semiconductor Inc. and Sakuraba Mokuzai Co., Ltd.) and P.T. Yamaha Music Indonesia and P.T. Yamaha Music Manufacturing Asia in Indonesia in fiscal 2012. We did not note any significant risks or non-compliance in the process of checking our environmental facilities management, legal compliance and waste management at the locations noted above. However, we did offer guidance and suggestions for improvements to reduce the level of risk to as close to zero as possible.



Conducting an environmental audit

## Environmental Accidents/Litigation

During fiscal 2012, 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 2011 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 training at the Toyooka Factory

## Soil/Groundwater Cleanup and Management

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During fiscal 1997, 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 2008. We reported our status to the prefecture authorities and held a meeting with the local citizens. The Yamaha Headquarters Factory has been restored to near-standard levels, and we continue cleanup activities at present.

We completed cleanup activities at all locations with confirmed soil contamination during fiscal 2000.



Groundwater purification equipment at the Headquarters Factory

In fiscal 2011, 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 2012 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. However, it was also confirmed that the contamination did not extend to the perimeter of the premises where the groundwater flows while Saitama Prefecture officials confirmed through a survey that no contamination was found in the well for drinking water near the facility. As a result, it is believed that the contamination has not impacted the groundwater outside the premises. Yamaha will continue with water purification measures going forward. Yamaha reported the situation to the relevant authorities, provided an explanation to residents in the area and put out a news release in order to ensure appropriate disclosure.

## Protecting the Ozone Layer

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The Yamaha Group has historically worked to reduce usage of fluorocarbons to protect the ozone layer. We eliminated the use of all chlorofluorocarbons (CFC) in our manufacturing processes during fiscal 1993. After 1993, we used hydrochlorofluorocarbons (HCFC) as cleaning agents in the degreasing process for metal materials. Compared to CFCs, HCFCs have a smaller impact on ozone layer destruction. However, we also eliminated the use of all HCFCs during fiscal 2005. As of the end of fiscal 2005, we use no CFCs or HCFCs in our manufacturing process.

# Environmental Education and Training

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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.

## Debriefing Sessions on Environmental Activities

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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 2011. In fiscal 2012, reports were given on a variety of subjects such as improvements made through energy conservation diagnosis from one of the Group's production companies and carbon dioxide reduction activities in the Logistics Division. 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 leads to other activities.



Debriefing session on activities by the Environment Committee

## Specialized Training for Environmental Preservation Staff

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

Since fiscal 2011, Yamaha Corporation's environment department has been conducting surveys and providing guidance to correct problems related to waste management conditions at Group sales sites in Japan. In fiscal 2012, the survey and advice was provided at four sales related subsidiaries and one sales division.

In addition, lectures are held regularly using DVDs to educate new managers in order to enhance waste management.

We also conduct training at each business location for potential emergency situations, based on the ISO14001 operating manual. This emergency response training teaches employees how to deal with accidents such as the leakage of environmental contaminants.

## Training and Brush-Up for Internal Environmental Auditors

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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 holds annual seminars conducted by external organizations to train internal environmental auditors.

A total of 21 auditors participated in the seminar in July fiscal 2012 held at Yamaha headquarters. Since our first such training in March 1998, we have held 39 seminars, with more than 1,000 cumulative participants who are registered as internal environmental auditors.

With the migration to an ISO integrated management system during fiscal 2010, we held an Internal Environmental Auditor Brush-Up Seminar to improve the skill set of staff members responsible for internal audits. We held this seminar in October 2012 at the Yamaha headquarters, where 38 individuals were able to build stronger audit skills related to environmental activities that are linked directly to our business.



Seminar to train internal environmental auditors



Internal Environmental Auditor Brush-Up

## 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

The Yamaha Group revised activities to boost environmental awareness in the home promoted in conjunction with the Yamaha labor union. The “Smart Life Guide Eco-Account Book,” which had been in operation for eight years, was changed to the more practical “Smart Life in My Home Commitment.”

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 855 reports on the activities in fiscal 2011 and 633 in fiscal 2012 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 Guide Eco-Account Book and My Eco Commitment coloring page



Examples of Initiatives under the Smart Life in My Home Commitment (Fiscal 2012)

Details of Commitment	Report on Activity
Make a Green Eco Curtain with bitter gourd by putting it in a sunny room of the house, eat stir-fried bitter gourd and conserve electricity	I picked two bitter gourds, albeit small ones, every 4-5 days and ate my fill of vinegar-dressed and stir-fried bitter gourd. It was an ecological summer.
Make a delicious Green Eco Curtain with cucumber!	Once the leaves got bigger in July and August, it fulfilled its role as a Green Eco Curtain. The children enjoyed picking the cucumbers everyday with me once the vegetables got big enough. It was a good chance for everyone in the family to think about ecology.
Reduce gas and power consumption at home through frequent energy-saving initiatives!	Gas and power consumption decreased in 2011 and 2012 as a result of the family being more conscious of energy conservation. I was surprised at the impact of being just a little more conscious.
Be satisfied with less consumption of propane gas	Previously I never really gave much thought to trying to conserve propane gas, so it was a good opportunity to give it a go. I cleaned the gas vent on the stove, removed the grime from the bottom of the pots and pans, only boiled the amount of water I needed and adjusted the temperature and water level of the bath. This enabled me to reduce propane gas consumption per person.
Cool down using a water sprinkler and cut down on air conditioning	Long ago, people used to beat the heat by sprinkling water around the house, so this year our family tried it. We did it in the hottest part of summer and when we measured the temperature, the outside temperature had dropped by 5.5°C and the inside temperature by 2°C. I realized that it would be a good idea to think again about what people did all those years ago and the knowledge they had.
Save water by using a rainwater tank (use to water Green Eco Curtain)	I made a tank for holding rainwater (with a 500L tank used in farming), connected a pipe from the rainwater pipe to the tank and watered the plants using a watering can. This helped me save water when watering my plants. I also used water from the tank to sprinkle on the ground to cool it down
Make fertilizer through microbial treatment of food scraps and use the fertilizer effectively Target: 10% reduction in waste	I put the food scraps in a disposal bucket and used the fertilizer I made in the vegetable garden on the veranda and in the field at my parent's home. I was able to reduce food scraps by around 20 bowlsfuls a month.
Carry a drinking flask and cut down on purchasing drinks at the office	I cut down on buying cans or pet bottles of drink that I used to buy during breaks by bringing my own drinking flask. That meant I saved resources as well as money.
Practice eco-friendly driving in an eco-car (try to be three times more fuel efficient compared with the previous year)	I switched to a hybrid car and tried to improve fuel efficiency by three times. I didn't reach my target but I reduced gasoline consumption by around 60%. I will keep aiming to further improve fuel economy through eco-driving.
Practice low-fuel-consumption driving	I tried to practice more fuel-efficient driving and checked the results. I started up and accelerated slowly, drove at a certain speed, avoided rush hour on the roads. This and other initiatives helped me reduce gasoline by around 50% compared with the previous year.
Participate in beautification activities in my area	I participated in cleanups organized by the residents' association once a month and in road beautification activities in my area each time. Some of the cleanups were really hard work, particularly cutting grass in the middle of summer.
Try my hand at eco-friendly cooking (adjust heat and reduce use of consumables)	<p>Details of activities:</p> <ul style="list-style-type: none"> <li>•I used the appropriate size of pots and pans for the number of people in my family.</li> <li>•I cooked using leftover heat from a highly thermal pot.</li> <li>•I reduced the amount of paper towels I used in various ways.</li> </ul> <p>Results:</p> <ul style="list-style-type: none"> <li>•I was able to heat up the pot using the residual heat and cook vegetables and meat beautifully.</li> <li>•I reduced the amount of time the stove was lit when cooking and was able to enjoy cooking more without worrying about the heat as in typical years.</li> </ul>

**(2)Promoting Green Eco Curtains in Employee Homes**

Beginning in fiscal 2009, 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, Goya, and other hanging plants to those interested.

We have received over 100 reports from families that have practiced Green Eco Curtain activities as part of the Smart Life in My Home Commitment since fiscal 2011.



A Green Eco Curtain at the home of an employee, who received an Outstanding Award for his effort



Photos of Green Eco Curtains collected from employees

# Environmentally Friendly Products

The Yamaha Group has positioned efforts to develop technologies and provide products that are friendlier to the environment as 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](#)

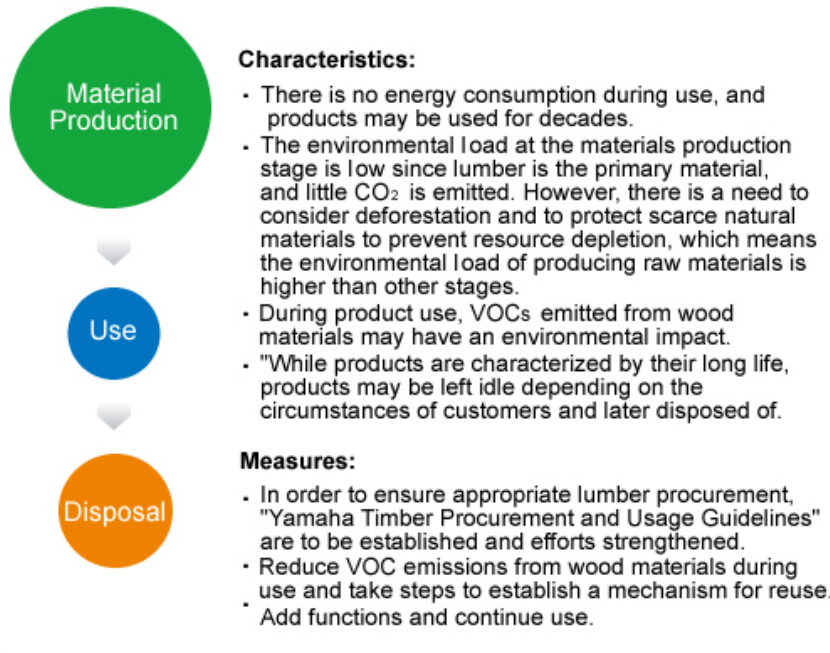
	Material production stage	Usage stage	Disposal stage	Product examples
<a href="#">Energy conservation</a>		<ul style="list-style-type: none"> <li>•Reduce power consumption</li> <li>•Reduce standby power consumption</li> </ul>		Routers, Audio-visual products, Electronic musical instruments
<a href="#">Resource conservation</a>	<ul style="list-style-type: none"> <li>•Miniaturization in design</li> <li>•Integrated design</li> </ul>	<ul style="list-style-type: none"> <li>•Long-life design</li> <li>•Re-application utilizing added functions</li> </ul>	<ul style="list-style-type: none"> <li>•Promotion of reuse</li> <li>•Promotion of recycling</li> </ul>	Electones, Synthesizer, Home theater package, Silent Piano
<a href="#">Resource maintenance</a>	<ul style="list-style-type: none"> <li>•<a href="#">Yamaha Timber Procurement and Usage Guidelines</a> published</li> <li>•Reduce use of scarce materials</li> </ul>	<ul style="list-style-type: none"> <li>•Long-life design</li> </ul>	<ul style="list-style-type: none"> <li>•Promotion of reuse</li> <li>•Promotion of recycling</li> </ul>	Electric guitar, System drums, Marimba, White and black keys, A.R.E. products
<a href="#">Reducing substances with significant environmental loads</a>	<ul style="list-style-type: none"> <li>•Management of chemical substances in products</li> <li>•<a href="#">Promotion of green procurement</a></li> </ul>	<ul style="list-style-type: none"> <li>•Reduce VOC<sup>*1</sup> emissions from products</li> <li>•Reduce harmful substances come into direct contact with customers</li> </ul>	<ul style="list-style-type: none"> <li>•Promotion of reuse</li> <li>•Promotion of recycling</li> <li>•Reduce the environmental load of substances in waste</li> </ul>	Wind instruments
<a href="#">Products that support the environment</a>		<ul style="list-style-type: none"> <li>•Reduce the environmental load generated by customer business sites</li> <li>•Reduce the environmental load created when using products manufactured by customers</li> </ul>		Micro-prober, Helium leak tester

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

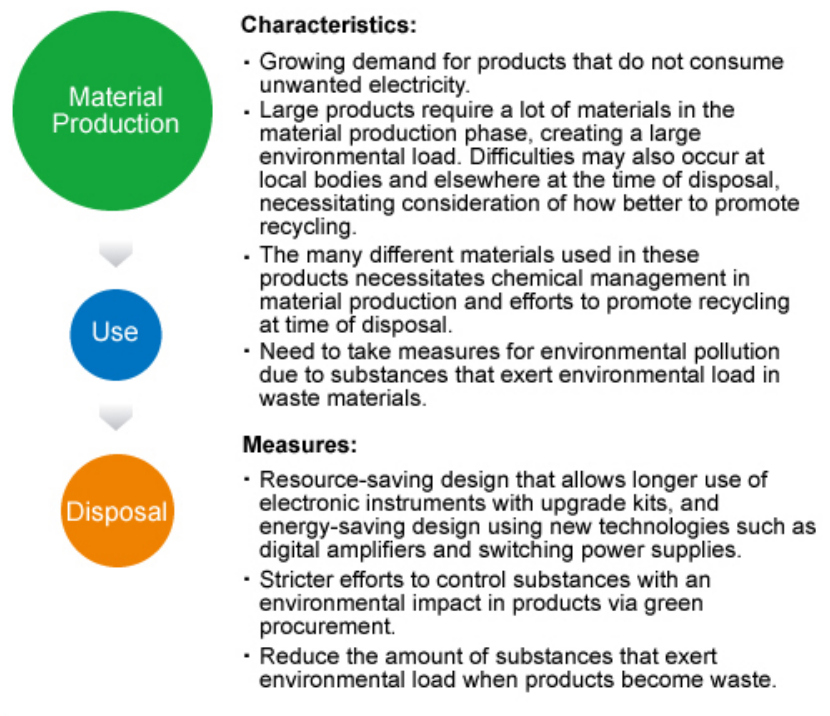
## Primary Product Group Characteristics According to Life Cycle Assessments, and Initiatives

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

### Acoustic Instruments



### Electronic Musical Instruments



## AV Equipment, IT Equipment

Material  
Production



Use



Disposal

### Characteristics:

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

### Measures:

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

# Initiatives in Energy-Conserving 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-conserving products not only contribute to energy savings 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-conserving products

### (1) Router



As a result of pursuing both high performance and reliability to meet demand for routers that run for a continuous 24 hours, Yamaha developed a top-level energy-saving router that emits no more heat than necessary.

### (2) AV product



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-V575 AV receiver, 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\*. In addition, Yamaha incorporated ECO mode as a new function to save power. This enables around a 20% saving in power consumption when using any function at ordinary times.

### (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.

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

# Initiatives in Resource-Conserving Products

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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 organs 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.

## Examples of resource-saving products

### (1) STAGEA (Long-life)



It's not uncommon for electone organ owners to continually purchase higher functioning models as they become more proficient players. In 2004, Yamaha released the STAGEA model electone that eliminates the need for upgrade purchasing with a system that allows for version upgrade and expansion, as well as utilizes a higher-grade system unit. The details realized in this long-life model also accomplish a saving in resources.

### (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, returned, and sold as quality guaranteed refurbished products at authorized Yamaha stores.

### (3) RSG Series of silent piano units (Long-life) (Eco Mark\* 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.

\* Eco Mark is a registered trademark of Japan Environment Association.

### (4) Synthesizer/Workstation MOX6 and MOX8 (Lightweight)



The MOX6 and MOX8 are 30% lighter than the previous MO series, are the most powerful and mobile, and save on use of resources.

(5) Home Theater Package YAS-101 launched in 2011 (All-in-one design conserves resources and energy)



Previously, surround sound system required multiple speakers and an AV amp. Yamaha first realized a two-unit home theater package that consists of a slim-body speaker and a center unit, which integrates the subwoofer and AV amp. Going one step further, Yamaha newly introduced the YAS-101, which integrates those two units into a single slim body, enabling us to reduce the amount of materials used by 55% compared with home theater packages launched in fiscal 2009. Further, equipped with the latest energy-saving technologies, it utilizes 45% less energy when in use than our previous model.



# Conservation and Effective Use of Wood Resources

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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 CO<sub>2</sub> 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 2007. 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.

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

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

## Use of Timber Resources in Environmentally Friendly Products

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

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.<sup>\*1</sup>, a new technology for 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 the A.R.E. technology for producing new instruments with well-used timbre.

Praised for these features, A.R.E. 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 2010. Going forward, Yamaha plans to make wide use of A.R.E. technology.

\*1 A.R.E.: Acoustic Resonance Enhancement Yamaha's proprietary technology for aging wood in a short time to improve its acoustic characteristics

### Examples of Products Created in Response to Resource Depletion

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



The RGX A2 Series electric guitar



The ROCK TOUR series system drums

(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.

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



The LL36ARE acoustic guitar



The BB2024 electric bass



The NCX2000FM electronic nylon string guitar



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

# Reducing Substances with Significant Environmental Loads

## 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 in addition to traditional regulations related to chemical substances.

For example, the Restriction of Hazardous Substances in Electrical and Electronic Equipment (RoHS Directive<sup>\*1</sup>), which came into force in Europe in 2006, bans six substances, including lead and hexavalent chromium, for use in products. This directive was revised in 2011 amid calls for more appropriate management.

In recent years, countries around the world have taken steps to tighten the management and regulation of such substances.

Meanwhile, REACH<sup>\*2</sup>, effective from 2007, calls for identification and management of specific chemical substances contained in products.

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

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

<sup>\*1</sup> RoHS: An abbreviation for Restriction of Hazardous Substances in Electrical and Electronic Equipment. Issued by the European Union, the RoHS Directive restricts the usage of specific hazardous substances (lead, mercury, cadmium, hexavalent chromium, polybrominated biphenyl, and polybrominated diphenyl ether) in electrical and electronic equipment.

<sup>\*2</sup> REACH: An abbreviation for Registration, Evaluation, Authorization and Restriction of Chemicals. It is a comprehensive system for the registration, evaluation, accreditation, and control of chemical substances initiated in Europe, aimed at protecting human health and the environment.

## 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 2008, 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 2010, Yamaha renewed its chemical substance management system, adding compliance with AIS<sup>\*3</sup>, 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<sup>\*4</sup> 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](#)

<sup>\*3</sup> 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.

<sup>\*4</sup> 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.

**Example of a product with reduced environmental load**

Wind instruments using lead-free soldering



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.

# Products that Support the Environment

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The Yamaha Group not only manufactures products for the end user, but also for use in offices and business premises. 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

(1) Micro prober (a conduction and insulation inspection device)



Micro prober addresses the problems associated with erroneous decisions with respect to the performance of fine pattern flexible printed circuit (FPC) boards. By improving yields, this device helps reduce waste while contributing to the conservation of resources.

(2) Helium Leak Tester



This helium leak tester accurately measures in a short period of time the degree to which such products as automobile fuel tanks and air conditioners are leaking greenhouse as well as ozone-depleting gases. Compliant with automobile environmental regulations, this device helps reduce environmental load.

# Green Procurement Activities

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In order to better reduce the environmental burden 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 environmental load substances that are a major hazard to human health and cause of 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 load.

## Putting in Place and Applying the Green Procurement Standard

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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 put in place and openly disclosed its Green Procurement Standards in June 2002, and based on these standards, is monitoring and managing the status of efforts by suppliers to conduct environmentally friendly business activities as well as the procurement of components and materials containing chemical substances.

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

→ [Green Procurement Standards](#)

# Measures to Address Global Warming

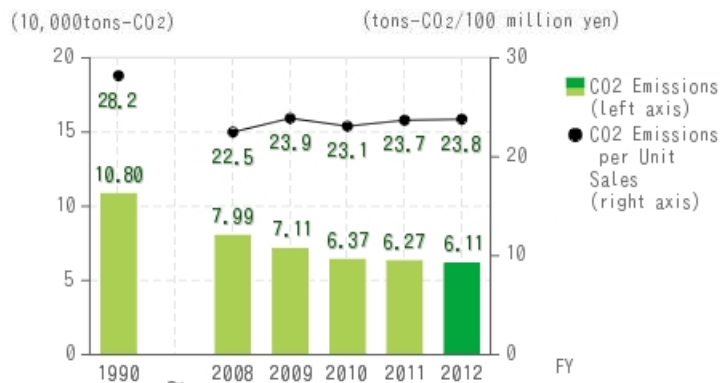
As part of its measures to counter global warming, the Yamaha Group has worked to reduce its greenhouse gas emissions through the use of optimal production methods and equipment configuration, improvements to how air conditioning equipment is operated, installation of equipment with high energy efficiency, 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 2010, we reduced CO<sub>2</sub> emissions by 41% relative to fiscal 1990 levels and greatly exceeded our target. In fiscal 2012 as well, we reduced emissions by 44% relative to fiscal 1990 levels with a total of 61,100 tons-CO<sub>2</sub>. In addition to the measures described above, this achievement is attributable to the sale of certain businesses, and a decrease in production due to the worsening economy. We plan to formulate a new target for beyond, while referring to relevant government targets.

We also aim to continuously reduce CO<sub>2</sub> emissions per unit of sales, and target a 1% reduction compared with the previous fiscal year. In fiscal 2012, we failed to achieve our target, reaching 23.8 tons per ¥100 million, an increase of 0.5% year on year, which was partly attributable to a decrease in sales. CO<sub>2</sub> equivalent emissions of other greenhouse gases totaled 6,900 tons, an increase of 300 tons from the previous fiscal year.

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



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

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



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

\* Figures for previous fiscal years.

## Energy Conservation Through Integration of Wind Instrument Production Process in Japan

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We implemented a variety of energy conservation activities as we integrated the wind instrument production process at Saitama into Yamaha Corporation's Toyooka Factory. By saving space through the integration of production lines and improving layout and reducing power consumption through renewal of electric annealing furnaces as well as through the consolidation and reduction of dust collectors, we achieved a 7% reduction in electricity consumption.



An upgraded electric annealing furnace

## Energy Conservation Activities at String and Percussion Instrument Factory

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Yamaha Music Craft Corporation's Shinden Factory set up an internal energy conservation promotion committee because it failed to achieve the CO<sub>2</sub> emission reduction target in fiscal 2010. In establishing themes for initiatives, the company considered concrete measures following a diagnosis of energy conservation by The Energy Conservation Center, Japan. In fiscal 2011, measures were taken which included ensuring the appropriate pressure for compressors, partitioning work booths, introducing electrical-powered monitors and installing mosquito screens in offices, which resulted in a further 11% reduction in CO<sub>2</sub> emissions relative to the target. In fiscal 2012, the company achieved the CO<sub>2</sub> emissions target by continuing to conserve energy through appropriate management of air conditioning and process integration.



Yamaha Music Craft Corporation's Shinden Factory



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

## Energy Conservation Activities at a Factory in China

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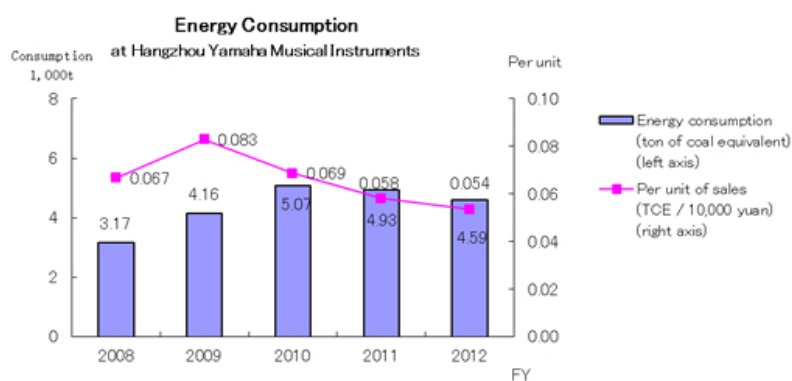
Hangzhou Yamaha Musical Instruments Co., Ltd. has taken various steps to suppress growing energy consumption resulting from an increase in production.

In fiscal 2011, the factory reduced energy consumption by 15% per unit of sales on a year-on-year basis. This result can be attributed to improvements made to achieve a 5% reduction target that included a 3% reduction through technological enhancements and a 2% reduction by enhancing the level of management in daily operations. The factory passed a Cleaner Production Audit at the end of 2011 from Hangzhou City officials pursuant to China's Cleaner Production Promotion Law due to these initiatives to conserve energy as well as efforts to reduce waste and strengthen environmental risk responsiveness. In addition, the factory worked on the acquisition of ISO 14001 certification and received approval in May 2012 following a review by outside authorities in April. In fiscal 2012, the factory reduced energy consumption by 8% per unit of sales by conserving energy through such means as formulating and complying with standards for appropriate operation and management of dust collectors, which make up 25% of electricity consumption.



(Examples of Energy-Saving Measures)

(1)	Improved equipment Introduced automated control equipment for compressors (resulted in realization of unmanned control and a reduction in idle time, etc.) Equalized steam pipe pressure balance for presses (resulted in an improvement in energy efficiency) Introduced energy-saving equipment when building new facilities and when replacing machinery
(2)	Strengthened equipment maintenance Reduced air and steam leaks through timely maintenance
(3)	Improved electricity contracting practices Switched to contract details in line with forecast consumption per month (resulted in energy savings by implementing consumption forecasts and ensuring awareness of limits)
(4)	Enhanced awareness toward energy conservation at workplaces through energy-conservation patrols



Hangzhou Yamaha Musical Instruments Co., Ltd.



Notice board of environmental activities such as those for saving energy



Environmental education for employees



Cleaner Production Audit

\*1 Cleaner Production Audit

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.

Cleaner Production Audit 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.

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

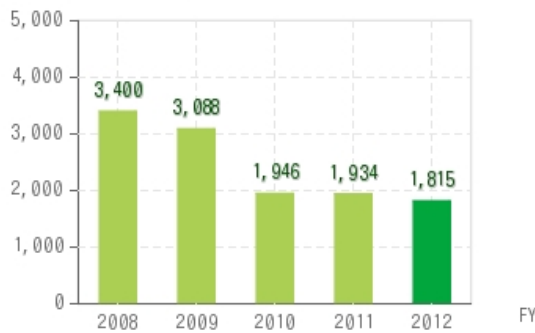
The Yamaha Group is actively working to increase energy efficiency and reduce CO<sub>2</sub> emissions in logistics operations. Guided by a basic policy of raising transport efficiency, we continually review transport routes, adopt routes that incorporate more efficient modes of transport, raise container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

The Yamaha Group's total domestic transport volume and CO<sub>2</sub> emissions in fiscal 2012 decreased 6.2% compared with the previous fiscal year to 18.15 million ton-kilometers<sup>1</sup> while CO<sub>2</sub> emissions also decreased 7.5% to 2,861 tons.

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

### Transport Volume

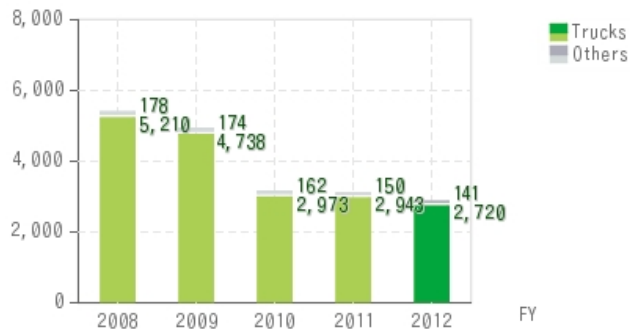
(10,000 tons/kilometers)



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

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

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



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

## Reduced Resources and CO<sub>2</sub> Emissions in Piano Frame Transportation

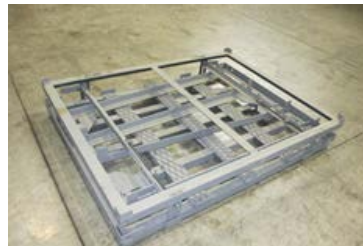
Previously, Yamaha used disposable iron packing racks when transporting piano frames from Japan to Hangzhou Yamaha Musical Instruments Co., Ltd. To eliminate this waste, we introduced returnable packing racks and created a management system that can be used multiple times, and shifted to returnable packing racks for all piano frames bound for China in October 2011.

At the same time, we shortened the transport route. These efforts resulted in a 60-ton reduction in CO<sub>2</sub> emissions associated with the disposal of iron packing and a 1,050-ton reduction in iron resource costs for the year. In fiscal 2012, improvements were made such as increasing the number of packs per rack. Further, packing racks for grand pianos were developed and a shift was made to returnable packing racks for all grand pianos bound for Indonesia in May 2013.

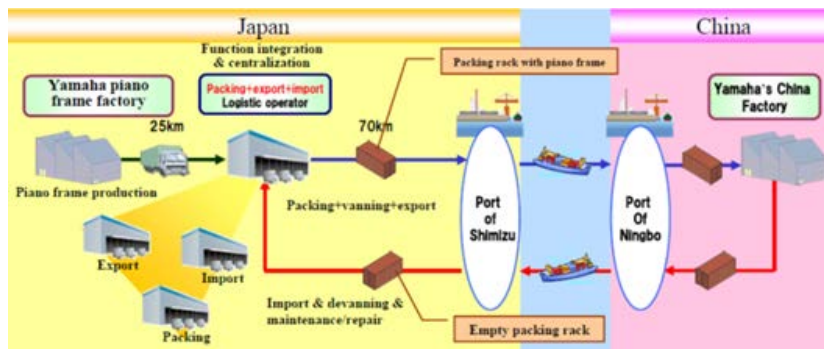
Going forward, we will examine the possibility of shortening transport distance and reducing disposable packing materials, including for parts aside from piano frames.



One of the returnable packing racks now in use



Folded packing rack (when being returned)



Flow of returnable packing racks in logistics

# Waste Reduction and Resource Recycling

The Yamaha Group is engaged in the manufacture of a variety of acoustic and electric instruments, as well as other electronic devices and components used in automobile interiors. Naturally, we use a wide variety of raw materials, and we generate a wide variety of waste.

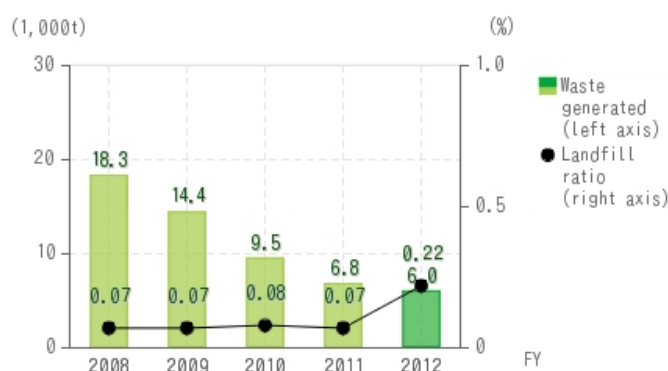
Given the nature of our business, we have established systems to reduce the volume of waste produced and perform recovery/separation to promote the most effective use of limited resources.

The total Yamaha Group domestic waste generated for fiscal 2012 amounted to 6,000 tons, which was an 800-ton reduction compared to the prior fiscal year. A change in tabulation method in fiscal 2011 meant that the amount of recycling inside factories was not recorded as waste generated, which led to a significant reduction (1,510 tons).

Meanwhile, waste going to land fill amounted to 0.22% of total waste generated, maintaining a zero-emission status for the Group\*<sup>1</sup>.

\*<sup>1</sup> The Yamaha Group defines zero emissions as less than 1% of total waste sent to land fill.

## Amount of Waste Generated\*/Landfill Rate



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

\* Values for previous fiscal years revised.

## Waste Risk Management

The Yamaha Group adopted a waste information management system within our Yecos environmental information management system in fiscal 2005. This marked a major step in reducing various environmental risks related to waste processing.

During fiscal 2010, we conducted a comprehensive review of our systems to improve management of waste disposal contractor selection, outsourcing contracts, manifests, and other related areas. In fiscal 2011, we began operations of a new system providing improved management precision with respect to the areas mentioned above.

We also integrated our ISO14001 management system throughout our domestic group. Our system rollout included our sales offices, where the system had mainly been used in manufacturing locations in the past. We monitor our status through internal environmental audits and other means, promoting waste management under a common set of Group standards.

Also during fiscal 2005, we began publishing waste data sheets (WDS) summarizing substance property and other information related to waste. This was another step in preventing accidents during the waste disposal process, and in ensuring proper disposal. With the cooperation of the waste management departments in our business locations, we were able to complete and publish WDS for all specially controlled industrial waste\*<sup>2</sup> during fiscal 2010.

\*<sup>2</sup> 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.

## Reducing Specially Controlled Industrial Waste in the Wind Instrument Manufacturing Process

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### Toyooka Factory, Yamaha Corporation

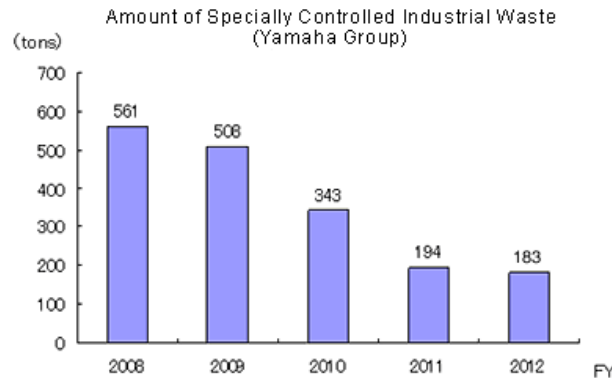
Yamaha's Toyooka Factory is working to reduce the levels of specially controlled industrial waste, including waste acids and waste alkali that are generated during the wind instrument manufacturing process. In November 2010, we put new vacuum concentration equipment into operation for targeted liquid waste. As a result, we were able to reduce output by 80% in fiscal 2011 compared to fiscal 2009. Total factory output amounted to 49 tons, meaning we achieved output of below 50 tons, the level set for high-volume emission businesses as defined in the Waste Disposal Law. Through these initiatives, the Toyooka Factory contributed to a significant reduction in the levels of Specially Controlled Industrial Waste throughout the Yamaha Group in Japan.



Vacuum concentration equipment



Concentrated sludge



## Waste Reduction and Advanced Organic Material Processing through Added Wastewater Processing Equipment

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### Takegawa Factory, Yamaha Corporation

During September 2009, we installed more wastewater processing equipment to reduce waste and improve the disposal of organic matter at the Yamaha Takegawa Factory. The additional equipment made it possible to treat wastewater (which includes glue that is left over from the piano manufacturing process) within the facility, every year we have reduced 900t of waste generated from fiscal 2010.

We also installed a Membrane Bioreactor<sup>3</sup> (MBR) behind the existing contact aeration vat of the wastewater treatment system, which has led to more stable wastewater processing. In order to respond to the increase in processing, we renewed traditional wastewater treatment facilities in September 2012 to enable treatment of wastewater from the new processes. At the same time, we increased wastewater treatment capacity by around five-fold, including for adhesive agents. As a result, we were able to process this waste internally, which led to a reduction in waste of approximately 270 tons annually.

In addition, we worked to make effective use of equipment such as by reusing idle equipment from other factories as equipment for wastewater processing facilities.



Wastewater treatment facility at the  
Kakegawa Factory

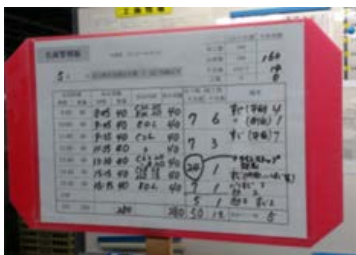
\*3 A method using a membrane (usually a microfiltration membrane) for solid-liquid separation of activated sludge. Benefits of this method include the fact that no settling tank is needed, there is no bacteria coliform or suspended particulates in the processed water, and that the high concentration of mixed liquor suspended solids allows for quick processing.

## Reduction and Effective Utilization of Process Waste

Yamaha Fine Technologies Co., Ltd. is working to reduce process waste\*4 in the production of car parts. The company placed emphasis on improving faulty equipment and defects, the cause of process waste, in fiscal 2011, strengthening equipment maintenance, managing process waste data and introducing quality-related education through a standardized program. As a result, the ratio of process waste\*5 was reduced by 56 points, exceeding the target of a 6-point reduction, and the amount of waste generated from the entire factory was reduced by 16%. Productivity increases with a reduction in process waste, which leads to greater efficiency in energy and resource use.

\*4 Defects in work processes

\*5 Proportion of process waste to the number of production units



Time-based management of process waste generated (using production analysis board)



Employees are taught about quality using a standardized program (This photo shows OJT related to passing along skills in inspection)

Yamaha Kagoshima Semiconductor Inc. worked to effectively utilize waste oil through recycling in fiscal 2012. Waste oil that was previously treated as industrial waste subject to special control was separated for its recycling potential and around 10 tons was effectively utilized as fuel for the year.

Yamaha Corporation's Toyooka Factory has been making efficient use of waste, including rare metals, since fiscal 2011. Waste containing rare metals generated from the Research and Development Department, which was previously outsourced for waste processing, is now sold to outside contractors for refining and recycling, which has led to effective use of resources.

## Effectively Using Wood Scrap

The Yamaha Group is making better use of the wood scrap that is a byproduct of the manufacturing process. At the Yamaha Kakegawa Factory, 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) Reusing wood scrap from piano shipping materials (skids) as planters for Green Eco-Curtains



Repeated use during piano shipment



Skids after useful life is over



Used in Green Eco-Curtains



Planters made from skid scrap wood

#### (2) Pelletizing sawdust for use as fuel, pet litter



Briquettes made from sawdust left over from the piano manufacturing process



Pet litter (cat litter) made from sawdust briquettes

#### (3) 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



# Management of Chemical Substances and Reduction of Emissions

When utilizing chemical substances, the Yamaha Group strives to minimize adverse impact on people and the environment by thoroughly managing chemical substances such as those designated under the PRTR<sup>\*1</sup> Law, and 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 2013) 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 at the Yamaha Group mainly consist of volatile organic compounds (VOCs)<sup>\*2</sup>. In fiscal 2006, the Group conducted a survey of the Yamaha Group's usage and emissions of VOCs, followed by the establishment of a reduction plan in fiscal 2008 with a set target of a 30% reduction in emissions by fiscal 2010 compared with fiscal 2000. Yamaha has remained committed to its efforts to substitute or reduce chemical substances throughout the Group.

In fiscal 2012, a total of 45 tons of substances designated under the PRTR Law were emitted during the course of operations at the Yamaha Group, which was a reduction of 20% from the previous fiscal year. VOC emissions were reduced by 5% year-on-year and by 74% relative to fiscal 2000. The Group has continued to achieve a 30% reduction in VOC emissions since 2008 relative to the fiscal 2000 level. Contributing to these achievements were emission reduction measures such as rationalizing production processes and using alternative materials in addition to consolidating factories, which even included reducing production output.

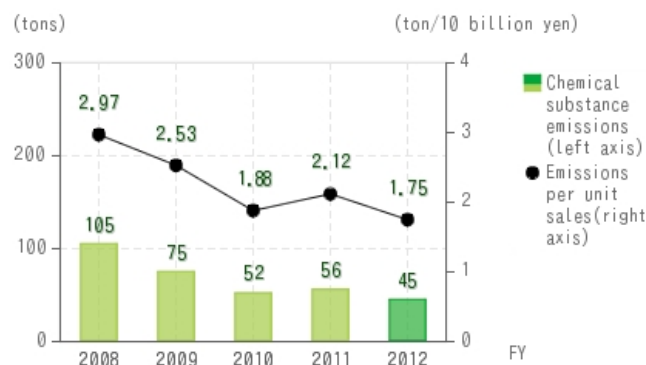
Therefore, the Yamaha Group will comply with the standards independently set by the Japan Musical Instruments Association, while continuing to take steps to consistently meet the target for a 30% reduction of emissions compared to fiscal 2000.

(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.

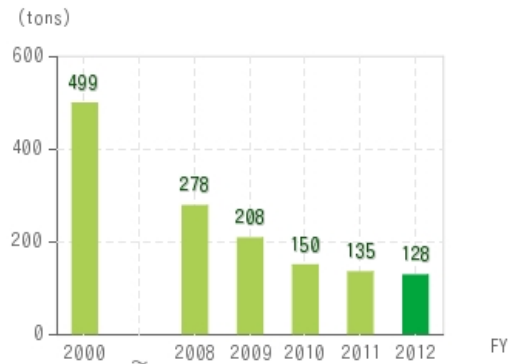
\*2 VOCs (volatile organic compounds): These compounds, contained as thinning agents for coatings and adhesives, are believed to be one factor in the release of photochemical oxidants and suspended particulate matter (SPM).

## Amount of PRTR-designated Substances Released



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

## VOC Atmospheric Emissions



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

## Environmental Effects of Piano Production Operations

### Kakegawa Factory, P.T. Yamaha Music Indonesia and Hangzhou Yamaha Musical Instruments Co., Ltd.

Using the consolidation of the piano production processes at the Kakegawa Factory as an opportunity to make facility improvements, from fiscal 2010, paint for certain products was switched from an organic solvent based- to a water-based paint.

The shift was made to water-based coating material for upright piano components in fiscal 2011 and water-based coating material for grand piano components in fiscal 2012. As a result, PRTR designated substances and VOCs emitted from the paint drying process were each reduced by over 2%.

Additionally, efforts are being made to shift to water-based paint in piano factories overseas. P.T. Yamaha Music Indonesia shifted to water-based paint in the coloring process for a majority of piano components in fiscal 2012 while Hangzhou Yamaha Musical Instruments Co., Ltd. shifted to water-based paint for certain piano components.

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

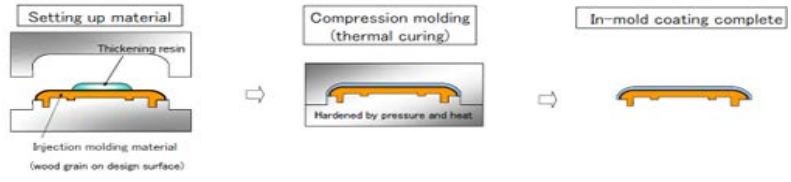
The Yamaha Group administers an array of different coatings to pianos and other musical instruments and automotive interior components, and as such, is committed to devising ways to draw out the maximum beauty of each product and to help ensure it can be used for a long period. We continue to research 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.

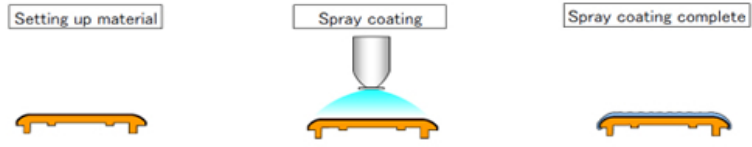
Yamaha Fine Technologies Co., Ltd. has been steadily employing in-mold coating for automotive interior components since fiscal 2006, and is working to reduce the amount of coating used as well as the amount of emissions of organic solvents into the atmosphere. Previously, coating for products with a three-dimensional configuration had to be atomized as with spray application before being applied. The new method enables the coating to be applied to products in liquid form without atomization.

In addition, the company newly developed film-forming equipment and clear resin for use with in-mold coating. This facilitated a switch to styrene-free coating, which has resulted in zero emissions of styrene in the coating process. Also, shifting from conventional open spray type coating to sealed in-mold coating has led to coating transfer efficiency of over 90%, which resulted in a reduction in the amount of coating used and emission of organic solvents. A further benefit is the significant reduction to the amount of ventilation required in the workplace, which contributes to energy conservation. Going forward, the company will strive to reduce styrene emissions and save energy by increasing the number of components that employ in-mold coating.

In-mold coating process (YMC : Yamaha Mold Coating)



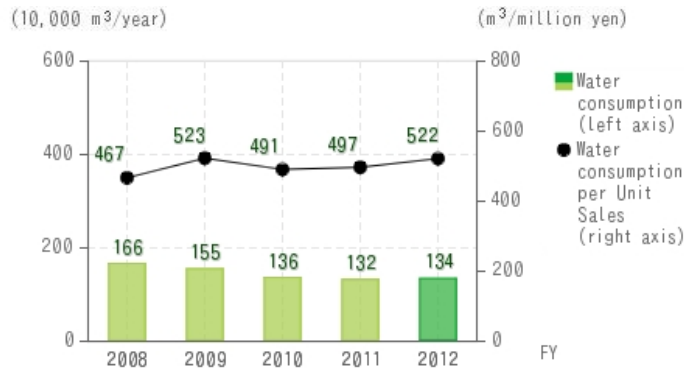
Spray coating process



# Effective Use and Conservation of Water Resources

The Yamaha Group has been using wastewater from production processes since the first half of the 1970s, recycling it as cooling water and using a reverse osmosis membrane (RO membrane) device, as well as actively pursuing a policy to prevent leakage. Water consumption in recent years has remained stable at a specific level. Through these and other initiatives, total water consumption in fiscal 2012 was 1.34 million cubic meters, which was on par with the previous fiscal year.

## Water Consumption



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

## Major Activities

Facilities that recycle the effluent discharged during wafer production processes were installed at Yamaha Kagoshima Semiconductor Inc. around 1999. This has helped reduce the well-water pump displacement used in pure water production. In addition, the company undertook a complete renewal of all effluent treatment facilities in fiscal 2003 significantly enhancing effluent treatment capacity. As a result, the annual amount of water being reused totals 200,000 cubic meters.

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. Further, Yamaha started reviewing water supply in line with the shifting of production process for wind instruments from the Yamaha Corporation Saitama Factory to the Toyooka Factory in 2011. Investigations are continuing for more efficient water use.



Reverse osmosis (RO) membrane device (Toyooka Factory)

Yamaha Corporation's Kakegawa Factory has been recycling processed wastewater used by onsite wastewater treatment facilities since fiscal 2004. Steps are being taken to reduce water consumption by reusing 1,000 cubic meters as wet painting booth recycling water annually.



Wet painting booth(Kakegawa Factory)

In line with the relocation and new establishment of the Factory at Xiaoshan Yamaha Musical Instrument Co., Ltd., which manufactures wind instruments and percussion instruments, a newly installed state-of-the-art wastewater treatment facility came online in October 2010. These facilities enable the reuse of wastewater to a level equivalent to pure water. Over 90% of the Factory's wastewater is reused in manufacturing processes. Improvements were made in January 2013 to improve treatment capacity to conform with legal provisions for the inspection and improvement of corporate pollution resulting from electroplating in Zhejiang Province\*1.

\*1 Legislation passed in Zhejiang Province aimed at enhancing 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 facility

# 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 CO<sub>2</sub> Emissions from Offices

The Yamaha Group takes measures to reduce CO<sub>2</sub> emissions at offices as part of measures against global warming.

### Initiatives to Conserve Electricity

The Yamaha Group worked to conserve electricity at business offices throughout Japan in fiscal 2011 in light of a power supply shortage due to the impact of the Great East Japan Earthquake. This initiative was continued in fiscal 2012.

[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.

### Implemented “Cool Biz” and “Warm Biz” initiatives (since 2005)

Summer (June to September) (Fiscal 2011: 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 Lightdown Campaign (since 2006)

The Yamaha Group's offices and facilities have participated on an individual basis in the Lightdown Campaign, where businesses turn off illuminated outdoor advertising. The campaign raises awareness of saving electricity and realizing use of daily lighting.

Performance of fiscal 2012: 18 facilities conducted and cut back electric power consumption by 3,160kwh while reducing CO<sub>2</sub> emissions by 1,190kg.

### 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.

In fiscal 2012, over 10 business locations in Japan participated in the Green Eco Curtain project. In addition to being a point of observation for the National Green Curtain Forum held in Hamamatsu City in August 2011, the general public also came to view the Green Eco Curtain at Yamaha Corporation's headquarters during leader training to promote the greening of Hamamatsu City in September 2012.



Green Eco Curtain at Yamaha Corporation's headquarters



Green Eco Curtain at Yamaha Kagoshima Semiconductor Inc.



Green Eco Curtain at Yamaha Labor Union office



Observation group listen to a leader in training to promote greening activities in Hamamatsu City

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 in front of the lobby at Yamaha Resort Corporation's Tsumagoi



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

# Forests/biodiversity Preservation Initiatives

As one initiative that embodies protecting and preserving forests and biodiversity as stated in our corporate social responsibility and environmental policies, the Yamaha Group sponsors tree-planting activities both in Japan and around the world.

→ [Yamaha Corporation Group CSR Policy](#)

→ [Yamaha Group Environmental Policy](#)

## Yamaha Forest Phase II: Planting Trees in Indonesia



### Yamaha Corporation and Six Local Indonesian Subsidiaries\*1

Yamaha Corporation and six local Indonesian subsidiaries carried out Phase I of the Yamaha Forest (tree-planting activities in Indonesia) between fiscal years 2005 and 2009. Phase II of the Yamaha Forest is a five-year tree-planting program in Indonesia running from fiscal 2010 through fiscal 2014.

Indonesia is a treasure trove of diverse world species. In recent years, however, that bounty of biodiversity has been in rapid decline. Phase I of the Yamaha Forest project involved planting of 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 in environmental issues.

The selection of tree species (based on academic surveys) and planting schedules for Phase II are designed to renew the natural forest in harmony with local characteristics, as well as to help the ecosystem recover. The Japan International Cooperation Agency (JICA) and the Indonesian Ministry of Forestry are working in cooperation with Yamaha to work in an area devastated by fire (approximately 50 hectares) in the Mt. Ciremai National Park, located in Kuningan, West Java.

In November 2012, we held an event at the activity site where around 210 people gathered, including from Yamaha Corporation, local subsidiary employees, government officials, local residents and elementary school students. In addition to a ceremony that included greetings from different related persons and an activity report, participants took part in commemorative tree-planting. Children that participated were taught about the environment at the same time.

Yamaha planted approximately 24,000 trees representing 18 local species selected based on a survey by the end of fiscal 2012 and plans to plant around 50,000 trees by the end of fiscal 2014.

Yamaha Forest activities enter their ninth year in fiscal 2013 since the first event and a forest is gradually starting to form in the area where the trees were initially planted.



Participants planting trees



Environmental education for elementary school students



The Yamaha Forest that was planted in the first year

\*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

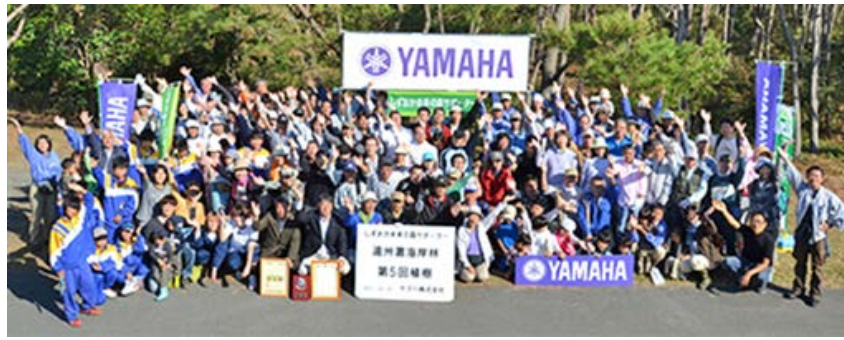
### Yamaha Corporation

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 2012, some 150 Yamaha Group employees and family members as well as volunteers from the general public and other related persons participated in the sixth round of tree-planting activities. A total of 200 trees were planted of five different varieties, including bayberry, round leaf holly and Japanese cheesewood. After the tree-planting was complete, an official Hamamatsu City staff member gave a discourse on the environment, mainly concerning how to combat exotic species of trees, and all participants learned about creating a local, green environment. The culture soil made using wood-based waste material generated from the system kitchen process at Yamaha Livingtec Corporation was again provided by that company for the third time since 2009 and used to plant the seedlings. The culture soil was also distributed as a commemorative gift to participants for them to use at home. Going forward, the Company will continue with activities to plant trees and manage forests with participation from employees and the general public and in cooperation with the local community.



Lecture about the environment



Participants gather for a group photo

## Regional Activities

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.

### 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 2012, 830 people participated at ten 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 2007, Yamaha Corporation has been a member of the executive committee for the "Fujinokuni Eco Challenge" (before 2010, "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.



“Fujinokuni Eco Challenge” 2012 activity report

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

Yamaha's Kakegawa Factory has been a co-sponsor of Kakegawa City's Environmental Fund since fiscal 2007, 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 at elementary and junior high schools in Kakegawa City. In February 2011, all 31 schools completed the installation, and in appreciation Yamaha Corporation and 14 other sponsor companies received a letter of thanks from the city. 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. Yamaha Resort Tsumagoi, which is inside the city, has also signed the agreement.



**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 golf tournament. In planning the event, a number of measures are taken to ensure environmentally friendly tournament management. As a global warming countermeasure, we have introduced green energy certification for electricity used during the tournament, and spectators are asked in advance to use public transportation or car sharing to attend the event.

In addition, with the help of 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 for the April 2013 tournament



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



Separating recyclables and waste at an eco-station

# Environmental Performance Data



## Environmental Accounting

- (Environmental Accounting)Yamaha Group
- (Environmental Accounting)Resort Facilities
- (Environmental Accounting)Group Manufacturing Companies Located Overseas



## Environmental Data

- (Environmental Data)Yamaha Group(1)
- (Environmental Data)Yamaha Group(2)
- (Environmental Data)Resort Facilities
- (Environmental Data)Group Manufacturing Companies Located Overseas



## Environmental Data by Site

- (Environmental Data by Site)(1)
- (Environmental Data by Site)(2)
- (Environmental Data by Site)Resort Facilities
- (Environmental Data by Site)Overseas(1)
- (Environmental Data by Site)Overseas(2)
- (Environmental Data by Site)Sales Offices



## ISO 14001-Certified Sites | ➔



## History of Environmental Initiatives | ➔

# (Environmental Accounting)Yamaha Group

Yamaha Corporation introduced environmental accounting in fiscal 1999 as a means of quantitatively evaluating the effectiveness of its environmental conservation activities. These environmental accounting practices were then implemented at Yamaha Group manufacturing companies and resort facilities in Japan, and since fiscal 2004 they have also been implemented at some overseas Group production sites.

## Yamaha Group (Yamaha Corporation and Group Production Companies in Japan)

### Environmental Expenses

The Yamaha Group's environmental equipment investment in fiscal 2012 decreased by ¥15 million to ¥150 million.

Principal investments were for effluent treatment facilities upgrades and other utility refinement.

Environmental Expenses		(million yen)		
		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	101.4	239.9
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	40.2	70.5
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	5.0	334.2
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.7	64.0
Management costs		Environmental education, ISO 14001, greening of premises, etc.	2.2	331.6
Research and development costs		Development of environmentally friendly products, prototypes, etc.	-	128.2
Social activity costs		Social contributions, etc.	0.0	20.2
Environmental damage costs		Groundwater purification, SOx levies, etc.	0.3	12.4
Total			149.7 (-15.2)	1200.9 (-144.7)

( ) Indicates comparison with the previous year

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

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

### Environmental Investment



## Environmental Expenses



## Environmental Effects

### 1. Environmental Conservation Effects

The Yamaha Group's CO<sub>2</sub> emissions fell by 1,600 tons compared with the previous fiscal year to 61,100 tons.

Water usage increased by 20,000 m<sup>3</sup> year on year to 1,340,000 m<sup>3</sup>.

As a result of the Yamaha Group's efforts to achieve the target of Zero Emissions through reuse of resources and other measures, final disposal at landfills was 13.5 tons, up by 8.7 tons from the previous fiscal year. Emissions of chemical substances decreased by 11 tons to 45 tons.

#### Environmental Conservation Effects

Details	Unit	FY2011	FY2012	Change
CO <sub>2</sub> emissions	10,000tons-CO <sub>2</sub>	6.27	6.11	0.16
Greenhouse gas emissions	10,000tons-CO <sub>2</sub>	0.69	0.74	-0.05
Water consumption	10,000m <sup>3</sup>	132	134	-2
Waste treated or disposed of	tons	4.8	13.5	-8.7
Chemical substances released <sup>*3</sup>	tons	56	45	11
CFC substitutes emissions	tons	0.0	0.0	0.0

\*3 "Chemical substances" refers to those substances subject to the PRTR Law that the Yamaha Group in Japan uses.

### 2. Economic Effects

Electricity and heating costs increased by roughly ¥92 million to ¥2,330 million compared with the previous fiscal year. Water costs remained ¥18 million as unchanged from the previous year, and sewerage costs decreased by ¥2 million to ¥30 million. Waste treatment costs decreased by approximately ¥20 million to ¥147 million.

As a result of the conversion of waste to valuable materials, the Group gained ¥255 million in income from the sale of valuable materials, resulting in a total economic effect of ¥185 million.

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

#### Economic Effects

(million yen)

Details	FY2011	FY2012	Savings
Total savings			-71
Electricity and heating costs	2,211	2,303	-92
Water costs	18	18	0
Sewerage costs	32	30	2
Waste disposal costs	167	147	20
Income from sales of valuable wastes	167	255	255
Economic effects			185

→ [Environmental Performance Data, Environmental Accounting \(2\): Resort Facilities](#)

→ [Environmental Performance Data, Environmental Accounting \(3\): Group Manufacturing Companies Located Overseas](#)



# (Environmental Accounting)Resort Facilities

## Resort Facilities

### Environmental Expenses

In fiscal 2012, environmental capital investment increased by ¥3.0 million compared with the previous fiscal year to ¥15.8 million. Principal investments were to upgrade LED lighting at Yamaha Resort Tsumagoi and to upgrade sprinkler heads and introduce electric carts at Katsuragi Golf Club. Environmental expenses primarily consisted of greening of facility premises.

Environmental Expenses			(million yen)	
		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	11.3	20.7
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	2.5	2.4
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	2.0	46.0
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.0	1.2
Management costs		Environmental education, ISO 14001, greening of premises, etc.	0.0	122.2
Research and development costs		Development of environmentally friendly products and services, etc.	0.0	1.0
Social activity costs		Social contributions, etc.	0.0	0.7
Environmental damage costs		Groundwater purification, etc.	0.0	0.0
Total			15.8 (3.0)	194.1 (5.0)

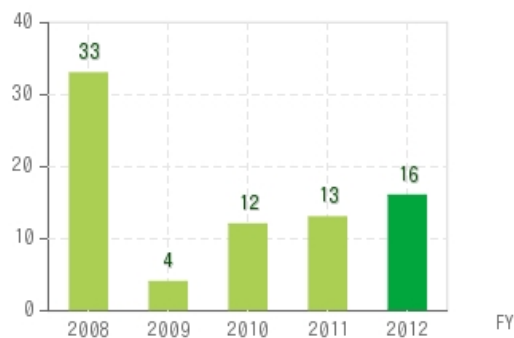
( ) indicates comparison with the previous year.

\*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

(million Yen)



## Environmental Expenses



## Environmental Effects

### 1. Environmental Conservation Effects

In fiscal 2012, CO<sub>2</sub> emissions increased by 100 tons, water usage increased by 34,000 m<sup>3</sup> and the amount of disposed waste declined by 30 tons.

#### Environmental Conservation Effects

Details	Unit	FY2011	FY2012	Change
CO <sub>2</sub> emissions	10,000tons-CO <sub>2</sub>	0.89	0.90	-0.01
Water consumption	10,000m <sup>3</sup>	57.5	60.9	-3.4
Waste treated or disposed of	1,000tons	0.047	0.017	0.030

Minus (-) indicates an increase.

### 2. Economic Effects

In fiscal 2012, electricity and heating costs increased by ¥13.8 million, water costs increased by approximately ¥2.7 million and waste disposal costs increased by approximately ¥0.7 million. The result was a total negative economic effect of ¥17.2 million compared with the previous fiscal year.

#### Economic Effects (million yen)

Details	FY2011	FY2012	Savings
Total savings			-17.2
Electricity and heating costs	314.5	328.3	-13.8
Water costs	79.3	82.0	-2.7
Waste disposal costs	26.8	27.5	-0.7
Income from sale of valuable waste	0.2	0.3	0.3
Economic effects			-16.8

Minus (-) indicates an increase.

# (Environmental Accounting)Group Manufacturing Companies Located Overseas

## Group Manufacturing Companies Located Overseas

Of the Yamaha Group's overseas manufacturing companies, two companies in Indonesia introduced environmental accounting in fiscal 2004. Three more introduced environmental accounting in fiscal 2006, bringing all manufacturing companies in Indonesia into the system.

**Environmental Expenses:**  
PT. Yamaha Electronics Manufacturing Indonesia  
PT. Yamaha Indonesia  
PT. Yamaha Music Manufacturing Asia  
PT. Yamaha Music Manufacturing Indonesia  
and PT. Yamaha Musical Products Indonesia

## Environmental Expenses

Environmental capital investment in fiscal 2012 was ¥37.2 million. Major investments included wastewater treatment facility, LED lighting, paint booth upgrade, water tank and oil storage facility. Environmental expenses amounted to ¥59.4 million.

Environmental Expenses			(million yen)	
		Details	Investment* <sup>1</sup>	Expenses* <sup>2</sup>
Business area costs	Pollution prevention	Prevention of air, water and soil pollution, etc.	16.8	19.0
	Energy conservation, etc.	Prevention of global warming, protection of the ozone layer, etc.	17.3	1.6
	Waste, etc.	Waste recycling, resource saving, conservation of water, etc.	2.1	25.8
Upstream/downstream costs		Recycling of products, improvements in logistics, etc.	0.9	2.2
Management costs		Environmental education, ISO 14001, greening of premises, etc.	0.0	10.1
Research and development costs		Development of environmentally friendly products, prototypes, etc.	0.0	0.8
Social activity costs		Social contributions, etc	0.0	0.0
Environmental damage costs		Groundwater purification, SOx levies, etc.	0.0	0.0
Total			37.2 (13.9)	59.4 (-2.0)

( ) 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

(million yen)



## Environmental Expenses

(million yen)



## Environmental Effects

### 1. Environmental Conservation Effects

In fiscal 2012, CO<sub>2</sub> emissions and water usage increased by 1,200 tons and 12,000m<sup>3</sup> respectively, and amount of disposed waste decreased by 40 tons, compared with previous fiscal year.

#### Environmental Conservation Effects

Details	Unit	FY2011	FY2012	Change
CO <sub>2</sub> emissions	10,000tons-CO <sub>2</sub>	4.34	4.22	0.12
Water consumption	10,000m <sup>3</sup>	34.6	35.8	-1.2
Waste treated or disposed of	1,000tons	0.50	0.46	0.04

Minus(-)indicates an increase.

### 2. Economic Effects

In fiscal 2012, electricity and heating costs increased by ¥42.8 million and water costs increased by ¥0.7 million, sewerage costs grew by ¥2 million while waste disposal costs were down ¥0.9 million from the previous fiscal year. Added income from the sale of valuable wastes amounted to ¥32.5 million resulting in a total negative economic effect figure of ¥12.1 million, which was a decline from the previous fiscal year.

#### Economic Effects

(million yen)

Details	FY2011	FY2012	Saving
Total savings			-44.5
Electricity and heating costs	394.9	437.7	-42.8
Water costs	26.4	27.1	-0.7
Sewerage costs	7.2	9.2	-2.0
Waste disposal costs	12.0	11.1	0.9
Income from sales of valuable wastes	21.1	32.5	32.5
Economic effects			-12.1

Minus(-)indicates an increase.

# (Environmental Data)Yamaha Group(1)

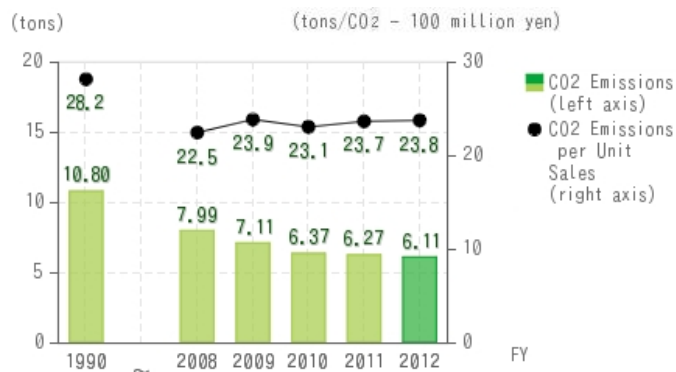
## Yamaha Corporation and Group Manufacturing Companies in Japan

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

CO<sub>2</sub> emissions of the Yamaha Group in Japan declined by 1,600 tons of CO<sub>2</sub> compared with the previous fiscal year to 61,100 tons of CO<sub>2</sub> in fiscal 2012. This was 44% lower than levels recorded in fiscal 1990. In addition to a host of measures encompassing the integration of headquarters factory grand piano manufacturing processes to the Kakegawa Factory and the integration of wind instrument manufacturing plants in Saitama to the Toyooka Factory, this result is largely attributable to the drop in production volume due mainly to the sale of certain businesses and deterioration in the economic environment.

In addition, CO<sub>2</sub> emissions per unit of sales were 23.8 tons of CO<sub>2</sub> per ¥100 million, an increase of 0.5% compared with the previous fiscal year.

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



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

Emissions of greenhouse gases other than CO<sub>2</sub> were 6,900 tons in fiscal 2012, a 300 ton increase compared with the previous fiscal year. The major factor behind this increase was a change in the type of gas consumption owing to a change in production item.

\*<sup>1</sup> Primarily sulfur hexafluoride (SF<sub>6</sub>) and perfluorocarbons (PFCs)

#### Non-CO<sub>2</sub> Greenhouse Gas Emissions



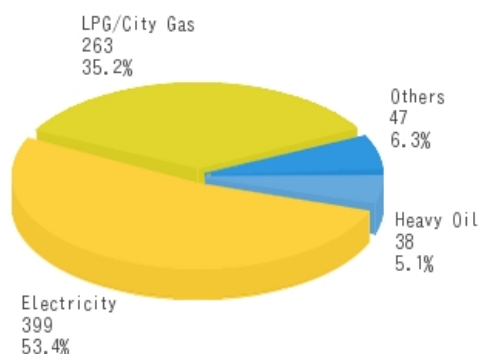
\* The calculation method for non-CO<sub>2</sub> greenhouse gas emissions was revised and past figures were adjusted accordingly.

## Breakdown of Energy Consumption

Energy use in fiscal 2012 fell 14 TJ compared with the previous fiscal year to 747TJ.

Electricity and gas (city gas, LPG, LNG) accounts for 89% of the total.

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



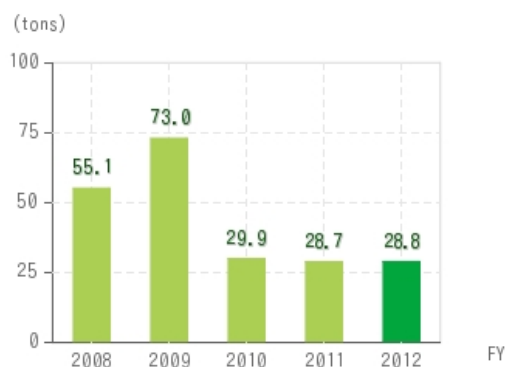
## Amount of HCFCs Used

By the end of 1993, the Yamaha Group in Japan stopped using specified CFCs in an effort to protect the ozone layer. The Group then worked to reduce the amount of HCFC used as washing agents in metal cleaning processes, eliminating their use completely in fiscal 2005.

## NOx (nitrogen oxide) Emissions

NOx is generated by the burning of fuels such as heavy oil, coke and LPG. In fiscal 2012, Yamaha Group NOx emissions in Japan were on par with the previous fiscal year at 28.8 tons.

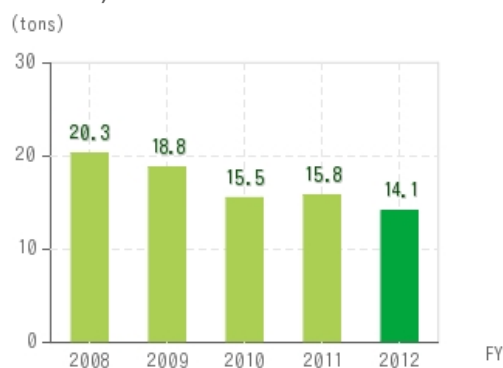
### NOx (Nitrogen Oxide) Emissions



## SOx(sulfur oxide) Emissions

SOx is generated primarily through the burning of heavy oil, coke, and other fuels. Because the sulfur content of fuel contributes to these emissions, the Yamaha Group in Japan has adopted low-sulfur fuels. In fiscal 2012, emissions fell by 2.1 tons compared with the previous fiscal year to 14.1 tons.

### SOx (Sulfur Oxide) Emissions



\* The calculation method for SOx emissions was revised and past figures were adjusted accordingly.

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

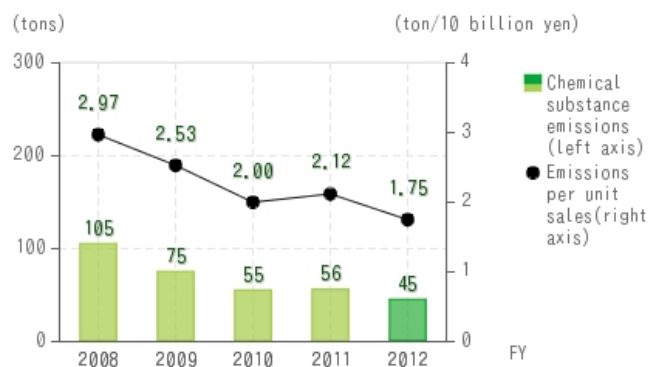
In fiscal 2012, the Yamaha Group handled a total of 302 tons of substances designated under the PRTR Law, a decrease of 2.6% compared with the previous fiscal year. Emissions released into the environment decreased by 11 tons to 45 tons.

Of the 45 tons released into the environment, about 85% comprises styrene, toluene and xylene from painting processes. Going forward, Yamaha will continue efforts to reduce VOC emissions.

\*3 PRTR: An abbreviation for Pollutant Release and Transfer Register.

The PRTR Law is an abbreviation of the Law Concerning Reporting, etc. of Releases to the Environment of Specific Chemical Substances and Promoting Improvements in their Management.

### Amount of PRTR-designated Substances Released



\* Values in previous fiscal years were revised.

### Yamaha Group PRTR Results (FY2012: Japan)

(tons)

Class 1 Designated Chemical Substances			Total amount handled	Amount released into the environment				Amount transferred		Others
Order	Ordinance No.	Substance name		Into air	Into public water	Into soil	Buried on facility premises	Waste transferred	To sewerage system	
1	240	styrene	216.2	19.6	0.0	0.0	0.0	2.3	0.0	194.3
2	300	toluene	13.9	13.7	0.0	0.0	0.0	0.1	0.0	0.0
3	374	hydrogen fluoride and its water-soluble salts	13.8	0.0	0.0	0.0	0.0	0.0	0.0	13.8
4	438	methylnapthalene	11.2	0.1	0.0	0.0	0.0	0.0	0.0	11.2
5	232	N,N-dimethylformamide	11.0	0.0	0.0	0.0	0.0	3.4	0.0	7.6
6	20	2-aminoethanol	9.6	0.01	0.0	0.0	0.0	9.2	0.0	0.3
7	80	xylene	5.0	4.8	0.0	0.0	0.0	0.3	0.0	0.0
8	384	1-bromopropane	2.3	1.8	0.0	0.0	0.0	0.0	0.0	0.6

9	53	ethylbenzenes	2.3	2.3	0.0	0.0	0.0	0.0	0.0	0.0
10	309	nickel compounds	2.2	0.0	0.0	0.0	0.0	0.2	0.0	1.9
11	420	methyl methacrylate	2.1	1.1	0.0	0.0	0.0	0.0	0.0	1.0
12	308	nickel	1.9	0.0	0.0	0.0	0.0	0.0	0.0	1.9
13	354	di-n-butyl phthalate	1.3	0.0	0.0	0.0	0.0	0.9	0.0	0.4
14	407	poly(oxyethylene)alkyl ether(alkyl C=12-15)	1.1	0.0	0.0	0.0	0.0	0.0	0.0	1.1
15	144	inorganic cyanide compounds (except complex salts and cyanates)	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.9
16	134	vinyl acetate	0.8	0.7	0.0	0.0	0.0	0.0	0.0	0.1
17	82	silver and its water-soluble compounds	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.7
18	71	ferric chloride	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.6
19	276	3,6,9-triazundecane - 1,11-diamine poly(oxyethylene)alkyl ether(alkyl C=12-15)	0.6	0.0	0.0	0.0	0.0	0.4	0.0	0.2
20	87	chromium and chromium(III) compounds	0.6	0.0	0.0	0.0	0.0	0.5	0.0	0.1



21	132	cobalt and its compounds poly(oxyethylene) nonyl phenyl ether	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.5
22	297	1,3,5-trimethylbenzene	0.5	0.5	0.0	0.0	0.0	0.0	0.0	0.0
23	395	water-soluble salts of peroxodisulfuric acid	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.3
24	448	methylenedibis(4,1-phenylene) diisocyanate	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.3
25	349	phenol	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.1
26	405	boron compounds	0.2	0.1	0.1	0.0	0.0	0.0	0.0	0.0
27	258	1,3,5,7-tetraazatricyclo[3.3.1.1 <sup>3,7</sup> ]decane	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
28	411	formaldehyde	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
29	410	poly(oxyethylene) nonyl phenyl ether	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
30	59	ethylenediamine n-hexane	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.2
		Others	0.7	0.1	0.0	0.0	0.0	0.2	0.0	0.4
		Total	301.7	44.8	0.1	0.0	0.0	17.6	0.0	239.0

Note: The above list includes those of the 462 Class 1 substances that Yamaha handled in a volume of 0.1 tons or greater.

In some cases the total values may appear not to match due to rounding of numbers.

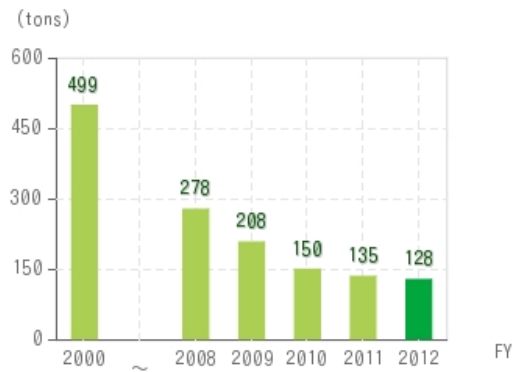
## VOCs (Volatile Organic Compounds) Atmospheric Emissions

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The Yamaha Group is working to reduce the emission of volatile organic compounds (VOCs) released during product coating, adhesion and other processes. VOCs, which include a wide range of substances such as toluene, xylene and ethyl acetate, are believed to be one of the sources of air pollutants such as optical oxidants and suspended particulate matter.

In fiscal 2006, the Yamaha Group formed a working group to address VOC emissions reduction, conducted studies of VOC use and emission at each business site and investigated methods for reducing emissions. The Group implemented initiatives toward the goal of a 30% reduction set the fiscal 2010 target of. All business sites have been making efforts toward a goal of a 30% reduction in emissions compared to fiscal 2000 levels by fiscal 2010 and successfully reduced VOC emissions by approximately 70% in fiscal 2010 relative to fiscal 2000 levels. After that, the Group has been continuing the effort and VOC emissions fell by 74% in fiscal 2012 relative to fiscal 2000 levels.

### VOC Atmospheric Emissions



# (Environmental Data)Yamaha Group(2)

## Yamaha Corporation and Group Manufacturing Companies in Japan

### Amount of Waste Generated\*1, Landfill Rate

The Yamaha Group in Japan generated 6,000 tons of waste in fiscal 2012, a 800 ton decrease compared with the previous fiscal year. This was due to efforts to promote the in-house treatment of such waste materials as sludge acid and waste alkali utilizing internal effluent treatment facilities as well as valuable wastes through thoroughgoing sorting activities and measures aimed at reducing waste by enhancing extraction rates. The overall landfill rate was 0.22%, thanks in part to the ongoing implementation of the Zero Emissions\*2 initiative by Yamaha Corporation and Group manufacturing companies in Japan. The increase in landfill rate is due to the impact of efforts to eliminate asbestos in equipment and building materials inside the premises.

\*1 The weight of waste generated includes industrial waste, non-industrial wastes (excluding outsourcing from the government) and valuable wastes. In fiscal 2011, Yamaha changed the calculation method and the amount recycled is no longer included as waste.

\*2 Zero Emissions is defined by the Yamaha Group as limiting the weight of final waste sent to landfill to less than 1% of waste generated

#### Amount of Waste Generated/Landfill Rate

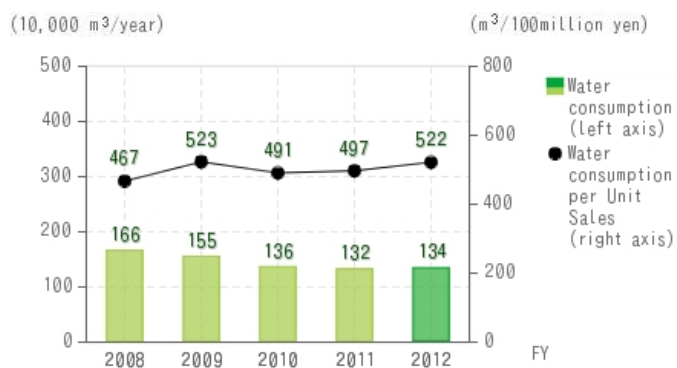


\* Values of landfill rates in previous fiscal years were revised.

### Water Usage

Yamaha Group domestic water use in fiscal 2011 was 1.34 million cubic meters, on par with the previous fiscal year.

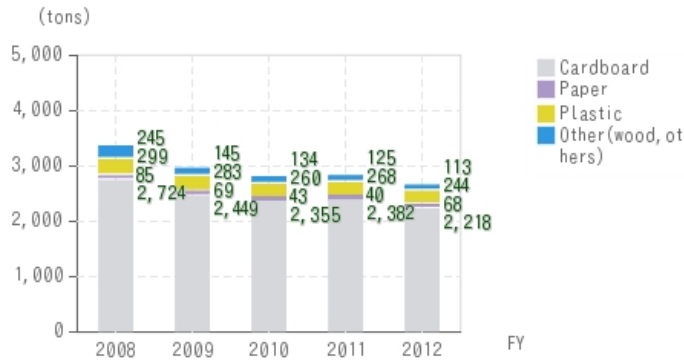
#### Water Consumption



## Containers and Packaging Material Used

Yamaha Corporation used 2,643 tons of containers and packaging materials in fiscal 2012, down 173 tons from the previous fiscal year.

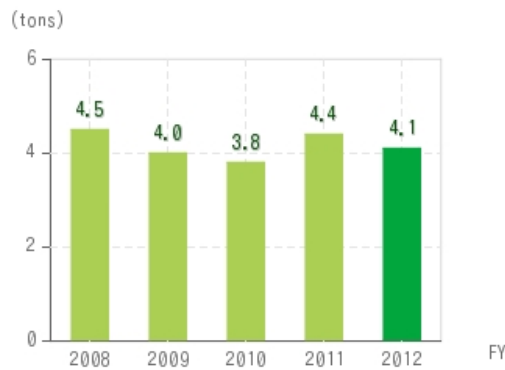
### Containers and Packaging Material Used



## BOD (Biochemical Oxygen Demand) Emissions

Water discharged into public water by the Yamaha Group in Japan contained 4.1 tons of BOD in fiscal 2012, which represents a 0.3 ton decrease compared with the previous fiscal year.

### BOD (Biochemical Oxygen Demand) Emissions



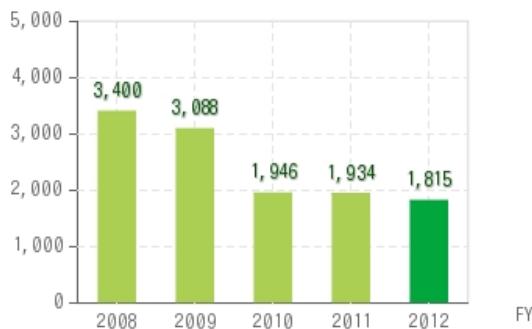
\* Energy consumption in the previous fiscal year was recalculated and adjusted. This figure represents the difference with the revised value.

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

In fiscal 2012, transportation volume for the Yamaha Group in Japan was down 6.2% compared with the previous fiscal year to 18.15 million tons-kilometers. CO<sub>2</sub> emissions in fiscal 2012 amounted to 2,861 tons of CO<sub>2</sub>, a 7.5% decrease compared with the previous fiscal year.

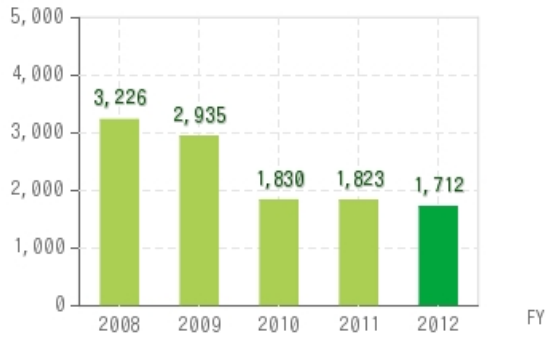
### Transport Volume (Total)

(10,000 tons-kilometers)



### Transportation Volume (Short- and medium-distance) Breakdown: Road

(10,000tons - kilometers)



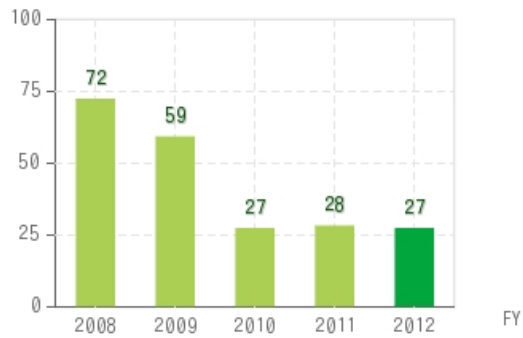
### Transportation Volume (Long-distance) Breakdown: Rail

(10,000tons - kilometers)



### Transportation Volume (Long-distance) Breakdown: Sea

(10,000tons - kilometers)



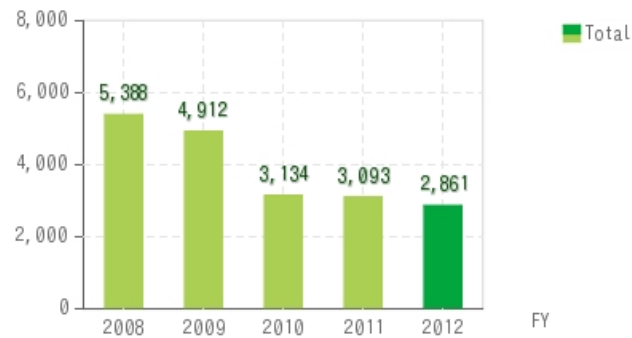
### Transportation Volume (Long-distance) Breakdown: Air

(10,000tons - kilometers)



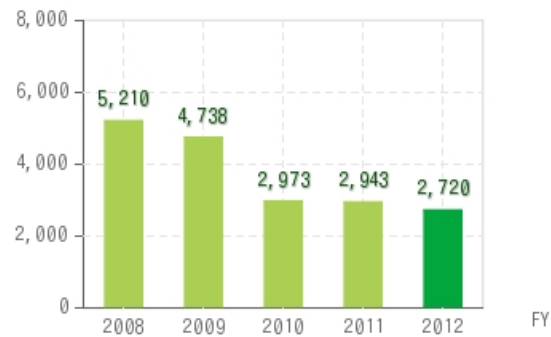
### Logistics-related CO<sub>2</sub> Emissions (Total)

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



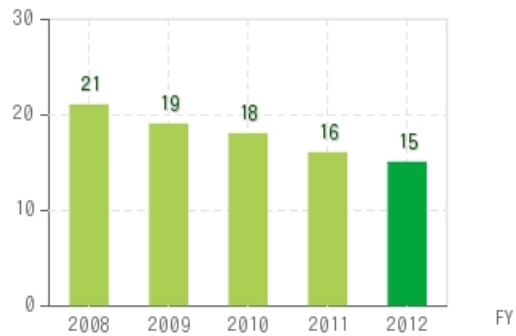
### Logistics-related CO<sub>2</sub> Emissions (Short- and medium-distance) Breakdown: Road

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



### Logistics-related CO<sub>2</sub> Emissions (Long-distance) Breakdown: Rail

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



### Logistics-related CO<sub>2</sub> Emissions (Long-distance) Breakdown: Sea



### Logistics-related CO<sub>2</sub> Emissions (Long-distance) Breakdown: Air

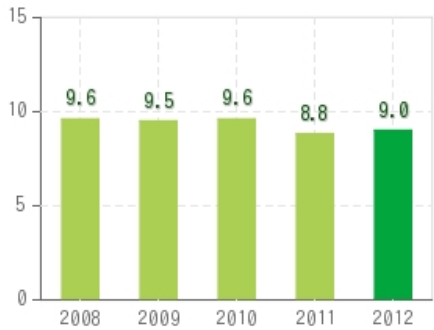


# (Environmental Data)Resort Facilities

## Resort Facilities

### CO2 Emissions (from energy consumption)

(1,000tons - CO2)



FY

### NOx (Nitrogen Oxide) Emissions

(tons)



FY

### SOx (Sulfur Oxide) Emissions

(tons)



FY

### Water Consumption

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



FY



### BOD (Biochemical Oxygen Demand) Emissions



### Waste Generated



# (Environmental Data)Group Manufacturing Companies Located Overseas

## Group Manufacturing Companies Located Overseas

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

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



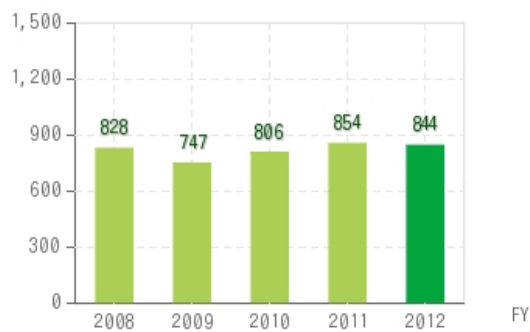
### Waste Generated

(1,000tons)



### Water Consumption

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



# (Environmental Data) Sales Offices

## Sales Offices in Japan

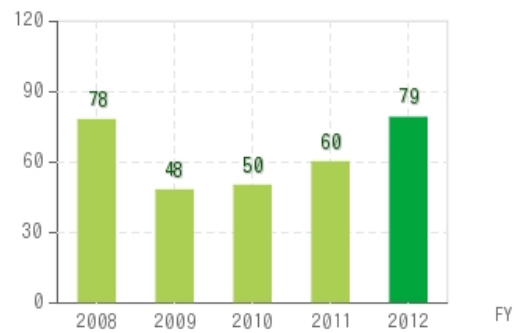
### CO<sub>2</sub> Emissions (from energy consumption)

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



### Waste Generated

(tons)



### Water Consumption

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



# (Environmental Data by Site)(1)

- [Headquarters Area](#)
- [Toyooka Factory](#)
- [Kakegawa Factory \(including Iwata Factory and Yamanashi Kogei Co., Ltd.\)](#)

## Headquarters Area

Including 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

<b>Business lines</b>	Development, design and sales of audio visual equipment, ICT devices, electronic devices, string and percussion instruments, PA equipment, and sound proof chambers; and administrative functions
<b>Location</b>	Hamamatsu City, Shizuoka Prefecture
<b>No. of Employees</b>	2,731
<b>Site area</b>	225,600m <sup>2</sup>

### < Summary of Environmental Data >

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

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

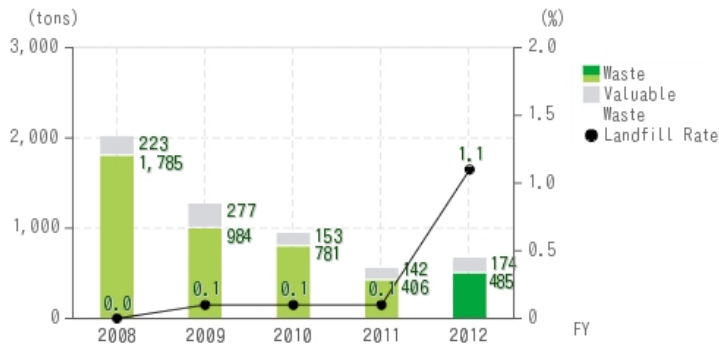


#### Headquarters Area:NOx/SOx Emissions

(tons)



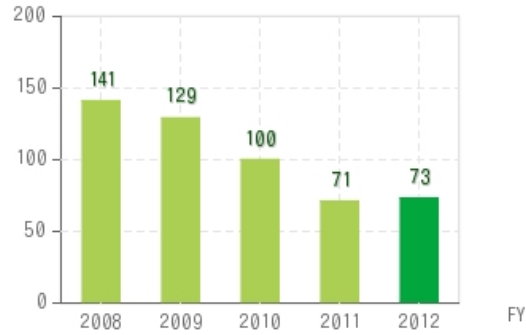
#### Headquarters Area:Waste Generated/Landfill Rate



\* Landfill Rates in previous fiscal years were revised.

### Headquarters Area:Water Consumption

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



### Headquarters Area:BOD (Biochemical Oxygen Demand)

(tons)



### Headquarters Area:PRTR-designated Substances Released

(tons)



### PRTR Results (FY2012)

There are no notifications under the PRTR Law.

## Toyooka Factory

<b>Business lines</b>	Manufacture of electronic instruments, wind, string and percussions instrument, PA equipment and electronic components
<b>Location</b>	Iwata City, Shizuoka Prefecture
<b>No. of Employees</b>	1,748
<b>Site area</b>	184,197m <sup>2</sup>

< Summary of Environmental Data >

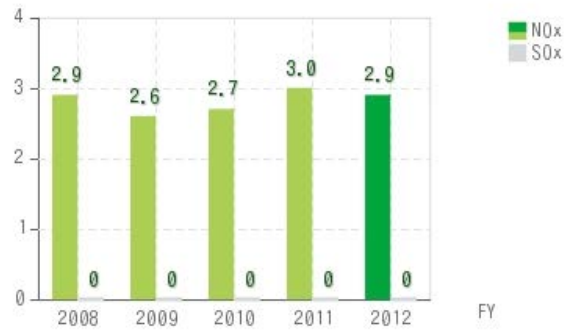
Toyooka Factory:CO<sub>2</sub> Emissions (from energy consumption)

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



Toyooka Factory:NOx/SOx Emissions

(tons)



Toyooka Factory:Waste Generated/Landfill Rate

(tons)

(%)



Toyooka Factory:Water Consumption

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



**Toyooka Factory:BOD (Biochemical Oxygen Demand)**



**Toyooka Factory:PRTR-designated Substances Released**



**PRTR Results(FY2012)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc.
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	
384	1-bromopropane	2.3	1.8	0.0	0.0	0.0	0.0	0.0	0.6
80	xylene	1.2	1.0	0.0	0.0	0.0	0.3	0.0	0.0
407	poly(oxyethylene)alkyl ether (alkyl C=12-15)	1.1	0.0	0.0	0.0	0.0	0.0	0.0	1.1
53	ethylbenzene	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
	Others	5.0	0.3	0.1	0.0	0.0	0.8	0.0	3.8
	<b>Total</b>	<b>10.7</b>	<b>4.1</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>	<b>1.1</b>	<b>0.0</b>	<b>5.5</b>

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

<b>Business</b>	Manufacture of pianos, hybrid pianos, electric pianos and piano parts;
<b>lines</b>	manufacture of piano frames; and manufacture of furniture and wood products
<b>Location</b>	Kakegawa Factory : Kakegawa City, Shizuoka Prefecture Iwata Factory : Iwata City, Shizuoka Prefecture
<b>No. of Employees</b>	869
<b>Site area</b>	Kakegawa Factory:222,410m <sup>2</sup> , Iwata Factory:47,855m <sup>2</sup>

< Summary of Environmental Data (Kakegawa Factory) >

Kakegawa Factory:CO<sub>2</sub> Emissions (from energy consumption)

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



Kakegawa Factory:NOx/SOx Emissions

(tons)



Kakegawa Factory:Waste Generated/Landfill Rate

(tons)



\* Waste in previous fiscal years were revised.

Kakegawa Factory:Water Consumption

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





**Kakegawa Factory:BOD (Biochemical Oxygen Demand)**



**Kakegawa Factory:PRTR-designated Substances Released**



**PRTR Results(FY2012)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	Consumption, products, etc.
240	styrene	86.9	12.3	0.0	0.0	0.0	2.3	0.0	72.3
300	toluene	8.2	8.2	0.0	0.0	0.0	0.0	0.0	0.0
80	xylene	2.7	2.7	0.0	0.0	0.0	0.0	0.0	0.0
309	nickel compounds	2.0	0.0	0.0	0.0	0.0	0.2	0.0	1.8
308	nickel	1.9	0.0	0.0	0.0	0.0	0.0	0.0	1.9
354	di-n-butyl phthalate	1.3	0.0	0.0	0.0	0.0	0.9	0.0	0.4
	Others	3.7	1.1	0.0	0.0	0.0	0.5	0.0	2.2
	<b>Total</b>	<b>106.8</b>	<b>24.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>3.9</b>	<b>0.0</b>	<b>78.6</b>

**< Summary of Environmental Data (Iwata Factory) >**

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

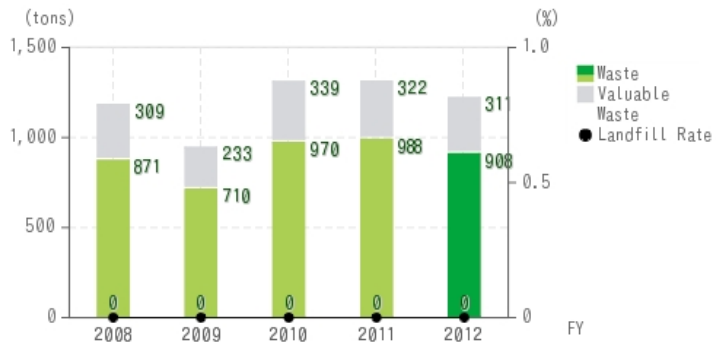
(1,000tons - CO<sub>2</sub>)



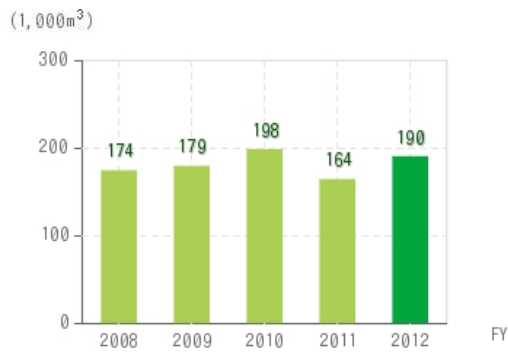
**Iwata Factory:NOx/SOx Emissions**



**Iwata Factory:Waste Generated/Landfill Rate**



**Iwata Factory:Water Consumption**



**Iwata Factory:BOD (Biochemical Oxygen Demand)**



**Iwata Factory:PRTR-designated Substances Released**



**PRTR Results(FY2012)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	Consumption, products, etc.
300	toluene	3.1	3.1	0.0	0.0	0.0	0.0	0.0	0.0
240	styrene	2.9	0.9	0.0	0.0	0.0	0.0	0.0	2.0
	Others	1.1	0.7	0.0	0.0	0.0	0.0	0.0	0.3
	Total	7.1	4.7	0.0	0.0	0.0	0.0	0.0	2.3

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

**Yamanashi Kogei Co., Ltd.:CO<sub>2</sub> Emissions (from energy consumption)**

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

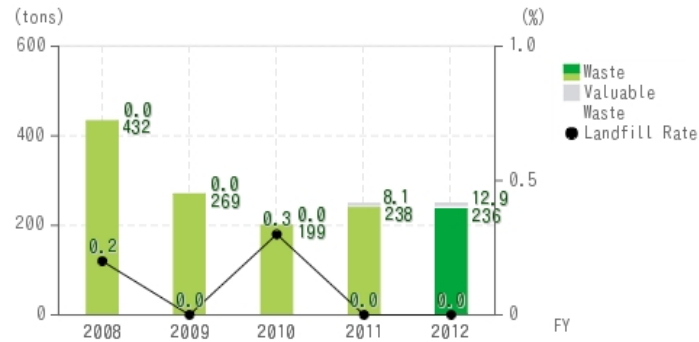


**Yamanashi Kogei Co., Ltd.:NO<sub>x</sub>/SO<sub>x</sub> Emissions**

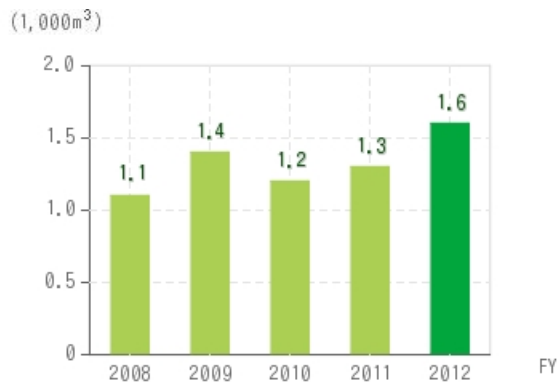


\* SOX values in previous fiscal years were revised.

**Yamanashi Kogei Co., Ltd.:Waste Generated/Landfill Rate**



**Yamanashi Kogei Co., Ltd.:Water Consumption**



**Yamanashi Kogei Co., Ltd.:BOD (Biochemical Oxygen Demand)**

The company did not discharge any BODs into public watersheds.

**Yamanashi Kogei Co., Ltd.:PRTR-designated Substances Released**



**PRTR Results(FY2012)**

(tons)

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc.
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	
240	styrene	1.7	0.4	0.0	0.0	0.0	0.0	0.0	1.3
	Others	0.7	0.1	0.0	0.0	0.0	0.0	0.0	0.6
	Total	2.4	0.6	0.0	0.0	0.0	0.0	0.0	1.9

## (Environmental Data by Site)(2)

- [Yamaha Fine Technologies Co., Ltd. \(including Yamaha Wood Technology Group of Yamaha Corporation\)](#)
- [Yamaha Kagoshima Semiconductor Inc.](#)
- [D.S. Corporation](#)
- [Yamaha Music Craft Corporation Main Factory](#)
- [Yamaha Music Craft Corporation Shinden Factory](#)
- [Sakuraba Mokuzai Co., Ltd.](#)

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

<b>Business lines</b>	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
<b>Location</b>	Hamamatsu City, Shizuoka Prefecture
<b>No. of Employees</b>	828
<b>Site area</b>	182,829m <sup>2</sup>

#### < Summary of Environmental Data >

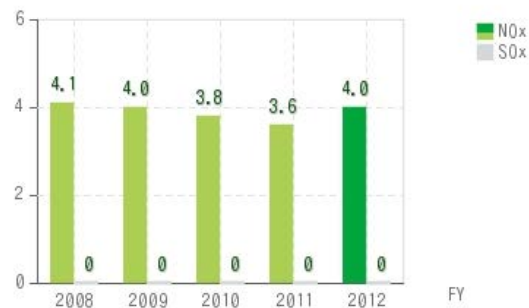
#### Yamaha Fine Technologies Co., Ltd.:CO<sub>2</sub> Emissions (from energy consumption)

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

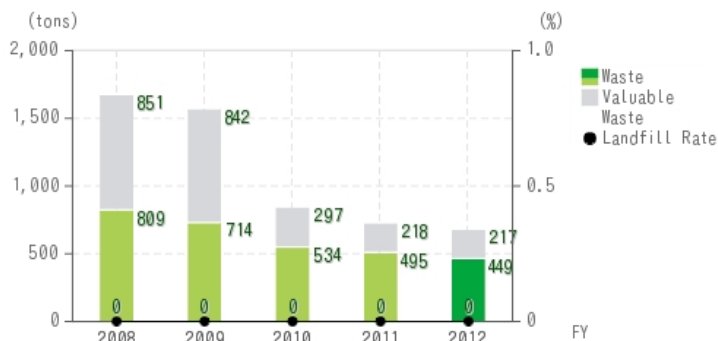


#### Yamaha Fine Technologies Co., Ltd.:NO<sub>x</sub>/SO<sub>x</sub> Emissions

(tons)



#### Yamaha Fine Technologies Co., Ltd.:Waste Generated/Landfill Rate





# Yamaha Kagoshima Semiconductor Inc.

<b>Business lines</b>	Manufacturing of LSI's for specific semiconductor applications
<b>Location</b>	Aira-gun, Kagoshima Prefecture
<b>No. of Employees</b>	394
<b>Site area</b>	56,000m <sup>2</sup>

## < Summary of Environmental Data >

### Yamaha Kagoshima Semiconductor Inc.:CO<sub>2</sub> Emissions



\* Primarily sulfur hexafluoride and perfluorocarbon

\* Values of Non-CO<sub>2</sub> Greenhouse Gas Emissions in previous fiscal years were revised

### Yamaha Kagoshima Semiconductor Inc.:NO<sub>x</sub>/SO<sub>x</sub> Emissions

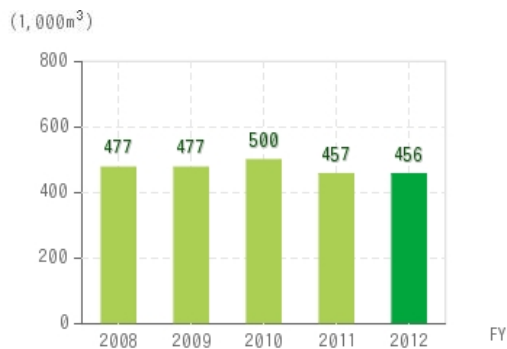


\* Sox values in previous fiscal years were revised.

### Yamaha Kagoshima Semiconductor Inc.:Waste Generated/Landfill Rate



**Yamaha Kagoshima Semiconductor Inc.:Water Consumption**



**Yamaha Kagoshima Semiconductor Inc.:BOD (Biochemical Oxygen Demand)**



\* Values in previous fiscal years were revised.

**Yamaha Kagoshima Semiconductor Inc.:PRTR-designated Substances Released**



**PRTR Results(FY2012)**

**(tons)**

Ordinance No.	Class 1 Designated Chemical Substances	Total amount handled	Amount released into the environment				Amount transferred		Others Consumption, products, etc.
			Into air	Into public water	Into soil	Buried on Facility premises	Waste transferred	To sewerage system	
374	hydrogen fluoride and its water-soluble salts	13.2	0.0	0.0	0.0	0.0	0.0	0.0	13.2
232	N,N-dimethylformamide	11.0	0.0	0.0	0.0	0.0	3.4	0.0	7.6
438	methylnaphthalene	11.0	0.1	0.0	0.0	0.0	0.0	0.0	10.9
20	2-aminoethanol	9.3	0.0	0.0	0.0	0.0	9.2	0.0	0.0
	Others	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0
	<b>Total</b>	<b>44.4</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>12.6</b>	<b>0.0</b>	<b>31.7</b>



## D.S. Corporation

<b>Business lines</b>	Manufacture of printed circuit board products, audio, visual, and instrument related devices, and ICT device products
<b>Location</b>	Fukuroi City , Shizuoka Prefecture
<b>No. of Employees</b>	127
<b>Site area</b>	8,900m <sup>2</sup>

### < Summary of Environmental Data >

#### D.S. Corporation:CO<sub>2</sub> Emissions (from energy consumption)

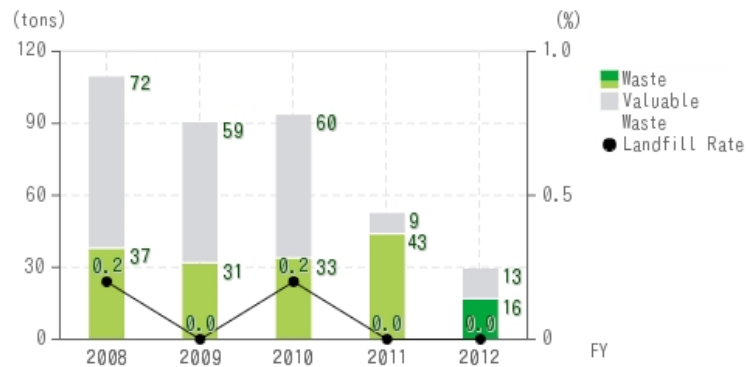
(1,000tons - CO<sub>2</sub>)



#### D.S. Corporation:NOx/SOx Emissions

The company did not emit any NOx or SOx.

#### D.S. Corporation:Waste Generated/Landfill Rate

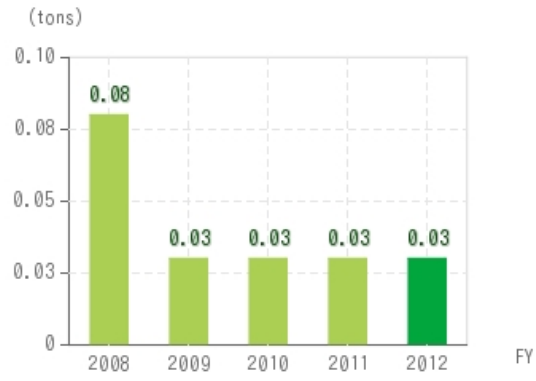


#### D.S. Corporation:Water Consumption

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



**D.S. Corporation: BOD (Biochemical Oxygen Demand)**



\* Values in previous fiscal years were revised.

**PRTR Results (FY2012)**

There are no notifications under the PRTR Law.

## Yamaha Music Craft Corporation Main Factory

### Business

lines	Processing, assembly, packing and shipping of wind instrument parts
Location	Iwata City, Shizuoka Prefecture
No. of Employees	90
Site area	4,742m <sup>2</sup>

### < Summary of Environmental Data >

#### Yamaha Music Craft Corporation Main Factory:CO<sub>2</sub> Emissions (from energy consumption)

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



#### Yamaha Music Craft Corporation Main Factory:NOx/SOx Emissions

The company did not emit any NOx or SOx.

#### Yamaha Music Craft Corporation Main Factory:Waste Generated/Landfill Rate



#### Yamaha Music Craft Corporation Main Factory:Water Consumption

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



#### Yamaha Music Craft Corporation Main Factory:BOD (Biochemical Oxygen Demand)

The company did not discharge any BODs into public watersheds.

#### PRTR Results (FY2012)

There are no notifications under the PRTR Law.

## Yamaha Music Craft Corporation Shinden Factory

<b>Business lines</b>	Manufacture of string, and percussion instruments
<b>Location</b>	Hamamatsu City, Shizuoka Prefecture
<b>No. of Employees</b>	82
<b>Site area</b>	14,474m <sup>2</sup>

### < Summary of Environmental Data >

#### Yamaha Music Craft Corporation Shinden Factory:CO<sub>2</sub> Emissions (from energy consumption)

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



#### Yamaha Music Craft Corporation Shinden Factory:NO<sub>x</sub>/SO<sub>x</sub> Emissions

(tons)

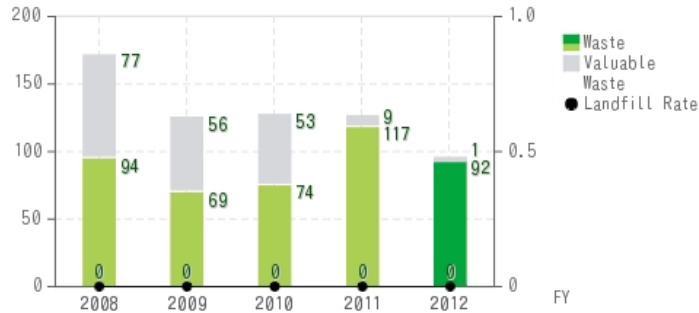


\* Sox values in previous fiscal years were revised.

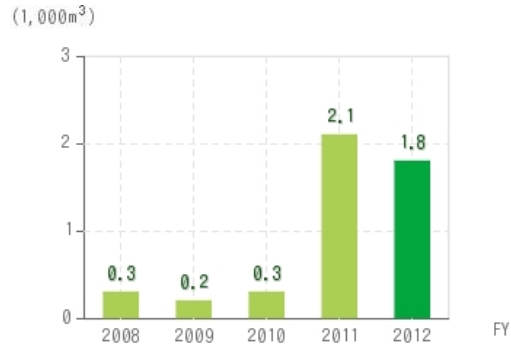
#### Yamaha Music Craft Corporation Shinden Factory:Waste Generated/Landfill Rate

(tons)

(%)



**Yamaha Music Craft Corporation Shinden Factory:Water Consumption**

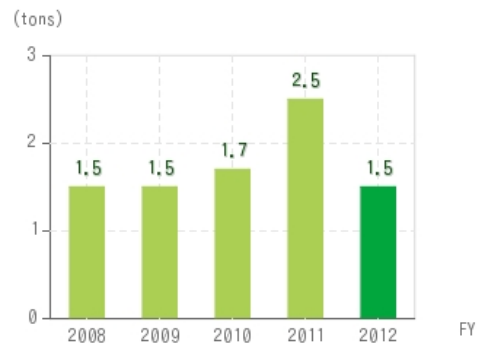


\* The Company started measurement of the amount of the groundwater used from FY2011.

**Yamaha Music Craft Corporation Shinden Factory:BOD (Biochemical Oxygen Demand)**

The company did not discharge any BODs into public watersheds.

**Yamaha Music Craft Corporation Shinden Factory:PRTR-designated Substances Released**



**PRTR Results (FY2012)**

There are no notifications under the PRTR Law.

## Sakuraba Mokuzai Co., Ltd.

<b>Business lines</b>	Lumber manufacturing for musical instruments, processing of wooden parts, and manufacturing of other woodwork.
<b>Location</b>	Kitaakita City , Akita Prefecture
<b>No. of Employees</b>	67
<b>Site area</b>	52,854m <sup>2</sup>

### < Summary of Environmental Data >

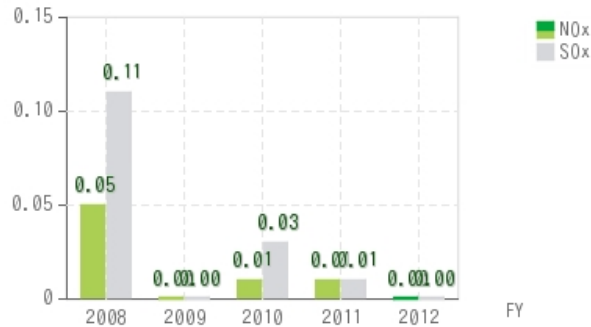
#### Sakuraba Mokuzai Co., Ltd.:CO<sub>2</sub> Emissions (from energy consumption)

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



#### Sakuraba Mokuzai Co., Ltd.:NO<sub>x</sub>/SO<sub>x</sub> Emissions

(tons)



\* Sox values in previous fiscal years were revised.

#### Sakuraba Mokuzai Co., Ltd.:Waste Generated/Landfill Rate

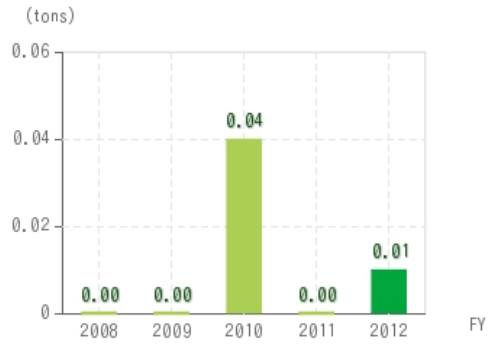


\* Recycle volume at the factory was included in value of waste generated.

**Sakuraba Mokuzaï Co., Ltd.:Water Consumption**



**Sakuraba Mokuzaï Co., Ltd.:BOD (Biochemical Oxygen Demand)**



**PRTR Results (FY2012)**

There are no notifications under the PRTR Law.

# (Environmental Data by Site)Resort Facilities

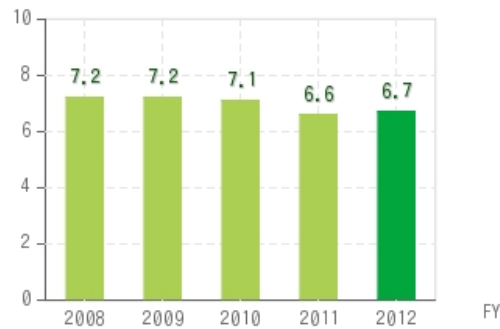
→ [Yamaha Resort Corporation — Tsumagoi™ —](#)  
 → [Yamaha Resort Corporation — Katsuragi™ —](#)

## Yamaha Resort Corporation — Tsumagoi™ —

<b>Business lines</b>	Operation of lodging facilities, restaurants, relaxation and related facilities
<b>Location</b>	Kakegawa City, Shizuoka Prefecture
<b>No. of Employees</b>	223
<b>Site area</b>	1,290,000m <sup>2</sup>

### Yamaha Resort Corporation — Tsumagoi™ —:CO<sub>2</sub> Emissions (from energy consumption)

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



### Yamaha Resort Corporation — Tsumagoi™ —:NO<sub>x</sub>/SO<sub>x</sub> Emissions

(tons)



\* Sox values in previous fiscal years were revised.

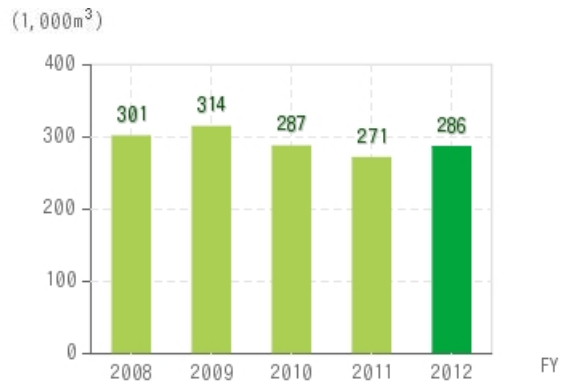
### Yamaha Resort Corporation — Tsumagoi™ —:Waste Generated/Landfill Rate

(tons)





Yamaha Resort Corporation — Tsumagoi™ —:Water Consumption



Yamaha Resort Corporation — Tsumagoi™ —:BOD (Biochemical Oxygen Demand)



## Yamaha Resort Corporation — Katsuragi™ —

<b>Business lines</b>	Operation of lodging facilities, restaurants, golf courses and related facilities
<b>Location</b>	Fukuroi City, Shizuoka Prefecture
<b>No. of Employees</b>	207
<b>Site area</b>	1,380,000m <sup>2</sup>

### Yamaha Resort Corporation — Katsuragi™ —:CO<sub>2</sub> Emissions (from energy consumption)

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



### Yamaha Resort Corporation — Katsuragi™ —:NO<sub>x</sub>/SO<sub>x</sub> Emissions

(tons)



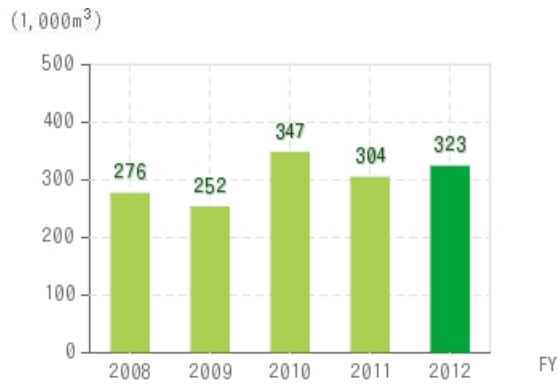
\* Sox values in previous fiscal years were revised.

### Yamaha Resort Corporation — Katsuragi™ —:Waste Generated/Landfill Rate

(tons)



Yamaha Resort Corporation — Katsuragi™ —:Water Consumption



Yamaha Resort Corporation — Katsuragi™ —:BOD (Biochemical Oxygen Demand)



# (Environmental Data by Site)Overseas(1)

- [Tianjin Yamaha Electronic Musical Instruments, Inc.](#)
- [Xiaoshan Yamaha Musical Instruments Co., Ltd.](#)
- [Yamaha Electronics \(Suzhou\) Co., Ltd.](#)
- [Hangzhou Yamaha Musical Instruments Co., Ltd.](#)

## Tianjin Yamaha Electronic Musical Instruments, Inc.

<b>Business lines</b>	Manufacture of electronic musical instruments
<b>Location</b>	China
<b>No. of Employees</b>	2,027
<b>Site area</b>	30,729m <sup>2</sup>

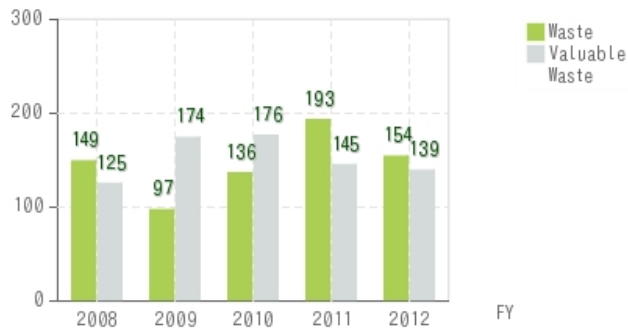
### Tianjin Yamaha Electronic Musical Instruments, Inc.:CO<sub>2</sub> Emissions (from energy consumption)

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



### Tianjin Yamaha Electronic Musical Instruments, Inc.:Waste Generated/Landfill Rate

(tons)



### Tianjin Yamaha Electronic Musical Instruments, Inc.:Water Consumption

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

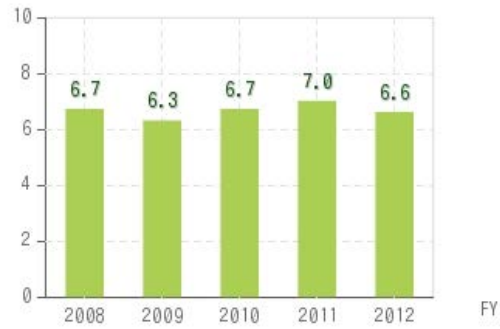


## Xiaoshan Yamaha Musical Instruments Co., Ltd.

<b>Business lines</b>	Manufacture of wind instruments and percussion instruments
<b>Location</b>	China
<b>No. of Employees</b>	422
<b>Site area</b>	56,000m <sup>2</sup>

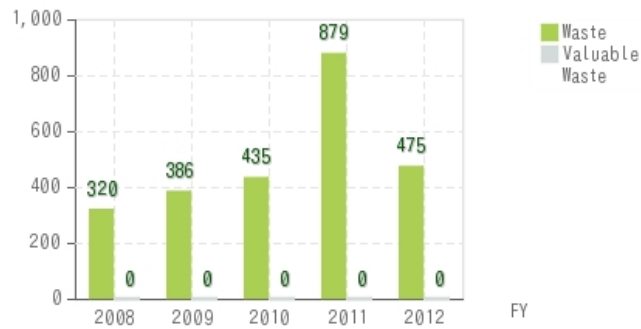
### Xiaoshan Yamaha Musical Instruments Co., Ltd.:CO<sub>2</sub> Emissions (from energy consumption)

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



### Xiaoshan Yamaha Musical Instruments Co., Ltd.:Waste Generated/Landfill Rate

(tons)



### Xiaoshan Yamaha Musical Instruments Co., Ltd.:Water Consumption

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

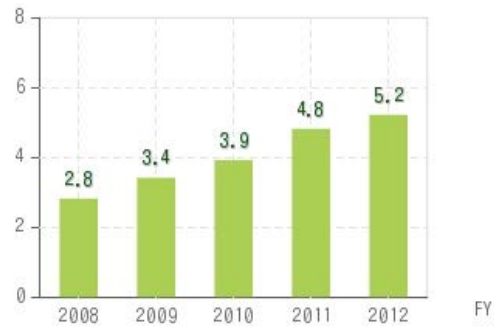


## Yamaha Electronics (Suzhou) Co., Ltd.

<b>Business lines</b>	Manufacture of AV equipment and parts
<b>Location</b>	China
<b>No. of Employees</b>	1,026
<b>Site area</b>	120,000m <sup>2</sup>

### Yamaha Electronics (Suzhou) Co., Ltd.:CO<sub>2</sub> Emissions (from energy consumption)

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



### Yamaha Electronics (Suzhou) Co., Ltd.:Waste Generated/Landfill Rate

(tons)



### Yamaha Electronics (Suzhou) Co., Ltd.:Water Consumption

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



## Hangzhou Yamaha Musical Instruments Co., Ltd.

<b>Business lines</b>	Manufacture of pianos, piano parts, and guitars
<b>Location</b>	China
<b>No. of Employees</b>	2,180
<b>Site area</b>	150,000m <sup>2</sup>

### Hangzhou Yamaha Musical Instruments Co., Ltd.:CO<sub>2</sub> Emissions (from energy consumption)

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



### Hangzhou Yamaha Musical Instruments Co., Ltd.:Waste Generated/Landfill Rate

(1,000 tons)



### Hangzhou Yamaha Musical Instruments Co., Ltd.:Water Consumption

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



## (Environmental Data by Site)Overseas(2)

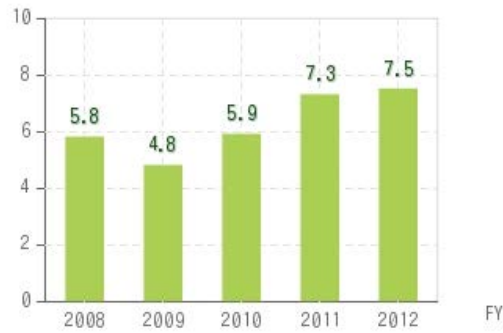
- [PT. Yamaha Musical Products Indonesia](#)
- [PT. Yamaha Music Manufacturing Indonesia](#)
- [PT. Yamaha Music Manufacturing Asia](#)
- [PT. Yamaha Indonesia](#)
- [PT. Yamaha Electronics Manufacturing Indonesia](#)
- [Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.](#)

### PT. Yamaha Musical Products Indonesia

<b>Business lines</b>	Manufacture and assembly of wind instruments, pianicas™, recorders, etc
<b>Location</b>	Indonesia
<b>No. of Employees</b>	1,473
<b>Site area</b>	58,500m <sup>2</sup>

#### PT. Yamaha Musical Products Indonesia:CO<sub>2</sub> Emissions (from energy consumption)

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



#### PT. Yamaha Musical Products Indonesia:Waste Generated/Landfill Rate

(tons)



#### PT. Yamaha Musical Products Indonesia:Water Consumption

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



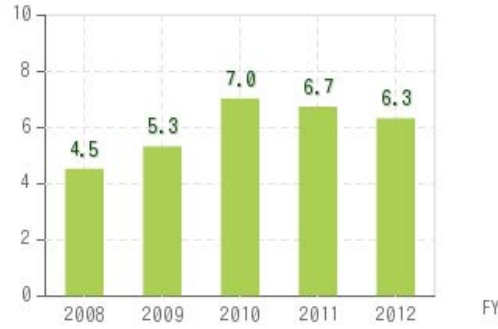


## PT. Yamaha Music Manufacturing Indonesia

<b>Business lines</b>	Manufacture of guitars
<b>Location</b>	Indonesia
<b>No. of Employees</b>	1,899
<b>Site area</b>	22,500m <sup>2</sup>

### PT. Yamaha Music Manufacturing Indonesia:CO<sub>2</sub> Emissions (from energy consumption)

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



### PT. Yamaha Music Manufacturing Indonesia:Waste Generated/Landfill Rate

(1,000tons)



### PT. Yamaha Music Manufacturing Indonesia:Water Consumption

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



## PT. Yamaha Music Manufacturing Asia

<b>Business lines</b>	Manufacture of electronic musical instruments and PA equipment
<b>Location</b>	Indonesia
<b>No. of Employees</b>	4,064
<b>Site area</b>	120,000m <sup>2</sup>

### PT. Yamaha Music Manufacturing Asia:CO<sub>2</sub> Emissions (from energy consumption)



### PT. Yamaha Music Manufacturing Asia:Waste Generated/Landfill Rate



### PT. Yamaha Music Manufacturing Asia:Water Consumption

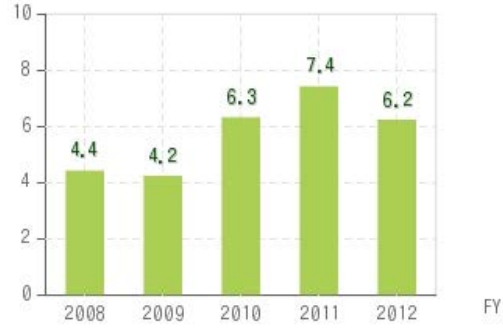


## PT. Yamaha Indonesia

<b>Business lines</b>	Manufacture of pianos
<b>Location</b>	Indonesia
<b>No. of Employees</b>	1,129
<b>Site area</b>	19,542m <sup>2</sup>

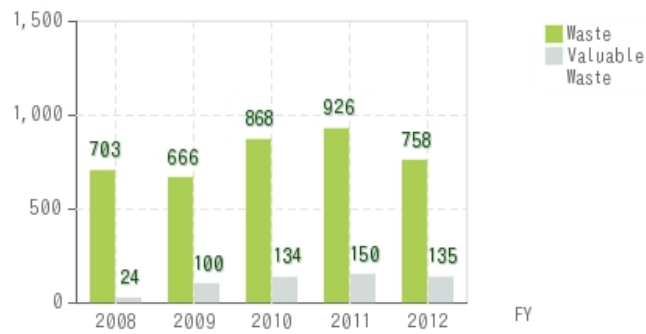
### PT. Yamaha Indonesia:CO<sub>2</sub> Emissions (from energy consumption)

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



### PT. Yamaha Indonesia:Waste Generated/Landfill Rate

(tons)



### PT. Yamaha Indonesia:Water Consumption

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

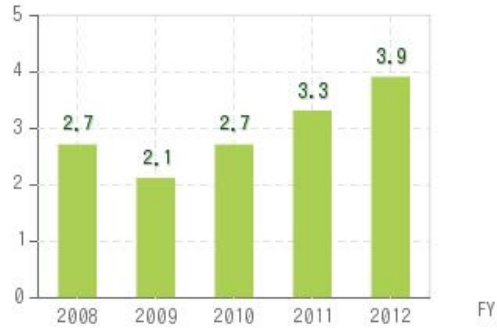


## PT. Yamaha Electronics Manufacturing Indonesia

<b>Business lines</b>	Manufacture of AV equipment(speakers), manufacture and sale of AV service parts
<b>Location</b>	Indonesia
<b>No. of Employees</b>	500
<b>Site area</b>	50,000m <sup>2</sup>

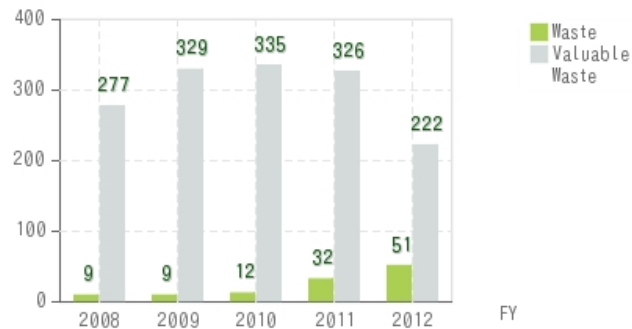
### PT. Yamaha Electronics Manufacturing Indonesia:CO<sub>2</sub> Emissions (from energy consumption)

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



### PT. Yamaha Electronics Manufacturing Indonesia:Waste Generated/Landfill Rate

(tons)



### PT. Yamaha Electronics Manufacturing Indonesia:Water Consumption

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

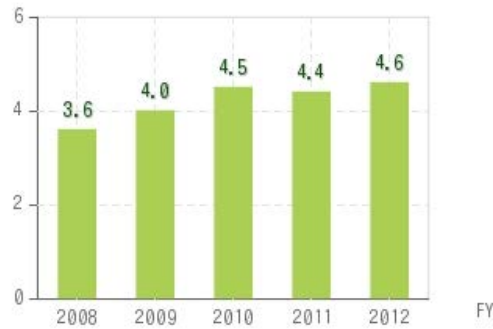


## Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.

<b>Business lines</b>	Manufacture of AV products, manufacture and sale of AV service parts
<b>Location</b>	Malaysia
<b>No. of Employees</b>	1,215
<b>Site area</b>	106,610m <sup>2</sup>

### Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.:CO<sub>2</sub> Emissions (from energy consumption)

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



### Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.:Waste Generated/Landfill Rate

(tons)



### Yamaha Electronics Manufacturing Malaysia Sdn. Bhd.:Water Consumption

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



# (Environmental Data by Site)Sales Offices

→ [Tokyo Office](#)

→ [Osaka Office](#)

→ [Nagoya Office](#)

## Tokyo Office

**Business lines** Sales of musical instruments, AV equipment, semiconductors, golf products, educational systems, promotion of music, insurance, etc.  
**Location** Minato-ku, Tokyo, Japan  
**No. of Employees** 609  
**Site area** 6,664m<sup>2</sup>

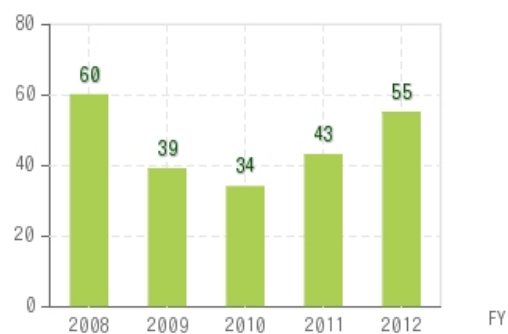
### Tokyo Office:CO<sub>2</sub> Emissions (from energy consumption)

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



### Tokyo Office:Waste Generated

(tons)



### Tokyo Office:Water Consumption

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



## Osaka Office

<b>Business lines</b>	Sales of musical instruments, AV equipment, semiconductors, etc.
<b>Location</b>	Konohana-ku, Osaka, Japan
<b>No. of Employees</b>	172
<b>Site area</b>	2,958m <sup>2</sup>

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

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



### Osaka Office:Waste Generated

(tons)



### Osaka Office:Water Consumption

No Data

## Nagoya Office (Closed in March 2013)

<b>Business lines</b>	Sales of musical instruments, AV equipment, etc
<b>Location</b>	Nagoya, Aichi, Japan
<b>No. of Employees</b>	—
<b>Site area</b>	600m <sup>2</sup>

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

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



\* Values in previous fiscal years were revised.

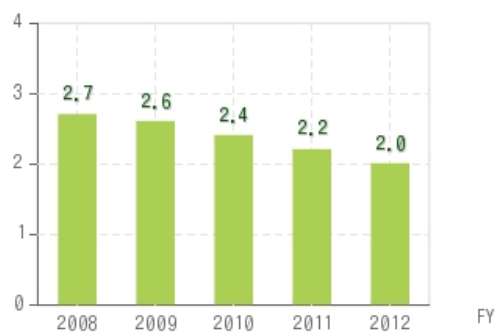
### Nagoya Office:Waste Generated

(tons)



### Nagoya Office:Water Consumption

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





# ISO 14001-Certified Sites

## Yamaha Corporation Factories in Japan

Site	Acquisition Date	Integration Date
Kakegawa 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* <sup>1</sup>	Feb. 2001	Nov. 2010

\*<sup>1</sup> Headquarters area : The factory at the Headquarters, Yamaha Music Japan Co., Ltd., Yamaha Music Lease Corporation, 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

Site	Acquisition Date	Integration Date
Yamaha Kagoshima Semiconductor Inc.	Nov. 1997	Aug. 2011
Yamaha Music Craft Corporation Shinden Factory	Jul. 2000	Nov. 2010
D.S. Corporation	Feb. 2001	Nov. 2010
Yamaha Fine Technologies Co.,Ltd.* <sup>2</sup>	Mar. 2001	Nov. 2010
Yamaha Music Craft Corporation Main Factory (formerly Yamaha Music Winds Corporation)	Feb. 2002	Nov. 2010
Sakuraba Mokuzai Co.,Ltd.	Sep. 2002	Nov. 2010

\*<sup>2</sup> Includes a part of Yamaha Corporation

## Main Sales Offices of Yamaha Corporation\*<sup>3</sup>

Site	Acquisition Date	Integration Date
Tokyo office	Oct. 2005	Aug. 2011
Osaka office	Oct. 2006	Aug. 2011
Nagoya office	Oct. 2006	Aug. 2011

\*<sup>3</sup> Not included in the scope of integration after July 2013.

## 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

Site	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
Xiaoshan Yamaha Musical Instruments Co., Ltd.	Apr. 2003
Yamaha Electronics (Suzhou) Co., Ltd.	Mar. 2004
Hangzhou Yamaha Musical Instruments Co., Ltd.	May. 2012

# History of Environmental Initiatives

## History of Environmental Initiatives

FY 1974	Environment Management Division established
FY 1975	Company-wide rationalization of energy consumption begins
	Local clean-up activities start
FY 1981	Wood-waste fueled electric power generation at Tenryu Factory begins
FY 1983	Hamanako Lake Clean Brigade begins
FY 1990	Use of trichloroethylene and tetrachloroethylene eliminated
FY 1993	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 1995	Recycling and reuse of sand from casting waste starts
FY 1996	Intention to acquire ISO 14001 certification announced
FY 1997	Yamaha Kagoshima Semiconductor Inc. acquires ISO 14001 certification, the first organization in the Group to do so
FY 1998	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 1999	New business supporting the acquisition of ISO 14001 certification begins
FY 2000	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 2001	Wood-waste-fueled electric power generation at Tenryu Factory halted
FY 2002	Green Procurement Standards and Standards for Chemical Content in Products issued
	VOC filtering equipment installed at Tenryu Factory
	Group companies (manufacturing companies) in Japan and overseas acquire ISO 14001 certification
FY 2003	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 2004	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 2005	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 2006	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 2007	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 2008	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 2009	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 2010	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 2011	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 2012	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)
	Xaioshan Yamaha Musical Instrument Co., Ltd. (China) passed a Cleaner Production Audit conducted by Xiaoshan district, Hangzhou.
FY 2013	Commenced adoption of the Group's Yamaha Environmental Management System (YEMS) at all sites

## Third-Party Opinion

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Yamaha is focused on ensuring better communication with all stakeholders in order to respond to various CSR-related issues in Japan and overseas. This year, Makiko Akabane shares her opinion on Yamaha's CSR activities and the Yamaha CSR Report 2013 in order to make improvements going forward.

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**Makiko Akabane**  
Director, Japan  
CSR Asia Tokyo Office

This CSR Report provides ample evidence of Yamaha's awareness as a global manufacturer engaged in sound and music that has been in business for 125 years. Yamaha's CSR activities are being conducted broadly and with sincerity to a level that is almost incomparable with other producers of musical instruments around the world. It is clear that Yamaha takes a positive stance to driving advanced CSR initiatives in the market for sound and music as a global enterprise. This also includes reporting on negative information without trying to conceal anything in such areas as the environment, products and workplace safety.

Yamaha aims to accelerate growth in China and emerging markets under the new medium-term management plan that started in April 2013, demonstrating a particular attention to global business development. The CSR Report is a good tool to convey the effects of CSR activities being undertaken in an earnest and careful manner throughout the Group, but there is one thing I would like Yamaha to make a more conscious effort with based on the Company's high aspirations of having its CSR recognized on the global stage. The methodology I am referring to is stakeholder engagement, or the relationship Yamaha has with its stakeholders.

Yamaha has a large number of stakeholders, and as such, it is important to identify those stakeholders that are important to the Company and increase efforts to engage with them more fully. In particular, if Yamaha endeavors to expand business in overseas markets, stakeholder engagement at the local level will become vital to understand what stakeholders in that region perceive the social problems to be and what they would like Yamaha to do in response to these problems.

The global trend in CSR requires companies to focus on initiatives to resolve key issues uncovered from stakeholder demands rather than take a wide, shallow approach to issues that are related to that company's operations. The Yamaha CSR Report does not clearly state the process of identifying which stakeholders are important to the Company or the relationship to those stakeholders that are deemed to be important. Consequently, I recommend incorporating stakeholder engagement going forward and reporting on the process of identifying key stakeholders. Since stakeholders differ depending on region and time period, it is necessary to stay involved with them in a strategic and ongoing manner rather than take a one-off, one-directional stance.

Overseas readers might point out that this report has less information on effects and impacts from Yamaha's CSR activities. For example, the report includes detailed information on the frameworks created in relation to governance, quality assurance, human resource development and social contribution as well as the programs being implemented that are based on these frameworks. However, the report doesn't clearly mention the effects and impacts that Yamaha's activities have brought to society. The existence of frameworks and programs is indeed critical, but readers around the world also expect to hear what kind of effects or impacts these frameworks and programs had. Although it probably isn't that simple to measure the effects and impacts of CSR initiatives in practical terms, I would like Yamaha to make a conscious effort in this regard going forward.

(July 2012)

## Response to Third-Party Opinion

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**Masahito Hosoi**  
Senior Executive Officer in charge of the Corporate  
Administration Group  
Yamaha Corporation

This year we received feedback from Makiko Akabane, Director, Japan CSR Asia Tokyo Office, a think tank with the largest network in Asia specializing in CSR and sustainability, on our CSR initiatives and CSR Report. We are indeed grateful to Ms. Akabane for her opinion.

Ms. Akabane gave us high marks for our stance toward CSR activities while also pointing out the importance of stakeholder engagement in promoting global business development and recommending that we place more emphasis on this area. As directed, it is vital that Yamaha accurately identifies expectations and needs through dialog with stakeholders in each region and reflects these in unique CSR initiatives. The “TOGETHER” part of our corporate objective “CREATING KANDO\* TOGETHER” refers to connections with stakeholders, and we believe that our corporate objective will carry increasing significance in our business activities going forward.

Together with the aforementioned, it was also pointed out that Yamaha does not provide sufficient information on the effects and impacts of our CSR activities. Although it is difficult to measure effects and impacts, as alluded to by Ms. Akabane, we will work to quantify each item and disclose the relevant information to the extent possible going forward.

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