

# Human Rights and Labor Practices

Yamaha recognizes that the foundation of responsible company activities is respect for human rights. In addition to complying with the standards in the human rights and labor sections of global compacts, we respect diversity in employment and human resource utilization, promote work-life balance, conduct various human resource development programs, and strive to establish an environment where workers are able to sufficiently express their sensitivity and creativity through communication between employees and management.

## Respect for Human Rights

### Basic Policy

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Based on the "Guiding Principles on Business and Human Rights," the Yamaha Group strives to comply with the international norms on human rights, including the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights), the ILO Declaration on Fundamental Principles and Rights at Work, and the United Nations Global Compact. In addition to establishing in its Compliance Code of Conduct the principles of respect for fundamental human rights, prohibition of discrimination and prohibition of forced and child labor, in the "Yamaha Group Sustainability Policy," it clearly states the Group's resolve to respect human rights, with the goal of achieving a society that safeguards the dignity of all.

In January 2018, the Company created the "Yamaha Group Human Rights Policy" which displays our thoughts and responsibilities regarding the respect for human rights. We are making efforts to engage in business activities, as well as to educate and promote awareness of human rights based on this policy.

- » [3-3 Favorable employer-employee relationships](#)
- » [3-7 Prohibition against forced labor and child labor](#)
- » [4-1 Respect for human rights and prohibition against discrimination](#)
- » [UN Global Compact](#)
- » [Yamaha Group Sustainability Policy](#)
- » [Yamaha Group Human Rights Policy](#)

### Promotion of Human Rights Due Diligence

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In order to grasp the impact of our corporate activities on human rights and respond appropriately, in addition to holding a dialogue and communicating with stakeholders, assessing the human rights aspects of suppliers, and developing and operating help lines, in fiscal 2018 the Yamaha Group established human rights due diligence management items with the advice of specialists. In fiscal 2019, the Group added human rights management items related to employees to the Group Human Resources Management Standards and related guidelines. In future, the Group plans to develop a monitoring structure based on standards and guidelines as we proceed to identify comprehensive human rights risks and respond accordingly.

- » [Engagement with Stakeholders](#)

#### ► Establishment of whistleblowing and consultation services

The Yamaha Group receives opinions and notifications through online inquires and telephone lines, and has set up help lines and websites both inside and outside the Yamaha Group. These help lines deal with requests for advice and notifications from employees concerning human rights issues, including harassment. In addition to developing a multilingual mail reception form that can receive requests from various countries and regions, the Yamaha Group is aiming to raise awareness of these points of contact by posting the contact information both in the Compliance Code of Conduct booklet and in internal publications.

We investigate the facts behind each consultation and notification quickly and fairly, while protecting the privacy of both the consulting person and the offender and then take corrective measures, including offering guidance if a problem is identified. If the consulting person or victim strongly requests confidentiality and it becomes difficult to conduct an investigation, we will still take corrective measures, such as improving the workplace environment. The Yamaha Group will also promote awareness and conduct training such as management training as needed in order to prevent similar issues from emerging.

- » [Help Line Operation](#)

## Respect for Employees' Human Rights

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### ▶ Hiring without Discrimination

In hiring and employment practices, based on the Compliance Code of Conduct, the Yamaha Group strives for fair selection and the absence of any form of discrimination, while providing employment opportunities to a diverse group of people.

In addition, Yamaha determines evaluation and compensation of employees according to fair rules using criteria such as the ability to perform tasks, job responsibilities, and achievements. We also carry out training for managers involved with evaluations in order to ensure their ability to make accurate assessments.

» 3-5 Fair Evaluation and Compensation

» 4-1 Respect for human rights and prohibition against discrimination

» Promotion of Diversity and Inclusion

» Human Resource Development

### ▶ Establishment of Good Employer-Employee Relationship

The Yamaha Group adheres to the protection of employee rights prescribed by international treaties, laws, collective labor agreements and other agreements. Furthermore, in pursuing the Yamaha Corporate Philosophy, employees and the Company strive to achieve favorable relationships based on ample communication.

» Communication with Employees

### ▶ Prevention of Harassment or Unfair Discrimination

The Yamaha Group strives for the absence of any form of harassment or discrimination. Yamaha has distributed the Compliance Code of Conduct in the form of a booklet which includes detailed explanations to all employees.

Employment regulations, etc. also clarify that harassment is grounds for disciplinary action.

In addition to these measures, the Group is making efforts to create a healthy workplace environment by raising awareness through workplace meetings and management training sessions, as well as by operating help lines.

» 3-2 Prohibition Against Harassment

» Human Rights Education

## Consideration of Human Rights in the Supply Chain

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In the interest of furthering its policy concerning human rights throughout its supply chain, Yamaha is taking the following efforts:

- Establish CSR measures, including human rights, in the selection requirements for supplier
- Request that suppliers comply with the Yamaha Supplier CSR Code of Conduct, which establishes practices related to human rights and labor (specified in the Transaction Agreement). Request that suppliers carry out self-assessment based on this Code of Conduct (correction is requested as needed) as part of human rights due diligence

Please see the Promotion of Social Responsibility in the Value Chain section for details on these efforts.

» Yamaha Supplier CSR Code of Conduct

» Promotion of Social Responsibility in the Value Chain

## Prohibition of Forced/Child Labor

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The Yamaha Group Compliance Code of Conduct prohibits any form of forced labor or labor by children under the minimum age permissible by law. In addition, the Yamaha Supplier CSR Code of Conduct clearly states the same conditions and requests that our business partners follow them. We also ask business partners to perform self-assessment using a questionnaire and, based on the results, ask for improvement measures when necessary.

» 3-7 Prohibition against forced labor and child labor

## Human Rights Education

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We disseminate information to employees to improve understanding concerning human rights issues.

Using our intranet, for example, we provide explanations of the issue of conflict minerals and of matters such as "guiding principles on business and human rights" and the "Act for Eliminating Discrimination against Persons with Disabilities." We also hold expert-led in-house seminars and briefings and study sessions for personnel in charge of procurement, where discussions address themes such as human rights issues in the supply chain. In addition to these, in FY 2019, the Group held a session about harassment prevention across the entire company, which was attended by approximately 230 people, including officers. Furthermore, the Group held study sessions based on the themes of diversity and inclusion (LGBT rights, etc.). Around 90 people attended these sessions, including heads of marketing divisions and human resource managers for Yamaha Corporation and domestic Group Companies.

## Promotion of Diversity and Inclusion

### Policy on Diversity and Inclusion

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The Yamaha group pursues diversity and inclusion initiatives based on the following policy.

#### Yamaha Group Diversity & Inclusion Policy

The Yamaha Group believes that the diversity of people who differ in age, gender, sexual orientation, gender identity, disability, nationality, race, culture, values, life-style, and career background is the source of new value creation. It also seeks to further strengthen, grow, and develop its corporate competitiveness by respecting and using each individuality.\*

\* Due to the differences in legislation and customs in different countries, we respect every law and, above all, respect all cultures and customs.

## Supporting Women's Careers

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As part of its diversity management, the Yamaha Group strives to promote a workplace environment in which women can excel, while the Group creates systems to make this a reality.

### ► Initiatives to Date

FY2005: Yamaha Corporation launches the Positive Action Project

FY2006: Yamaha Corporation establishes a dedicated role for the project within the Human Resources Division

FY2014: Yamaha Corporation registers a declaration of Positive Action Declaration with the Ministry of Health, Labor and Welfare

FY2015: Yamaha renews the content of its registration in Shizuoka Prefecture's campaign for "Creating a Society for Gender Equality"

March 2016: Yamaha Corporation formulated an action plan based on the Act on the Promotion of Women's Participation and Advancement in the Workplace

July 2017: Yamaha Corporation began a female managerial candidate selection and training program

March 2019: Yamaha Corporation formulated the next three-year action plan based on the Act on the Promotion of Women's Participation and Advancement in the Workplace

Item	Details
<b>1. Planning term</b>	Three years: April 1, 2016 - March 31, 2019
<b>2. Yamaha's issues</b>	Issue 1: The work-life balance support system has been streamlined, and now there is almost no difference in the number of continuous years of employment for men and women. However, as the ratio of women in management roles is still low, greater initiatives for improvement in this aspect are required.
	Issue 2: We are implementing initiatives to increase opportunities for women to participate in training courses, etc. However, the process for systematically preparing women for mid-level management is still inadequate.
<b>3. Goal</b>	Women in management roles ratio of 7% or higher
<b>4. Contents of Initiatives and Implementation Period</b>	Initiative 1: Increase the number of women hired as technical experts (from April 2016) <ul style="list-style-type: none"> <li>• Publish Yamaha initiatives for assisting women with work-life balance support, etc. on the company's career website.</li> <li>• To appeal the image of having a career after entering the company to female students, provide the opportunity for women working in the company to introduce job content.</li> <li>• Increase the opportunity for communications between women taking science courses and women working as technical experts in the company.</li> </ul>
	Initiative 2: Implement selected programs for training personnel (from April 2016) <ul style="list-style-type: none"> <li>• Continuously introduce various examples of role models and career paths via the Intranet.</li> <li>• Create an environment where women can personally discuss career plans with supervisors and expand their career scope through training courses, etc.</li> <li>• Encourage women to participate in business leadership training courses, etc.</li> </ul>
	Initiative 3: Focus on reducing total annual working hours and lowering the number of employees work long hours (from April 2016) <ul style="list-style-type: none"> <li>• Enforce continuous "Go Home at the Same Time Day."</li> <li>• Promote employees to use paid holidays of special promotion holiday system.</li> <li>• Implement training courses, etc. to improve line supervisor awareness.</li> </ul>

Major Measures

Goal	Measure
<b>Proactive hiring of female employees</b>	Increase the ratio of female new graduate hires
	Hiring activities that include information about the active roles played by female employees
<b>Active promotion and expansion of opportunities to develop the abilities of female employees</b>	Setting a 3-year target (by fiscal 2019) for increasing the promotion of women for managerial positions
	7% or higher for Yamaha Group and 17% or higher for the Group
	Enhancing various education and training programs Female managerial candidate selection and training program
<b>Improving systems to support work-life balance</b>	Responding to the Equal Employment Opportunity Act, the Child Care and Family Care Leave Act, the Act on Advancement of Measures to Support Raising Next-Generation Children, and the Act on Promotion of Women's Participation and Advancement in the Workplace
	Creating, promoting, updating work-life balance support programs
	Preparing to adopt a Tele work system
<b>Changing workplace awareness and fostering a corporate culture</b>	Conducting educational activities (training, seminars, providing information through the Intranet, etc.)



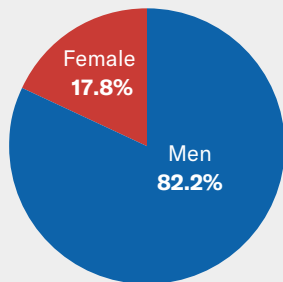
An Intranet website disseminating information on diversity and work-life balance

## ► Summary of three-year plan and major results and achievements

- Nearly an equal average number of years of continuous employment for male and female employees
- Nearly 100% proportion of women taking maternity/childcare leave and returning to work after maternity leave/childcare leave
- Awarded the fiscal 2006 "Family Friendly Company Award" from the Ministry of Health, Labor and Welfare
- Based on the Act for Measures to Support the Development of the Next Generation, acquired the "Kurumin" mark (2008, 2014) and the "Platinum Kurumin" mark (2016)
- Recognized as "Company Friendly for Raising Children" by Shizuoka Prefecture (2017)

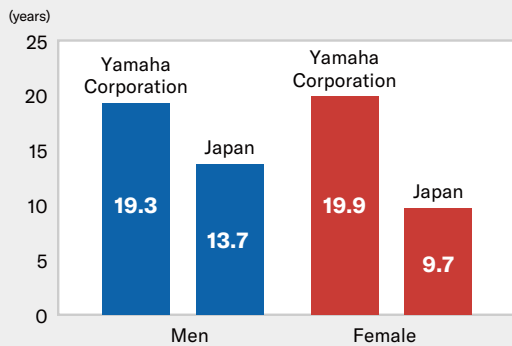
## ► Principal Indicators Related to the Active Role of Female Employees

**Ratio of Female Employees**  
(Yamaha Corporation)



\*As of the end of March 2019

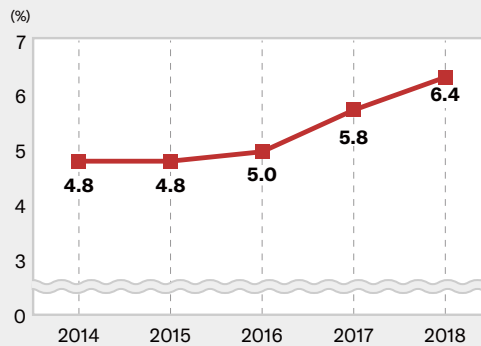
**Workers: Number of Years of Continuous Employment**  
(vs. Japan nationwide\*1)



\*1 Nationwide numbers excerpted from results of the 2018 Basic Survey on Wage Structure

\*2 Statistics for Yamaha Corporation are as of the end of March 2019

**Female Manager Ratio**  
(Yamaha Corporation)\*3



\*3 As of the end of March each year

\*4 From fiscal 2017, includes promotions and hiring for managerial positions on April 1st of the following year (due to hiring schedule changing from March 1 to April 1 of the following year)

Annual trends for each data group are shown on the Social Data page.

» Social Data

Item	Details
<b>1. Planning term</b>	Three years: April 1, 2019 - March 31, 2022
<b>2. Yamaha's issues</b>	Issue 1: The work-life balance support system has been developed, and now there is almost no difference in the number of continuous years of employment for men and women. However, as the ratio of women in management roles is still low, greater initiatives for improvement in this are required.
	Issue 2: Inability to ensure hiring of female employees who can lead the next generation.
	Issue 3: Female employees lack the desire and motivation to build a career as they give birth to and raise children; management on the other hand lacks the desire and image for female employees to build a career as they give birth and raise children; management in core positions is not sufficiently aware of their management and development responsibilities toward female subordinates.
<b>3. Goal</b>	Women in management roles ratio of 7.2% or higher
<b>4. Contents of Initiatives and Implementation Period</b>	Initiative 1: Increase the number of women hired as technical experts (from April 2019) <ul style="list-style-type: none"> <li>• Publish Yamaha initiatives for assisting women with work-life balance support, etc. on the company's career website.</li> <li>• To promote to prospective female students the appeal of a career after entering the company, continue to provide the opportunity for women of different ages working in the company to introduce job content.</li> <li>• Increase the opportunity for communications between women studying math and science, and women working as technical experts in the company.</li> </ul>
	Initiative 2: Support for development and career creation customized to individual needs (from April 2019) <ul style="list-style-type: none"> <li>• Continuously introduce various examples of role models and career paths via the Intranet.</li> <li>• All female employee, including those returning from maternity leave, shares their own career plan with managers, and create a development plan from a medium-to-long-term perspective. (from May 2019)</li> <li>• Conduct training for managers so that they can show appropriate leadership and assign tasks according to individual circumstances</li> </ul>
	Initiative 3: Initiatives to reduce total number of yearly working hours per person and persons working long hours; spread flexible working rules (from April 2019) <ul style="list-style-type: none"> <li>• Continuous enforcement of "Go Home at the Same Time Day."</li> <li>• Promote eligible employees' use of paid holidays of special promotion holiday system.</li> <li>• Aim for the effective utilization of working rules that have been systemized to make working easier; monitor usage status and strive for improvements</li> </ul>

## Major Measures

Goal	Measure
<b>Proactive hiring of female employees</b>	Increase the ratio of female new graduate hires
	Hiring activities that include information about the active roles played by female employees
<b>Active promotion and expansion of opportunities to develop the abilities of female employees</b>	Setting a 3-year target (by fiscal 2023) for increasing the promotion of women for managerial positions
	7.2% or higher for Yamaha Corporation and 17% or higher for the Group
	Enhancing education and training programs
	Executing selective training programs
<b>Improving systems to support work-life balance</b>	Responding to the Equal Employment Opportunity Act, the Child Care and Family Care Leave Act, the Act on Advancement of Measures to Support Raising Next-Generation Children, and the Act on Promotion of Women's Participation and Advancement in the Workplace
	Creating, promoting, updating work-life balance support programs
	Preparing to launch trial of Tele work and flextime for short-hour work days for child-raising; prepare for systemization of such schemes
<b>Changing workplace awareness and fostering a corporate culture</b>	Conducting educational activities (training, seminars, providing information through the Intranet, etc.)

## Promoting Employment and Advancement of Foreign Employees

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Yamaha Corporation had 45 foreign employees working in the company as of March 31, 2019. In order to enhance the roles of diverse personnel regardless of nationality, we set a numerical target for hiring new graduates from foreign countries and provide information on our English website.

As a company that engages in businesses in countries around the world, the Yamaha Group appoints local personnel from each base to important posts within the Group. In April 2015, Yamaha Music Europe, our regional sales company in Europe, hired a German president. In April 2018, Yamaha Corporation of America, our American headquarters, hired a local president as well. Additionally, we hired local presidents at five overseas companies that we welcomed into the Yamaha Group. In doing so, we have been promoting the utilization of diverse personnel across the globe.

(Annual trends of number of foreign employees are shown on the Social Data page).

[» Social Data](#)

## Establishing Rehiring Programs

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The Yamaha Group believes that enhancing employees' lives at work by ensuring employment opportunities that correspond to motivation and ability contributes to economic and social development. Under this philosophy, we have augmented our vacation and leave programs with employment extension and rehiring programs that flexibly accommodate employees' lifestyles.

### ► Senior Partner System (rehiring programs for retirees)

This is a system at Yamaha Corporation that provides all willing employees with the opportunity to continue working beyond age 60. In this case, the employee may serve as a senior advisor (contract employee) starting the day after they have reached their retirement date. This one-year contract can be renewed annually up until they reach the age of 65 (utilized by 224 employees as of March 31, 2019).

Group companies have adopted similar measures and are striving to hire retired workers.

(Annual trends are shown on the Social Data page).

[» Social Data](#)

### ► Re-employment System for Family Members Accompanying Expatriates

As part of its diversity management, the Yamaha Group promotes programs that flexibly accommodate employees' individual lifestyles. From fiscal 2009, Yamaha Corporation maintains a system to rehire employees who left the company in order to accompany a spouse on an overseas assignment after returning to Japan. In fiscal 2017, the scope of this system that had been limited to spouses of Yamaha corporation employees was expanded for those who not working for the Yamaha Group, with a limit of 5 years from their retirement.

Since the program started in fiscal 2009, a total of 21 employees have submitted applications before retiring. Of that number, 6 (as of March 31, 2018) have been rehired after returning to Japan.

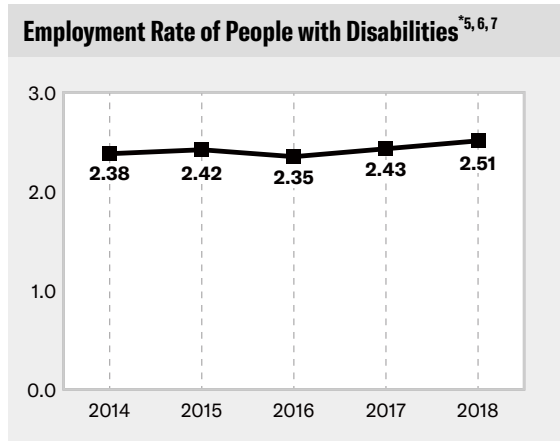
### ► Rehiring Program for Workers Committed to Nursing Care

In July 2016, Yamaha Corporation also introduced a system that allows an employee to be rehired if they retired to provide nursing care for a family member. In such cases, the valid re-employment period is within 5 years of said retirement date.

## Promoting Employment of People with Disabilities

Yamaha Corporation is promoting employment for people with disabilities as well as developing working conditions conducive to active participation for these employees. The company strives to encourage independence for people with disabilities and to achieve a society of co-existence, and works to increase skills and raise awareness within the company through understanding of individual characteristics, rational consideration, and job matching. through As of March 1, 2019, 84 people with disabilities were employed at Yamaha Corporation, of which 42 were employed at Yamaha Ai Works.

The employment rate has hovered above 2.3% since fiscal 2014, and is already above the standard of 2.2% set for April 2018 onwards in the Act on Employment Promotion etc. of Persons with Disabilities.



\*5 As of March 1st of each year

\*6 Scope of statistics: Yamaha Corporation, Yamaha Business Support Corporation, Yamaha Ai Works Co., Ltd.

\*7 The employment rate uses a formula for the annual employment rate of person with disabilities in the Act for Promotion of Employment of Persons with Disabilities.

### ► Special Subsidiary<sup>\*8</sup> Yamaha Ai Works Co., Ltd.

Established in 1989, Ai Works handles work tasks such as data processing, printing, filling/sealing envelopes, accounting, and benefit program-related tasks from Yamaha Group companies. Additionally, the company dedicates effort to activities for informing and educating others about employing persons with disabilities, holding learning sessions regarding disabled employees and workplace tours both internally and externally. In fiscal 2019, in commemoration of the 30th anniversary of the company's founding, Ai Works held an in-house event to raise awareness. The company invited Koichi Omae, a dancer with a prosthetic leg, to both perform and speak to the employees. He spoke about overcoming difficult circumstances to take the first step in confronting challenges, and the secret to continuing to seek to achieve one's potential.



Visiting on-site and study session at a special subsidiary



Performance and talk session with Koichi Omae, a professional dancer with a prosthetic leg

\*8 Subsidiaries recognized under the Act for Eliminating Discrimination against Persons with Disabilities. Special subsidiaries must meet certain criteria in connection with the number and ratio of employees with disabilities. People with disabilities employed by such subsidiaries are counted as employees of the parent company when calculating its employment ratio.



## Understanding and Initiatives for LGBT Individuals

The Yamaha Group respects diverse sexual identities and sexual orientations, and has been conducting initiatives to promote understanding of sexual minorities (LGBT individuals), create workplace environments in which it is easy for such employees to work, and boost their satisfaction with work.

### ► Initiatives to promote understanding and provide support

#### Awareness activities (study sessions, etc.)

In order to create workplace environments which are comfortable for LGBT individuals, as well as conduct advertising, promotional, and sales activities which take into consideration human rights, approximately 90 employees, including the heads of human resources divisions for Yamaha Corporation and domestic Group Companies and the heads of marketing for Yamaha Corporation, participated in a study session on the theme of LGBT matters. The Group plans to issue a guidebook on the understanding and response points regarding LGBT matters, as well as hold lectures across all companies.

#### Formulation of Ally logo

Yamaha formulated a Yamaha LGBT Ally logo to express the idea that the Company is an ally that understands and supports the LGBT community. The Company made stickers with this logo and has been taking efforts to expand this message, such as by distributing these stickers to employees who are professed allies.



By placing the Yamaha logo on a rainbow background, which symbolizes the LGBT movement, this design shows that the Yamaha brand is an ally to this community.

#### Establishment of advice center

Yamaha Group established an LGBT advice center (e-mail) to provide advice about LGBT-related harassment and institutional issues in the workplace.

## Results of External Assessment

### ► Yamaha Business Support Corporation granted "Eruboshi" certification under the Act on Promotion of Women's Participation and Advancement in the Workplace

In July 2018, Yamaha Business Support was certified as level three, the best rank, "Eruboshi," by the Minister of Health, Labour and Welfare. This certification is given to companies who have excelled in initiatives for the promotion of women's participation and advancement in the workplace.

Based on the Act on Promotion of Women's Participation and Advancement in the Workplace enacted in April 2016, in this system the Minister of Health, Labour and Welfare certifies companies that have formulated an action plan for the promotion of women's participation and advancement, and which have conducted excellent initiatives. In "Eruboshi" certifications, there are three levels set based on the number of achieved standards<sup>9</sup>. Yamaha Business Support received the highest certification because it fulfilled the standards of all categories. Yamaha Business Support also received certification for "Kurumin," based on the Act on Advancement of Measures to Support Raising Next-Generation Children, because it is proactively engaged in efforts to create an environment in which is easy for people raising children to work.

<sup>9</sup> Five categories: hiring, continuous employment, overtime, percentage of female management, and career development

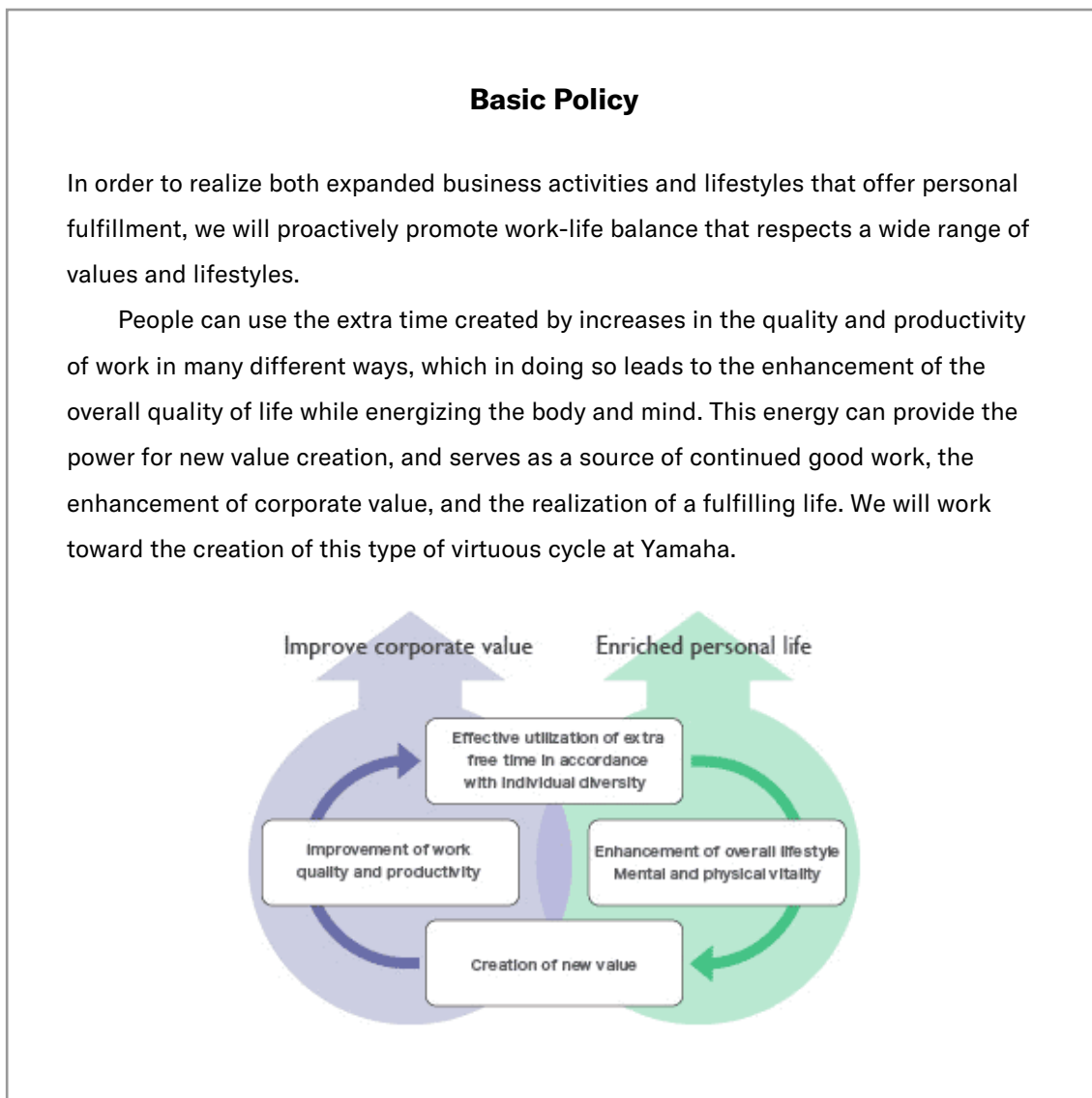


"Eruboshi" certification mark

# Promoting Work-Life Balance

## Basic Policy and Promotion System

The Yamaha Group is actively promoting work-life balance based on the basic policy below. In 2006, we established a Work-Life Balance (WLB) Promotion Committee, jointly run by labor and management, while we are also striving to shorten overall working hours and create and enhance work-family balance support systems. Furthermore, each department formulates Work-Life Balance Action Plans and is rolling out activities aimed at work styles that are self-directed and productive.



## Reducing Total Working Hours

In order to reduce total working hours and prevent excessive work, Yamaha Corporation established guidelines for overtime through labor-management agreement. In addition to annual paid leave days, we are developing a system for assorted types of leave, including leave related to bereavement or celebration, as well as consecutive days of leave given upon company transfers, reaching retirement age, or reaching an auspicious age, for the objective of enhancing the private lives and supporting the major life events of our employees.

At the same time, we are promoting awareness and building structures toward self-directed, highly productive work styles. We have programs such as "All Go Home at the Same Time Day," which encourages all employees to leave work on time, a flex time system for working hours, and programs to urge employees to fully use their paid leave days. We are gradually rolling these programs out at domestic Group companies as well.

## Major initiatives and FY2019 results

Initiative	Content	Participants	Fiscal 2019 results and follow-up
<b>Full staff paid leave days</b>	Annual 3-day period (summer)	Yamaha Corporation and some Group companies	Staff who could not take leave during the period were encouraged to take substitute days off; implemented as planned (Yamaha Corporation)
<b>Full use of paid leave days</b>	Encouragement for employees and supervisors not fully utilizing their leave	Yamaha Corporation	E-mail for encouragement sent to those who utilized less than 10 days of paid leave the prior fiscal year; those who utilized less than 5 days requested to submit reports (FY2019 average paid leave taken: 14.5 days)
<b>Go-home-on-time day</b>	At each office, weekly days (or every other Friday) set as All Go Home at the Same Time Day	Yamaha Corporation and Group Companies within its office	Approx. 94% compliance (Yamaha Corporation)
<b>Awareness and education</b>	Seminar by a noted expert	Yamaha Group employees	-
	Information shared on the Intranet	Yamaha Group employees	-

### ► FY2019 Performance Self-Evaluation and Future Planning

The average annual working hours for all companies in the Yamaha Corporation are decreasing each year.

With regard to annual paid leave, we took the target of 15 days from fiscal 2016 onwards, backed by both labor and management. As a result, usage improved to 14.2 days in fiscal 2017, 14.4 days in fiscal 2018, and 14.5 days in fiscal 2019. Although this was below the 15-day target, efforts by labor and management to actively promote the policy are yielding results.

From FY 2019, we lowered the maximum monthly standards of the labor-management guidelines regarding in-house overtime hours. In addition, we will monitor the status of monthly overtime hours and preemptively raise the attention of departments which appear likely to exceed the standards of the labor-management guidelines in order to further decrease average annual working hours. Furthermore, we intend to continue urging the use of leave for employees who were unable to take their allotted days in the previous fiscal year as we conduct initiatives such as urging departments to take one planned day of leave a month in order to reach the target of 15 days of taken annual paid leave.

Annual trends for total working hours and other data are shown on the Social Data page.

[» Social Data](#)

### ► Initiatives for “Work Style Improvement”

Yamaha Corporation established the “Work Style Reform Project” in 2017 as we aim for a self-directed, highly productive work style. As such, the Group conducted activities such as a “Work Style Reform Trial” at willing workplaces. In fiscal 2019, such trial activities were expanded throughout the Group through the leadership of the Human Resources Division. The Group implemented Tele work aimed at improving employee fulfillment in their work and ensuring that employees with work hours restrictions are able to maximize their abilities. The Group also applied a flextime system for employees to work shorter hours. Such initiatives are currently being launched in multiple Group Companies in Japan based on the particular circumstances of that company.

## Building and Improving Work-Life Balance Support Systems

The Yamaha Group is creating and improving its support systems for work-life balance by building flexible work systems responsive to the varied circumstances of individual employees. Furthermore, we are spreading awareness and education on these systems among employees.

Based on the Act on Advancement of Measures to Support Raising Next-Generation Children, Yamaha Corporation formulates and carries out an action plan.

As a result of the third phase of the three-year plan beginning in fiscal 2014, we acquired "Platinum Kurumin" certification.

## Acquisition of certification related to support for developing future generations\*



Certification	Date acquired	Main measures implemented
"Kurumin"	Aug. 2008	<ul style="list-style-type: none"> <li>Extended childcare leave period, etc.</li> <li>Adapted the shorter work hours for childcare system</li> <li>Mandatory group paid leave, etc.</li> </ul>
	Aug. 2014	<ul style="list-style-type: none"> <li>Held work-life balance seminar</li> <li>Adopted "Go Home at the Same Time Day," etc.</li> </ul>
"Platinum Kurumin"	Jun. 2016	<ul style="list-style-type: none"> <li>Encouraged males to take paternity leave</li> <li>Shortened working hours, etc.</li> </ul>

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

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

## System for child care and nursing (compared with legal standards)

System	Legal standards	Yamaha Corporation
<b>Maternity leave</b>	42 days before birth (98 days for multiple birth), 56 days after birth	56 days before birth (98 days for multiple birth), 56 days after birth
<b>Difficult birth leave</b>	-	Number of days instructed by physician during pregnancy or within one year of birth
<b>Birth support leave</b>	-	5 days within a 14 day before or after birth of a spouse
<b>Child care leave</b>	In principle, until child becomes one year old (in special circumstances, this may become one year six months or two years)	Until child become two years old (however, for children born in April, until the end of April after the child becomes two years old)
<b>Child nursing leave</b>	Children not yet enrolled in elementary school	Until the end of March of the child's first year in elementary school
<b>Reduced work hours for child care</b>	Until the child becomes three years old	Until the child completes third grade in elementary school
<b>System to remove overtime hours for child care</b>	Limits overtime work until the child becomes three years old	Eliminates required overtime work until the child completes third grade in elementary school
<b>Applicable scope for nursing system</b>	Spouse, child, mother, father, spouse's mother or father, grandparent, sibling, or grandchild	Relative within two degrees of relation
<b>Leave of absence due to nursing</b>	Up to a total of 93 days per applicable family member (possible to split into up to three leaves)	Up to one year per applicable family member (possible to postpone for up to six months)
<b>Reduced working hours due to nursing</b>	Separate from leave of absence due to nursing; to two times or more within three years of start of use	Until end of nursing duties
<b>Reduced work week due to nursing</b>	-	Exempt from one work day per week, until end of nursing duties
<b>Leave for nursing</b>	Five days per applicable family member; 10 days for two or more persons	Five days per applicable family member

\* Usage status of the child care leave system is shown on the Social Data page. Rate of use of maternity leave and rate of return to work has been at least 90% in recent years

» [Social Data](#)

## Establishment of on-site daycare facilities

### ► Recognition as "Company Friendly to Child Raising" by Shizuoka Prefecture

Yamaha Corporation will establish an on-site daycare facility (Oto no Ie) in August 2019 to provide a work environment that is easy to work in as part of system building, to ensure that employees can continue to work comfortably.

Until now, the Company has conducted various initiatives to make work rules flexible and to expand/promote work leave systems. One example of success in these initiatives is the fact that childcare leave is taken by nearly all female employees giving birth, as well as by a total of 95 male employees. By establishing daycare facilities at business sites, the Company aims to make it even easier for employees to return to work, and because their children are nearby, better focus on their work.



Image of completed facility

# Communication with Employees

## Basic Policy

The Yamaha Group adheres to the protection of employee's rights prescribed by international treaties, law, collective labor agreements and other agreements. Furthermore, in pursuing the Yamaha Corporate Philosophy, employees and the employer strive to achieve favorable relationships based on ample communication.

» 3-3 Favorable Employer-Employee Relationships

## Labor-Management Dialogue

The Yamaha Group has established the "maintenance and construction of a healthy Labor-Management relationship" in Group Policies, and conducts labor-management dialogues between management and the labor unions or employee associations set up in each company. In Group Companies in Japan, labor-management council and liaison conferences are held regularly to discuss the status of operating results and labor affairs as well as business challenges. In addition, Group Companies are aiming to improve work-life balance and create a better work environment through the joint efforts of employees and employers. At each overseas Group Company, dialogues between employees and employers are proceeding in accordance with the labor laws of each country.

The Human Resources Division of the Yamaha Corporation monitors each Group Company to ensure that labor and management communicates favorably with each other, and requests corrective action when needed. At each Group company in Japan, these labor unions and employee associations form the Yamaha Union Conference<sup>\*1</sup> and exchange information and interact through regular labor and management liaison meetings that are convened.

At Yamaha Corporation, joint management councils are held regularly so that critical management issues can be examined and discussed between labor and management. The joint management councils allow participants to hear from labor unions about current working conditions and engage in lively discussions.

The administration and revision of various programs related to human resources and labor are conducted after thorough discussion based on labor and management's perceptions of the issues at hand. Yamaha Corporation also explains matters concerning various corporate policies to labor unions, publishes reports from the discussions whenever necessary, and otherwise works to keep employees informed.

Labor union officials also participate in the running of systems such as corporate pension funds, health insurance societies, the Mutual Aid Foundation, and employee stock ownership plans.

\*1 Yamaha Union Conference (established in September 1990) Along with deepening solidarity among those working within the Yamaha Group, the Council works to develop each organization, create better working environments, maintain and improve labor conditions, conduct social contribution activities, and exchange a wide range of information aimed at enriching personal lives

### Yamaha Corporation Labor and Management Conferences and Committee Meetings

Name	Frequency Held	Participants	Main Topics
<b>Joint management Council</b>	Twice/year (August and February)	Company: President, directors in charge of each business (office head) Unions: Central Executive Committee	Company-wide management issues
<b>Company-wide Production and Sales Committee</b>	Monthly	Company: Director in charge of labor administration, Human Resources Division (department managers and personnel in charge of labor administration) Unions: Central Executive Committee	Monthly topics (tentative settlement report and labor conditions)
<b>Business Site Labor and Management Committee</b>	Monthly	Company: Business office manager, business office division administrators Unions: Branch Executive Committee (Central Executive Committee)	Monthly production and sales conditions within each division; reports on labor conditions
<b>Allocation Committee</b>	Twice/year (May and November)	Company: Human Resources Division (department managers and personnel in charge of compensation) Unions: Central Executive Committee	Pay raise and bonus

<b>Work-Life Balance (WLB) Promotion Committee</b>	Any time Reports published at least once a year	Company: Human Resources Division (personnel in charge of labor administration) Unions: Central Executive Committee	Reducing long and late night working hours, encouraging the taking of paid vacation days, constructing and improving systems to support work-life balance and various other initiatives related to WLB
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\* In addition to the above, the Overseas Work Committee, discussions of annual operation schedules, report briefings of the business outlook of each department, and labor-management discussions to address issues that come to light at union meetings and that are relevant to company/division policies are held

## Rate of Unionization <sup>\*2</sup>

(as of March 31, 2019)

<b>Yamaha Corporation (includes employees temporarily posted to other companies)</b>	77%
<b>Yamaha Group in Japan <sup>*3</sup></b>	46%

<sup>\*2</sup> Managers are included in calculated figures

<sup>\*3</sup> Scope of statistics: Yamaha Music Japan Co., Ltd., Yamaha Music Retailing Co., Ltd., Yamaha Music Manufacturing Co., Ltd., Yamaha Fine Technologies Co., Ltd., Yamaha Business Support Corporation

Data from previous years is shown on the Social Data page.

[» Social Data](#)

## Labor-Management Communication

### ► Promotion of Employee Relation through internal public relations

As part of Employee Relation (internal public relations activities), we issue an internal public relations magazine and run an Intranet to take some responsibility for communication between employers and employees. The Group magazine, which is issued and distributed by the Public Relations Division of Yamaha Corporation lists policies and strategies related to management and business, as well as topics from each department and Group Company in order to share information across the entire Group. In China and southeast Asia, home to Company Group production sites, regional internal newsletters are issued in Chinese and Indonesian. In addition to information on the Yamaha Group as a whole, information on a range of initiatives, including operational improvement and health and safety activities at each production Group Company is listed to contribute to the mutual development and sense of oneness of Group Companies.



### ► Family factory visits

Each Yamaha Group production site in and outside of Japan holds “Family Factory Visits” for employees’ families. In addition to observing the workplace and production processes, this is an opportunity for families to deepen their understanding and interest in Yamaha through hands-on experience of products manufactured at factories, and through mini-concerts by employees themselves.



Company introduction and factory visit (Hangzhou Yamaha Musical Instruments Co., Ltd.)

Hands-on experience of manufactured products (PT. Yamaha Musical Products Indonesia)

# Health and Safety

## Basic Policy and Framework on Health and Safety

### ▶ Basic Health and Safety Policy

The Yamaha Group believes that one of the most important management issues is ensuring the health and safety of our employees. The Yamaha Group promotes health and safety activities based on the Group Health and Safety Management Standards and we aim to continually enhance the level of our health and safety.

#### Standards and Basic Policy for the Group Safety and Health Management Rules

The Management and employees of the Group Companies shall view maintaining the health and safety of all people connected with Yamaha business activities as "a priority in all work," and shall work together toward promoting the creation of labor environments that are healthy, safe, and comfortable.

### ▶ Health and Safety Management Structure and Activity Guidelines

The Yamaha Group created the Industrial Safety and Health Committee, which is headed by the Director in Charge of Industrial Safety and Health (Executive Officer). Committee members include business office managers, representatives of worksite supervisors, and representatives of major Group Companies. The committee promotes a variety of policies related to managing health and safety.

At the start of each fiscal year in April, Yamaha Corporation and Yamaha Group companies regularly hold a Group-wide Health and Safety Convention, which is attended by the President and Representative Executive Officer. At the convention, there is a general overview of health and safety activities in the previous fiscal year, confirmation of policies and activities for the current fiscal year, and targets for occupational accident prevention are set. Approximately 500 people, including company representatives, labor union representatives, and representatives from each division and Group Company from both inside and outside of Japan, participated in the Group-wide Health and Safety Convention held in April 2019. In addition, each Group Company attending the Convention announced examples of activities relating to health and safety. Furthermore, industrial physicians held lectures and useful information was shared in order to prevent workplace injuries and maintain and improve employee health.

#### Fiscal 2020 Action Plan

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



Fiscal 2020 Yamaha Group Safety and Health Convention



Announcement of activities to improve workplace environment at Kitami Mokuzaei



Health lecture by industrial physician

## ► Acquisition of Certification for Occupational Health and Safety Management System

The Yamaha Group is making progress in acquiring certification for its occupational health and safety management system at its instrument and audio equipment production sites. At these sites, we are focusing efforts at developing personnel who can contribute to the maintenance and improvement of health and safety, including training of certified internal auditors.

### **OHSAS18001 Certification Sites** (as of March 31, 2019)

- Yamaha Music Manufacturing Toyooka Factory
- Yamaha Music Manufacturing Kakegawa Factory
- Yamaha Musical Products Indonesia
- Yamaha Music Manufacturing Indonesia
- Yamaha Electronics (Suzhou)
- Yamaha Music Manufacturing Asia
- Hangzhou Yamaha Musical Instruments

## Formal Labor Agreement Concerning Safety and Health

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The formal labor agreement that Yamaha Corporation has with the labor union sets forth that "The Company must take all necessary measures to ensure safe, healthy conditions at its factories and improve its work environments while union members must uphold all rules concerning safety and health. The company and union shall also work together to improve union members' knowledge of safety and health." The agreement also establishes provisions concerning issues such as the Safety and Health Committee, dangerous and injurious work, medical examinations, and accident compensation.

## Preventing Occupational Accidents

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Work may entail the possibility of occupational accidents, particularly with regard to production activities, from operating equipment and machinery, processing products, and handling various raw materials.

The main injuries incurred in the Yamaha Group are cuts, scrapes, getting caught or entangled in factory equipment, machinery, etc., and falling, etc. In fiscal 2019, there were 34 accidents requiring time off of work and no work-related deaths.

### ► Risk Assessment

The Yamaha Group positions risk assessment as a fundamental activity for avoiding dangerous situations in the workplace before they happen and the Group engages in activities to prevent occupational accidents. These activities focus on assessing risks with regard to work content and surrounding environments where the work is performed, while putting in place measures corresponding to the degree of risk. Currently, the Yamaha Group continues to provide education on, and ensure the implementation of, risk assessment at Group Companies and production sites in Japan and overseas.

### ► Safety Patrols

In addition to on-site surveys at OHSAS18001 certified sites, safety patrols are conducted at Group Companies under the guidance of the health and safety management lead office (Human Resources Division, Yamaha Corporation), which oversees Group-wide health and safety management. Staff who possess expert techniques or certifications related to health and safety conduct checks of health and safety management structures and sites over a cycle of a few years and select suitable bases for patrols.

Patrol case numbers are shown on the Social Data page.

» [Social Data](#)

### ► Content of Safety Patrols

- Health and safety level checks following a health and safety management analysis table (approximately 170 items focusing on the clarification of health and safety management systems and policies, and the status of regulations and standards established)
- Workplace inspections to check health and safety and to correct and provide guidance on problematic areas



## ► Self-directed Health and Safety Diagnosis

Meanwhile, the Group's non-production companies in Japan carry out a self-directed health and safety diagnosis,<sup>\*1</sup> which complies with legal requirements and is based on the number of employees. Based on the results of the diagnosis, Yamaha Corporation health and safety managers provide feedback and give support for improvement measures.

This diagnosis was carried out at 24 sites in fiscal 2019 (implementation numbers are shown on the Social Data page).

\*1 A diagnosis used for self-evaluation of approximately 150 items to be understood to ensure compliance and make efforts to improve personal health and safety

» [Social Data](#)

## ► Health and Safety Education

The Yamaha Group conducts health and safety education at the start of the fiscal year for new employees in Group Companies in Japan in order to deepen our employees' knowledge of health and safety, transportation safety, and health management. This year, these sessions spanned a total of around five hours (over five sessions) and were attended by 75 participants. In overseas production sites (Indonesia), there is a high incidence of workplace accidents by new employees, so the Company both reviewed the content of the educational sessions held at each site and held a conference for employees in charge of health and safety in order to standardize the educational program. The program adopted at the conference includes the "Safety Simulation Dojo," simulations using actual equipment and methods to boost awareness of potential dangers.

From fiscal 2019, we have begun health and safety training (health and safety basic knowledge, readiness, and explanations of assorted activities, etc.) for on-the-ground leaders and specialist safety managers upon the building of new factories in India.



Training through Safety Simulation Dojo (Indonesia YMMA)



Leadership training from specialist safety managers (India YMIN)

## ► Safety management at production sites

At production sites in and outside Japan, Yamaha Corporation facilities management personnel conduct facilities safety surveys of production equipment to prevent accidents and disasters on sites and to improve safety levels. Furthermore, Yamaha Corporation is regularly conducting evacuation drills and emergency response drills to prepare for disasters.



Facility survey in Indonesia

## ► Response to Chemical Substances

In the production process, there are some tasks which require employees to handle chemicals which have the potential to cause bodily harm. As such, the Company is taking a number of measures to prevent disease, such as improving the workplace environment and equipment, requiring legal medical examinations of its workers, and supplying protective equipment. Additionally, training is provided to workers to allow them to wear protective equipment correctly. The Company is also conducting risk assessments of workplaces which handle chemical substances in order to alleviate risk.



Industrial physician instructing employees on-site (Kitami Mokuzai Co., Ltd.)

## ► Establishing and Standardizing Rules

Yamaha Corporation has, since 1977, gradually established safety rules relating to people and their surroundings such as employees' attitude towards health and safety, a basic code of conduct, and equipment standards. These have been compiled into tools such as handbooks and portable cards, etc. and have been implemented. We are currently striving to standardize rules across the Group in order to improve the level of health and safety and eliminate any gaps in standards between Group Companies. We are working to translate each tool into multiple languages as we head toward the Group-wide roll out of the Group standard rules.

## Maintaining and Ensuring Employee Health

The Yamaha Group promotes initiatives to maintain and improve employee health based on the concept that the health of our employees and their families are of the utmost importance to Yamaha. In order to further promote these initiatives, in April 2018 the President and Representative Executive Officer issued the Yamaha Group Health Declaration.

### Yamaha Group Health Declaration

#### “Sound Minds + Sound Bodies = Sound Living”

- The health of our employees and their families is fundamental to allowing them to lead fulfilling lives, and is of the utmost importance to Yamaha.
- Yamaha will actively support initiatives in aid of employee well-being, and will create safe, comfortable workplaces.
- Yamaha employees and their families should maintain an awareness of their physical and mental health, and take the initiative in acting to improve their wellness.

Takuya Nakata  
President and Representative Executive Officer  
April 2018

Based on this Health Declaration, the Yamaha Group is working to create safe and comfortable workplaces and promote various initiatives, including health examinations, mental healthcare, and a no-smoking policy.

## ► Health Checkups

In addition to diligently offering general health checkups, mandatory under Japanese law, Yamaha uses health checkups as opportunities to try to prevent lifestyle- and work-related diseases. From March 2019, Yamaha began physical tests for those receiving health checkups in the Yamaha Corporation headquarters area in order to encourage employees to improve their daily habits. Additionally, we petitioned employees to help us meet our goal of achieving a 100% checkup completion ratio for regular health checkups, while also taking thorough follow-up measures based on checkup results. In fiscal 2019, Yamaha Corporation and the domestic Yamaha Group both had a 100% checkup completion ratio, while an industrial physician passed a decision<sup>\*2</sup> on the best place for the particular employee to work in 100% of cases for both Yamaha Corporation and the Yamaha Group.

<sup>\*2</sup> Workplace decisions by industrial physicians: based on Article 66.4, 5 of the Industrial Safety and Health Act, the Company determines work category for health checkups for eligible employees based on a physician's opinion

## ► Mental Healthcare

In order to maintain the mental health of workers, Yamaha is taking efforts for disease prevention and promoting mental health activities based on the policies of Japan's Ministry of Health, Labor and Welfare. Furthermore, by introducing a return-to-work support program that connects industrial physicians, nurses, and contracted psychiatrists working in coordination with an external Employee Assistance Program (EAP)<sup>\*3</sup> counselor as care for leave-takers, we halved the rate at which workers took a subsequent leave of absence, compared with the period prior to adopting the program.

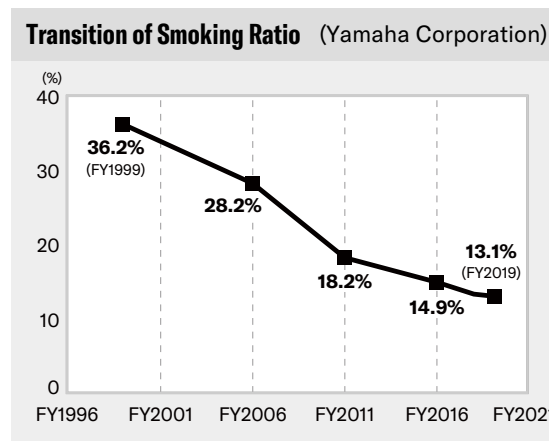
### Major initiatives

- Training for managers, supervisors and new recruits through an internal industrial physician and counselors
- Operation of a return-to-work support program that connects occupational health and safety staff, supervisors, managers, and HR personnel
- Operation of a mental health counseling desk staffed by psychiatrists and clinical psychologists from outside medical institutions
- Operation of a counseling desk provided by outside institutions through an external Employee Assistance Program (EAP)

\*3 Program provides counseling to employees and their families for mental health issues, helps employees return to the workplace after leave for mental illness, and utilizes external specialists such as ones that offer health-related training for managers in charge of with employees working under them

## ► No Smoking Policy

Yamaha Corporation makes it a top priority issue to protect the health of workers and implement smoking countermeasures. At health checkups since 1998, we have continued to advise employees to stop smoking, while, in April 2011, we began prohibiting smoking throughout the premises during work hours. As a result of these initiatives, the percentage of smokers among all employees declined from 36.2% in 1998 to 13.1% in 2018.



\* As at the end of March every year

We are currently aiming to further reduce the ratio of smokers by reducing the number of smoking areas inside the premises, thereby preventing passive smoking, and continue to provide individual support to quit smoking. These efforts are also being rolled out to our Group Companies in Japan and the rate of smokers at Yamaha has been low compared to the nation-wide rate. Data on comparisons of smoking rates for the Group and smoking rates for Japan as a whole are shown on the Social Data page.

» [Social Data](#)

## ► Infectious disease countermeasures for employees taking overseas business trips

The Company is taking measures for employees who travel overseas for business trips, such as requiring immunizations before travel in order to prevent contracting an infectious disease overseas. In fiscal 2019, in addition to immunization for hepatitis A, hepatitis B, tetanus, and rabies, the Company recommended immunization for measles and rubella.

## ► Health Support for Employees Stationed Abroad

For each Yamaha Group employee stationed overseas, we have an industrial physician send an email specifically relating to that individual along with the results of the annual regular health checkup. In 2017, employees stationed abroad received the same stress check as employees in Group Companies in Japan.

## Ensuring the Safety of Employees Stationed/Traveling Overseas

The Yamaha Group believes that the safety of employees working inside and outside Japan is paramount and is taking various steps to prevent accidents and incidents before they occur.

In order to ensure the safety of employees that are stationed overseas and that go overseas on international business trips, measures are being carried out from the perspective of prevention and emergency response in the event of an accident. Information concerning dangers in each country and region is gathered from sources such as Japan's Ministry of Foreign Affairs, private security companies, employees stationed at overseas Group companies, and those who have returned from abroad. It is then analyzed and distributed internally in the form of reminders and business trip regulations. Safety-related education is also provided to employees prior to being dispatched overseas, while their families also receive separate education programs.

Furthermore, for those taking international business trips for the first time, an orientation is held that covers safety education, including basic knowledge and measures to handle emergencies while abroad.

### Fiscal 2019 training results

Content	Target	Frequency	Number of participants
Training prior to assignment overseas	For employees	15 sessions	47 employees
	For employees' families	6 sessions	33 people
Overseas business trip orientation	For employees such as those going on an overseas business trip for the first time	5 sessions	80 people

## Results of External Evaluations

### Certified as Health and Productivity 2019 (White 500)

In February 2019, Yamaha Corporation was certified under the Health and Productivity (White 500) certification system hosted by the Ministry of Economy, Trade and Industry/ Japan Health Conference for the third consecutive year.

This system certifies those companies that consider employee health management in their management strategies and work strategically to achieve it.

Yamaha was evaluated on its measures for reducing long working hours and efforts at the promotion of work-life balance in addition to the regular health check, mental health, and measures to prevent passive smoking.

In addition, Yamaha Business Support also received certification for the second consecutive year.



## Human Resource Development

### Establishing Education and Training Programs

Under the concept of supporting highly motivated employees who wish to accomplish their "roles," and aim to make constant progress, the Yamaha Group strives to support each employee in exercising their talents to the fullest and developing professionally while working toward self-fulfillment. The Group works to create an education and training system that is equally focused on skill improvement and career development as the basis for nurturing human resources that can act globally. At the same time, each training program implemented is tailored to a specific objective and group of employees. In tandem with these, the Group also supports employees' autonomous learning projects and lifestyle design.

Total yearly training hours related to human resource development: About 1,500 hours (total 39,000 hours x person)

\* Target scope: Yamaha Corporation

## Main Training and Education Programs and their Status of Implementation (FY2019)

Name	Target/Content	Annual Participants	Training Hours per Person	Cumulative Participants
<b>Stratified Training</b>	Increases individual skills level to match career stages (including new employee training)	600	2-65 days	-
<b>Senior Specialist Institute</b>	Development of personnel to manage production (production base managers, supervisors, etc.)	Not held in fiscal 2019	50 days	-
<b>Yamaha Sales company Executive College</b>	Development of sales management personnel (sales location managers, supervisors, etc.)	8	12 days	-
<b>Yamaha Advanced Skill School</b>	Development of supervisory personnel on domestic production shop floors	14	44 days	616 days/year
<b>Yamaha Technology Training Center</b>	Development of core personnel on domestic production shop floors	18	33 days	594 days/year
<b>From-to Program</b>	Passing down core technologies relating to musical instrument manufacturing	16	-	-
<b>Function-Specific Training</b>	Language skills improvement, Technical academy, technology seminars	GAME 239	2-4 days	-
		Technical academy/ technology seminar 219	4-10 days	-
<b>Overseas/Language Study</b>	Studying abroad to acquire and improve foreign language skills	5	6 months	-
<b>Yamaha Business School</b>	Supporting autonomous learning by employees (training by correspondence)	340	-	-
<b>Second Life Preparatory Seminar</b>	Opportunity for employees 2 years out from retirement to contemplate life beyond retirement and information-sharing	103	1 day	103 days/year
<b>English Training Master Course</b>	TOEIC Score Improvement Training by external instructors	36	2 dayss	72 days/year
<b>Female Selective Development Program</b>	Training to develop the mindset for female employees qualified to become management candidates, and training plan formulation skills training for their supervisors	25	2 days	50 days/year

## Development of Management Personnel

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The Yamaha Group strives to develop management personnel who will be the backbone of business activities.

In 2011, the Group started a manager training program for Japanese personnel at production bases, mainly at overseas production subsidiaries. Subsequently, a training program for managers was started in 2013. Then, from 2014, we have proceeded to expand and restructure programs to include non-Japanese personnel at overseas production bases, while we have been training production managers globally since 2016 under a program titled Senior Specialist Institute (SSI).

Additionally, for human resources engaged in sales, we started the Yamaha Sales company Executive College (Y-SEC) in February 2017 as a program that trains candidates for site managers, mainly at overseas sales companies. Currently, we are systematically establishing programs equally focused on job category and rank as we take a structured approach to training human resources who will work in management positions. As such, from fiscal 2018, we introduced a management human resource development program (Yamaha Global Management Program) common among all job categories.

## Fostering Human Resources to Support Manufacturing

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The Yamaha Group aims to create an optimal production system by clarifying the roles and functions of each of its bases. At the same time, we are promoting the development of human resources that support manufacturing so that we can maintain and improve "Made in Yamaha" quality.

Positioning each plant in Japan as a manufacturing base of high-value added products, we focus on developing manufacturing technologies that are highly competitive, while ensuring that core skills required to manufacture musical instruments are passed on. Plants in China, Indonesia, and Malaysia are designated as key manufacturing bases for affordably priced products and we dispatch many technicians and supervisors from Japan to provide support and guidance at these sites.

## Development of Global Personnel

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The Yamaha Group appoints local personnel from each base around the world to important posts within the Group and exerts efforts to develop personnel who can play a strong role at a global level. In 2015, the Company established a Global HR Development Group within its Human Resources Division, and has been promoting the following 4 initiatives since.

1. Identifying global core human resources  
'Place the right person in the right position' regardless of nationality or company of origin.
2. Global Grading  
Promotion of personnel transfer among Group companies with Group standards.
3. Assessment and compensation  
Consistent evaluations based on Group-wide standards; acquisition and retention of excellent personnel.
4. Succession Plan  
Creating succession plans for Group executive management.

## Supporting Employee Development through Regular Face-to-Face Meetings

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Yamaha Corporation holds regular face-to-face meetings with all employees to both assess performance and support employee development. The meetings serve to align perspectives of employees and their supervisors with regard to the objectives and mission of the Company and its divisions, in addition to each person's role and goals. This allows the Company to confirm levels of achievement, future challenges, and the direction of skills development.

Furthermore, employees (including employees who are hired mid-career) and the Company have face-to-face meetings to exchange opinions regarding career plans at the one-year, three-year, and five-year marks after joining the Company. Meetings are attended by HR Department staff in order to assess whether employees are able to find a sense of fulfillment in their work, and to discuss future career plans.

Furthermore, in order to ensure that these meetings are conducive to fair evaluations and effective support for employee growth, the Company carries out training for managers and staff who serve as evaluators who conduct the meetings.

## Establishment of New Personnel System and Related Training

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Yamaha Corporation holds assessment training for managers, in order to ensure the appropriate and effective operation of the human resource system introduced in October 2016. This encourages their understanding of the purpose of the evaluation system, and it also leads to fair treatment of employees and support for growth.