

A photograph of several children at an outdoor event. In the foreground, a young girl with dark hair is looking off to the side, wearing a black sleeveless top with a large white daisy graphic. To her left, a boy in a black t-shirt with a red and white star graphic is also looking off-camera. In the background, another girl in a bright green shirt is visible. The scene is brightly lit, suggesting a sunny day.

# CSR report 2015

## WHAT WE TREASURE

In a society undergoing dizzying change,  
we have always considered  
what we can do best as a comprehensive entertainment corporation.

Donations and volunteering are activities that we do on a daily basis at the Avex Group.  
However, we recognize these things are common practice for our corporations.

Our business is to excite people's emotions: to evoke empathy,  
to provide hope and the joy of living, and to impart dreams for the future.  
If we dare to speak without fearing the possibility of being misunderstood,  
the business itself might be a form of CSR.

To do so, we prepare the environment for people producing entertainment.  
In short, Avex will continue to be a place where each employee can work with enthusiasm.  
That is also a form of CSR.

We put our knowhow to good use and shake up people's emotions,  
pursuing CSR that only Avex's entertainment can achieve.

In any era,  
entertainment to bring people closer to each other.





Reconstruction Assistance

We are bringing joy to kids in disaster-hit areas.



Bringing professional dancers to Minami-Soma

Driven by our corporate mission to bring excitement and dreams to life via entertainment, we are making an ongoing effort to help out in the areas devastated by the Great East Japan Earthquake in a uniquely Avex way. In addition to making live broadcasts of the a-nation Tokyo show free and open to the public at six Ito-Yokado outlets in Iwate, Miyagi and Fukushima prefectures, we have donated 500 CD titles to 35 community FM stations in Iwate, Miyagi, Fukushima and Ibaraki Prefectures. On top of that we have been donating 4-5 music CDs to 21 elementary and junior high schools in Minami-Soma every month since January 2014 and engaging in a number of other activities aimed at brightening the lives of those living in the disaster-struck areas.

In June 2014, we started bringing professional dancers to these areas. We launched this dance program with an eye to not only providing kids with an opportunity to get some exercise but also to give them some insights into the world of entertainment in order to enrich their lives. We will continue this initiative in fiscal 2015 and onward with the hope of bringing joy to the lives of even more elementary and junior high school children.

In fiscal 2014 we sent dancers to the following schools.	
June	Haramachi First Elementary School, Haramachi Second Elementary School
August	Oomika Elementary School, Haramachi Dai-1 Junior High School
September	Ishigami Second Elementary School, Haramachi Dai-3 Junior High School
October	Haramachi Third Elementary School, Haramachi Dai-1 Junior High School
November	Ooda Elementary School, Haramachi Dai-2 Junior High School
December	Ishigami First Elementary School, Yasawa Elementary School
January	Ishigami First Elementary School, Ishigami Second Elementary School
February	Takahira Elementary School
12 schools in total	



Reinforcing the importance of exercise

Yasuichiro Suzuki, Secretariat, Minami-Soma City Board of Education

Lack of exercise has been a problem for the children here. Students now commute to school by bus and, although we are making progress with the decontamination of school grounds and parks, they have fewer opportunities to walk around outside. The obesity rate for children is higher than the national average, especially in Minami-Soma City. Coupled with that, more and more children are suffering from stress since being an evac-uee means they cannot play with their friends, etc. The dance lessons provided by the professional dancers seemed to be a stimulating experience for the kids. It enabled them to dance away their stress and just have some fun moving around. Teachers and parents gave the dance lessons high marks, saying they really lifted the students' spirits. Some continued to practice the dance moves on their own and performed them at a school festival. We look forward to continuing to work with Avex in giving our students the opportunity to learn how to dance.

I teach dance at junior high schools in disaster-hit areas.

KAZUMIN, Official Instructor at Avex Dance Master

Hoping dance will put a smile on kids' faces

I felt powerless in the wake of the Great East Japan Earthquake since there was nothing I could do as a dancer to help the victims who were in need of food, clothing and housing. Three years after the disaster first struck, I thought it was time that I harnessed the power of dance to bring some joy to those living in these once devastated areas that were now making gradual headway with reconstruction. Avex just so happened to be looking for instructors to teach dance at junior high schools in Minami-Soma. It was exactly what I was looking for so I applied for the position right away.

For my first dance lesson, I picked songs that would be easy for the kids to remember. A lot of the students were nervous about taking a dance lesson with an instructor from Tokyo. When the class kicked off, some of them just stood there frozen for a while. Then after a little one-on-one instruction they began to warm up to the idea of dancing. Before I knew it, everybody, both the students and teachers were in the swing of things. Everything just fell into place as this spirit of unity descended over everyone in the gym. The best part is that it didn't end there. The students have continued to practice the dance moves on their own after I wrapped up my August lesson. When I returned in November, I was absolutely moved by how much their dancing improved through continued practice on their own.

If you hold on to hope you can do anything

Dance lessons train you not only physically but mentally as well because they teach you how to be polite and properly carry yourself. If there is one lesson that I hope the students learned from my classes, it's that they should keep an open mind and not just give up on something just because they're not good at it or aren't interested in it. That goes not only for dancing but whatever they do in life.



[School]  
Minami-Soma Municipal Haramachi Dai-1 Junior High School

[Lesson dates]  
August 28, 2014 (third year students)  
October 28, 2014 (second year students)

Support for Para-Sports  
We are helping to empower challenged athletes.



Avex athletes / team*					
Yoshiko Tanaka	Yuji Takada	Naoki Yasu	Keiichi Sato	Chika Uemura	Yui Kamiji
Yuka Kiyama	Kento Masaki	Hiroki Saegusa	Saki Takakuwa	Minemura Para Swim Squad (Airi Ike)	

\*As of May 2015

Actively Hiring Athletes

Since 2008 Avex has been actively recruiting top athletes who, despite their disabilities, are at the forefront of sports. Since we view sports as entertainment and don't believe anyone should be labeled "handicapped," in 2013 we formed a team dubbed the Avex Challenged Athletes. Today we support eleven athletes and one team competing in nine different sports. Sponsoring more athletes at the Sochi 2014 Paralympic Winter Games than any other company, Avex sent three top competitors who did an outstanding job. We are an entertainment company with a mission to "move the world" and to do that we will continue to stand behind the best athletes in the world as we bring excitement and dreams to life.

Activities and achievements in fiscal 2014

- ★Yui Kamiji topped the world wheelchair tennis player ranking and completed the Grand Slam for the year.
- ★Five Avex-affiliated athletes participated in the Asian Para Games in Incheon, Korea (the largest number of participating athletes from a single company)
- ★Avex formed a business alliance with the Challenged Athletes Project (CAP).
- ★Avex was a special sponsor for the International Women's Wheelchair Basketball Friendship Games (a.k.a. the "Osaka Cup")
- ★Avex is an official supporter of the Japanese Para-Sports Association



"Osaka Cup"



I want to make sports entertaining.

Keiichi Sato, biathlete, cross-country skier, and triathlete

A place where I can focus on training 365 days a year

I used to have a tough time juggling my athletic career with a part-time job. It was impossible to make ends meet on a part-timer's salary and I couldn't really concentrate on training either. Then I learned about Avex's challenged athletes initiative. I applied and, as luck would have it, I was hired by Avex in 2010. Although I came across some companies that supported athletes with disabilities, most required you to work in the office in the morning and only allowed you to train in the afternoon. Unlike those companies that lack an environment where you can devote yourself wholly to training, Avex lets you concentrate on training year-round because it views athletic activity as work.

Bringing excitement and dreams to life

Thanks to everyone's support, I made it to cross-country skiing and the biathlon at the Sochi 2014 Paralympic Winter Games. Participating in the Paralympic Games that are held once every four years and winning medals are my way of giving back to the company as well as society. Beyond that I believe it's also my job as an Avex employee to show people how I'm working hard to become one of the world's top athletes and entertain people via sports. I recently became a triathlete so I have to compete in both the winter and summer games. That means my chances of making it to the Paralympics have doubled. I'm now focusing on triathlon training with an eye to qualifying for the Paralympic Games to be held in Rio de Janeiro in 2016. I will continue to work hard to bring excitement and dreams to life both as an athlete and an Avex employee.

Bringing exciting show elements to parasports

Shinji Mikami, Osaka City Nagai Sports Center for Persons with Disabilities

The first in Japan to build a sports center for people with disabilities, Osaka City has been something of a disabled sports pioneer for some time. Much of the city's focus has been on wheelchair basketball for which it has even organized a special tournament. When budget cuts put the event's existence in peril, I began looking for help from the private sector. I reached out to Avex via our mutual personal connection with Chika Uemura, who is an Avex-affiliated athlete. The company agreed to partner with us in our initiative and became a sponsor in fiscal 2014. While no major changes have been made to the tournament, the whole event, including the halftime show time, features more entertaining elements. The players now emerge from a cloud of smoke when they enter the court for the final game, which makes it more exciting for both the players and the spectators. We look forward to leveraging not only the financial support Avex provides but also its expertise in the field of entertainment to take the tournament to new heights.



"Osaka Cup"





Partnering with Artists

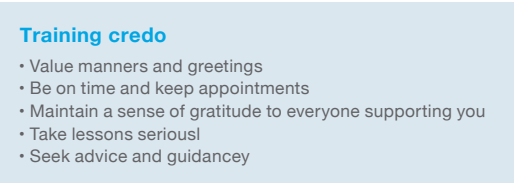
Nurturing Pre-Debut Artists

At Avex, we provide a selected group of pre-debut artists and entertainers with free lessons as well as support with live events and music production. We assist these budding artists under contract every step of the way right up until they make their big debut. It's an investment in the future that pays off with a pool of outstanding performers who will keep the entertainment industry alive. At present, we have over 200 artists under this type of contract, and at least 60 of them are expected to make their debut or sign an exclusive contract with us in fiscal 2015. Once every six months, our talent managers visit five cities around the country to talk with the artists in training, check on their progress, and touch bases with their parents. It's an opportunity not only to see how they are progressing, but also to make sure they are eating right, coping psychologically, and to provide those who are minors with some career guidance. We believe that a relationship of trust between the artist, the family and the talent manager paves the way to an ideal learning environment. It's the kind of environment you need if you hope to educate students in both the arts and letters as well as nurture their careers over the long run. We are committed to steering our students in the right direction as they look for a promising career path.



Nurturing Artists with Sound Minds

The performing arts is unlike any other field of education. It's all about interacting with others. No matter how young the artist may be, there are many situations where they have to act as adults with their peers, rivals, clients, or managers. They also develop a strong awareness of what is expected from them or what they are good at. A performer must grow as a person if they hope to move others. That's why we focus more on teaching rather than simply honing the skills our students already have. They learn about good manners, polite conversation, and above all develop a sense of gratitude. Countless parents have told us how their children have blossomed not only on a professional level but on a personal level all thanks to the education they received here.



Dance lesson

Partnering with Communities and Customers

Supporting School Lunch Programs

We continue to support the goal of the World Food Programme (WFP) that no child should have to go to school on an empty stomach. Specifically, when staff purchase beverages from vending machines installed in the Avex building, we donate

10 yen per purchase to the WFP. This has been an ongoing initiative since 2010 and as of the end of March 2015, we had collected 7,088,030 yen in total.

Asian International Children's Film Festival

Avex sees eye to eye with this event's vision of entertaining and inspiring dreams in children across Asia. We have been supporting it over the last four years as a cosponsor and committee member as well as by sending artists to make appearances at the event.

About the Asian International Children's Film Festival

Aiming to open a window on the minds of today's youth, this competitive film festival features three-minute shorts all produced entirely by children. The children's insights as expressed in these films are then used to enhance educational programs in the region. This Japan-based festival offers a wonderful opportunity that brings together children from some 15 different countries and regions.



How We Collect Customer Feedback

Strong customer relationships are built on foundations of trust and that means assuring everyone we will take their input seriously and respond to them. That's why our customer support team's motto is "act quickly." Whether we can answer an inquiry on the spot or have to call back with a reply, the response is always ASAP. Tons of people contact Avex via telephone or email every day. We get about 7,000 calls and as many as 20,000 emails a month. All these comments and requests are uploaded to our in-house system every morning so that our staff can get a look at them. This enables us to share customer feedback across the organization and prevent whatever problems there may

be from occurring again. We have also installed separate hot lines for the fan clubs that we operate. It's all designed to keep the fans happy by ensuring their calls get through. So far we have installed over 20 dedicated phone lines.

Responding to customer feedback



Next Generation Initiatives

Workplace Visits by Junior and Senior High School Students

The Avex Group is pleased to accept junior and senior high school students for workplace visits in order to introduce work in the entertainment industry as a profession. We use a mix of videos and materials to tell the students about the

history of the Avex Group, the work that goes into making a CD, copyright law, and other topics. In fiscal 2014, we had 2,201 students visit from 192 schools nationwide.

Participants' comments

I learned that movies and music are not the only thing that Avex does but that it also runs concert and online video distribution businesses as well.

I gained a deeper understanding about the business designed to bring Japanese artists to the global arena.

The experience shed new light on the world of music, which I had just taken for granted.

I was impressed by the phrase, "have fun for yourself before entertaining others."

Organizing Free Dance Championships

Dance has been a required subject in junior high schools since fiscal 2012. To allow the children who will lead the next generation to experience the joy of dancing, we organized the Dance Club Championship for dance clubs at all junior and senior high schools nationwide. Entry fees and admission fees were all free of charge. The groups competed not only on dance skills, but also on the composition of the program and

the power to express a theme based on two kanji characters of their own choosing. In August, 30 schools from the whole country that had passed the preliminary video auditions came together for the finals of the championship where they poured out their feelings for dance.  
(Participants: 69 junior high and 648 senior high school students)

Dancers sent in fiscal 2014

Area	Host	Attendees	Number of sessions
Nagoya	Nagoya City Youth Cultural Center (Artpia)	4th grade elementary school to third year junior high school students	1
Nagoya	Nagoya City Youth Cultural Center (Artpia)	Teachers and college students aspiring to become teachers	1
Saitama	Saitama Prefectural Association of Physical Education for Women, Western District	Phys ed teachers at senior high schools and special ed. schools in Saitama Prefecture	1
Saitama	Saitama Prefectural Association of Physical Education for Women, Southern District	Phys ed teachers at senior high schools and special ed. schools in Saitama Prefecture	1
Fukuoka	Fukuoka City Board of Education	Kashihara Junior High School students	10
Fukuoka	Fukuoka City Board of Education	Jonan Junior High School students	6
Fukuoka	Fukuoka City Board of Education	Sumiyoshi Junior High School students	6
Fukuoka	Fukuoka City Board of Education	Josei Junior High School students	6

Copyright Initiatives

"Don't Steal from Others"

The Avex Group supports copyright by observing a compliance policy of protecting the company's intellectual property rights and respecting the intellectual property rights of others. We deal with pirated video and music products from both the criminal and civil angles. Our Legal Affairs office checks the Internet on a daily basis for illegally

uploaded content, and we also receive reports from employees and ethical fans. We request internet service providers to delete the content. If the unauthorized situation still continues, we launch legal action depending on the situation by submitting requests for disclosure of personal information.

Copyright Awareness Campaigns

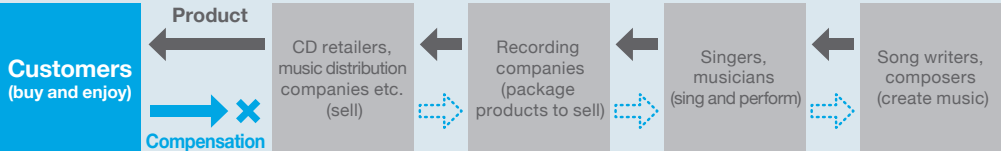
As well as checking for infringements of our own copyrights, we at the Avex Group also do our best to check if the Group is infringing on someone else's copyright. These initiatives are backed by the idea of maintaining the cycle of music creation, which is shared across the whole music industry centered on the Recording Industry Association of Japan. If the products cannot be properly sold, the song writers and

composers, artists, recording companies, and others involved with music can no longer be properly compensated, which would make it difficult to create new music. That is why the Avex Group distributes posters to raise awareness of copyright, and conveys the importance of copyright to students on workplace visits.



Legitimate sites for music and video distribution are indicated with the L Mark

Copyright infringements make it impossible to create new music  
(Source: Recording Industry Association of Japan)



If no compensation is paid, nobody creates new music, and the sales cycle ends

## Environmental Initiatives

### CD Packaging and Environmental Activities

Under the motto "commons for GREEN," the commons\*1 project, a green label in terms of both form and content, has carbon offset\*2 all packaged CDs released on the label since 2008. The commons office also uses green power for all its lighting to show consideration for the environment.

\*1  
A new project set up by the Avex Group together with Ryuichi Sakamoto and other artists in order to find new potential for music. As a new music community aiming for social and cultural contribution while maintaining the ecological perspective, the objective of the activities is to create a "commons" for building better relationship between artists/creators, the music industry, and the user/listener.

\*2  
Introducing tree-planting and natural energy in order to offset the CO2 emitted in day-to-day life



### Eco Activities at Events

The Avex Group set up Eco Stations at the a-nation outdoor events organized every summer. These Eco Stations are installed in the community area to collect waste. Everyone attending the event who brings their waste to us receives a Bonfim wish bracelet. We installed four Eco Stations at a-nation island held in the grounds of the Yoyogi National

Stadium, eight at a-nation stadium fes at Nagai Stadium, and six at Ajinomoto Stadium. The collected waste was separated into burnables, non-burnables, PET bottles and their caps, bottles and cans. The PET bottles are processed by the Teijin recycling system and will be reused next year as uniforms for the Eco Volunteers and Bonfim wish bracelets.

#### The recycling flow



Collecting waste from visitors at Eco Stations



Staff wearing recycled uniforms, distribute Bonfim wish bracelets to people who brought in waste



The collected waste is separated and PET bottles are sent to the Teijin Matsuyama factory



Reborn as the uniform for next year's Bonfim eco volunteers

## Creating a Pleasant Workplace (1)

### Promoting Work-Life Balance

The Avex Group takes measures to actively support female employees in order to provide a workplace where working women can fulfill their potential while combining work with childcare. In fiscal 2013, we obtained the Kurumin \* next-generation certification mark from the Ministry of Health, Labour and Welfare.

\* The Kurumin mark is awarded to corporations that support child rearing.



The Kurumin mark

#### Promoting Work-Life Balance

In fiscal 2014, twenty six employees took maternity leave, and a total of fifty five female employees returned from childcare leave to combine their careers with childcare. Taken together, these numbers represent about 10% of all female employees. In recent years, the ratio of returnees is at almost 100% and the number of working

mothers is growing every year. Working against this backdrop, Avex offers special training to working mothers and their managers with an eye to enabling employees wishing to balance family life with work life to continually build on their career foundation. So far a total of 21 persons have participated in the training.

### Health Promotion for Employees

As a measure to promote the health of employees and to prevent lifestyle-related diseases, we organize morning yoga lessons and blood rheology tests. We organized the morning yoga to make effective use of the time before starting work after hearing employees say that even though they realize that exercise is important for their health, they were so busy with work that they could not find the time to exercise the body. We invited an external instructor for 8 sessions with a total of 51 participants. A total of 60 people took part in the blood rheology tests organized tow times in fiscal 2014. We also organized sessions with an external public health nurse who performed some simple tests based on blood drawn from the fingertip to give basic advice on diet and lifestyle.



Morning Yoga lesson

### Health Insurance Society

In a first among companies in the entertainment industry producing music and video content, Avex obtained the approval of the Minister of Health, Labour and Welfare to set up the Avex Group Health Insurance Society on June 1, 2012. As a result, we have been able to enhance the legal

content of the physical checkup and health insurance premiums, enabling us to maintain and increase the health initiatives that are suited to the Avex Group where many of the employees are young. (Ratio of employees undergoing physical checkup in fiscal 2014: 95%)

Creating a Pleasant Workplace (2)

4 Avex seminar on balancing work with family care

The Avex Group provides a wide range of training programs. In fiscal 2014, we hosted a seminar on working while caring for family members with special health care needs. An expert in the field was invited to talk about the home nursing basics everyone should know so they'll be ready should the need ever arise. The lecturer also explained how long-term care insurance works and specific ways to balance work with home nursing responsibilities. The seminar turned out to be big hit with attendance exceeding our expectations. A video of the seminar has since been posted on the

intranet and made available for employees to view anytime. We plan to provide various types of training in the future with an eye to creating a more employee-friendly environment.



The seminar in session

5 Extensive training programs

We provide a wide range of training programs designed to enhance employees' skills.

Employee Training in Fiscal 2014

Category	Target	Description
Training by job class	Managers	Sexual and power harassment prevention training
	Managers	Anger management training
	New managers	New manager (management and leadership basics) training
	4th year employees who were hired right out of school	Training for employees in their 4th year who were hired upon graduation from school
Knowledge/skills	Prospective employees (new graduates) and new employees	Prospective/new employee training
	Non-managers, 34 years old or younger, employed for at least 1 year	Logical thinking training
	All employees	Excel/PowerPoint/Word skills training
	Employees in their late 20s and early 30s	Life portfolio training (women/men)
Other	Staff in charge of training new hires fresh out of school	Trainer instruction (ongoing training and peer-to-peer exchanges during a one-year trainer instruction program beginning after new employee assignment)
	Working mothers	Self-management training for working mothers on how to balance work and childcare
	Supervisors of working mothers	Training for supervisors of working mothers
	New employees who have switched jobs mid-career	Orientation (e-learning) for recently hired employees with years of work experience
	New employees who have switched jobs mid-career	Luncheon meetings for new employees who switched jobs mid-career

6 Avex Group Family Banquet

The Avex Group held its 23rd Family Banquet in February 2015. This event has been periodically held since the early days of Avex as a way to thank the families of its employees across the Group for all their continued support. The event has evolved over the years as our operations have expanded. More than 350 people including Avex managers and their families attended

this year's banquet. Featuring an inspiring address from the directors, stage performances for the kids, good food, good company, and more, this year's Family Banquet was a fun-packed event for all ages. It was a great opportunity for the employees to get to know one another in a casual setting outside the office.

Compliance policy

At Avex, the following compliance policy is positioned as the corner stone of all actions and judgment to conduct business activities.

Don't cheat.

- 1. Engage in fair, transparent and open competition.
- 2. Do not contradict the legitimate interests of the company to promote your own or a third party's interests.
- 3. Do not employ dishonest means in business activities.

Don't play around with other people's money.

Do not socialize with business partners in ways that depart from sound commercial practice or common sense.

Don't be arrogant.

Comply with laws and regulations, and respect social norms.

Don't steal from others.

Protect intellectual property rights of the company, and respect that of others.

Don't be selfish.

- 1. Be conscious of the support received from colleagues and the need to reciprocate.
- 2. Refrain from insider trading.

Take pride in the team

- 1. Create a working environment where employees find it comfortable to work.
- 2. Actively contribute to society as a good corporate citizen.

Don't bully.

- 1. Respect human rights and do not engage in acts of discrimination.
- 2. Interact with business partners in a proper, honest, fair, and open manner.

Don't lie.

- 1. Disclose accurate information.
- 2. Engage in proper promotion and advertising.

Don't be wasteful.

Recognize the importance of environmental issues and make effective use of company assets.

Don't rely on power.

- 1. Do not associate with anti-social forces or groups that pose a threat to order and safety in civil society.
- 2. Build highly transparent relationships with politics and government.

Don't betray your colleagues.

- 1. Do not speak or behave in ways that damage trust, credibility or honor.
- 2. Manage corporate secrets and personal information appropriately, and avoid unauthorized disclosure and leakage.

Above all, love and admire talent.  
(Never be jealous.)

\* Please refer to the website for corporate governance and full text of the compliance policy.



**move  
the  
world**