

# Business Results for the First Nine Months of Fiscal Year Ending December 31, 2020



Yamaha Motor Co., Ltd.  
November 9, 2020  
(Ticker symbol: 7272)

Wolverine RMAX2 1000

# Agenda

## FY2020 Business Results for the First Nine Months

Yoshihiro Hidaka

President, CEO and Representative Director

### ● Forecast Consolidated Results

The forecast consolidated results stated herein are based on management's assumptions and beliefs in light of information currently available and involve risks and uncertainties. Please be advised that actual results may differ significantly from those discussed in the Forecast Consolidated Results. Potential risks and uncertainties include, but are not limited to, general economic conditions in Yamaha Motor's major markets, changing consumer preferences and currency exchange rate fluctuations.

# Outline

# Unit Sales by Main Products (Results for July–September)

Demand recovered more than expected and the sales season has been prolonged, exceeding the previous forecast.

(vs. previous year)

Product / Region		July	Aug.	Sept.	July–Sept. results	Previous forecast	Inventory (End of Sept.)
Motor-cycles	Europe, U.S., Japan	114%	90%	88%	98%	90%	77%
	Indonesia	30%	34%	37%	34%	30%	78%
	Thailand	90%	106%	109%	102%	70%	63%
	Vietnam	116%	106%	82%	99%	110%	97%
	The Philippines	55%	77%	87%	72%	65%	47%
	China	84%	101%	115%	99%	100%	87%
	India	99%	105%	128%	111%	110%	83%
	Brazil	122%	89%	108%	104%	90%	72%
ATVs/ROVs	North America	80%	38%	139%	82%	75%	42%
PAS		121%	80%	92%	98%	90%	-
Outboards	North America, Europe	117%	96%	101%	106%	85%	41%
Surface mounters		122%	92%	119%	111%	105%	-

# FY2020 3Q Total – Business Results

Sales and profits fell due to the effects of COVID-19, but earnings are recovering thanks to cost reductions and the capturing of new demand in developed markets.

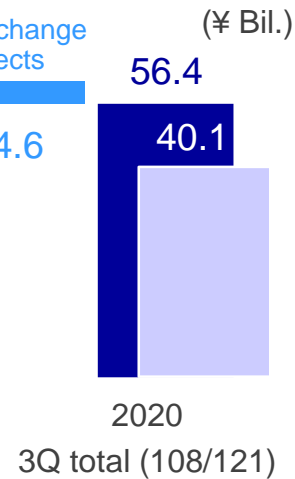
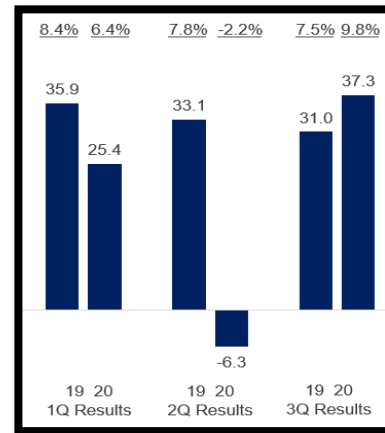
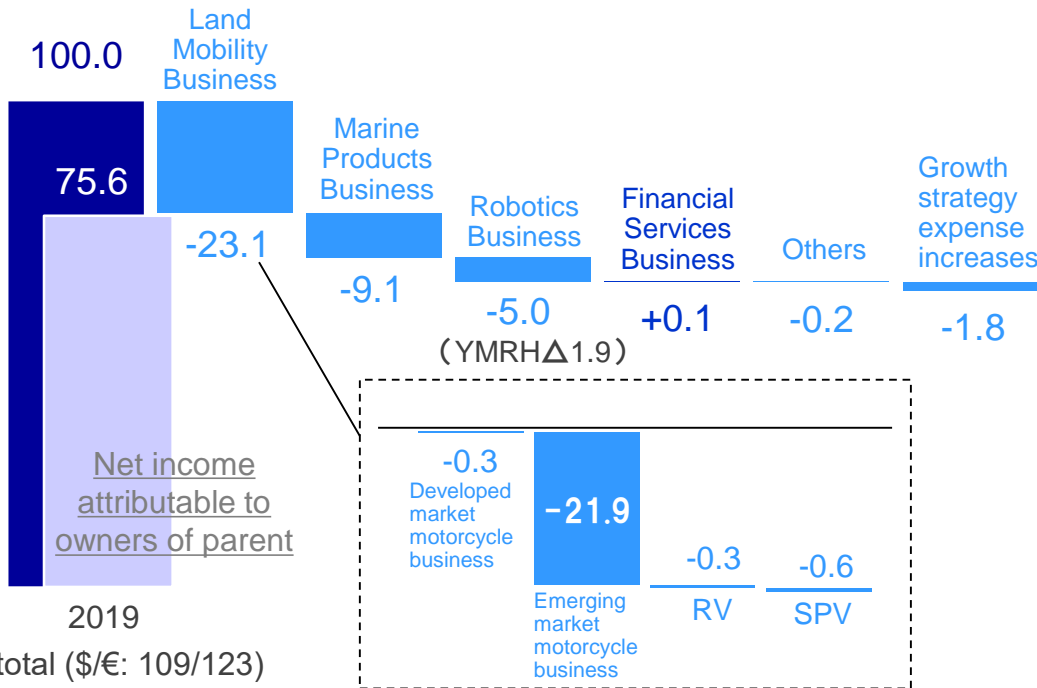
(¥ Bil.)	2019 3Q total	2020 3Q total	Vs. previous year
Net sales	1,267.2	1,067.1	84%
Operating income	100.0	56.4	56%
Operating income ratio	7.9%	5.3%	-2.6 pts.
Ordinary income	102.4	59.7	58%
Net income*	75.6	40.1	53%

(\$ / €)	109 / 123	108 / 121	—
(\$/IDR / BR\$)	13,889 / 3.8	14,495 / 5.0	—

\*Net income attributable to owners of parent

# FY2020 3Q Total – Operating Income Factors

Impact of COVID-19 bottomed out in the second quarter.  
Shifting to a phase of recovery in the third quarter



# Growth Strategy – Product Lines with New Value

Models embodying our growth strategy will aid in capturing new demand stemming from COVID-19.



**TRICITY 300**

**Growth  
Strategy**

Transforming Mobility

**For  
COVID-19**

Transportation to  
avoid crowds



**Wolverine RMAX 1000**

RV platform

Demand for  
outdoor recreation



**HELM MASTER EX**  
(Next-generation steering system)

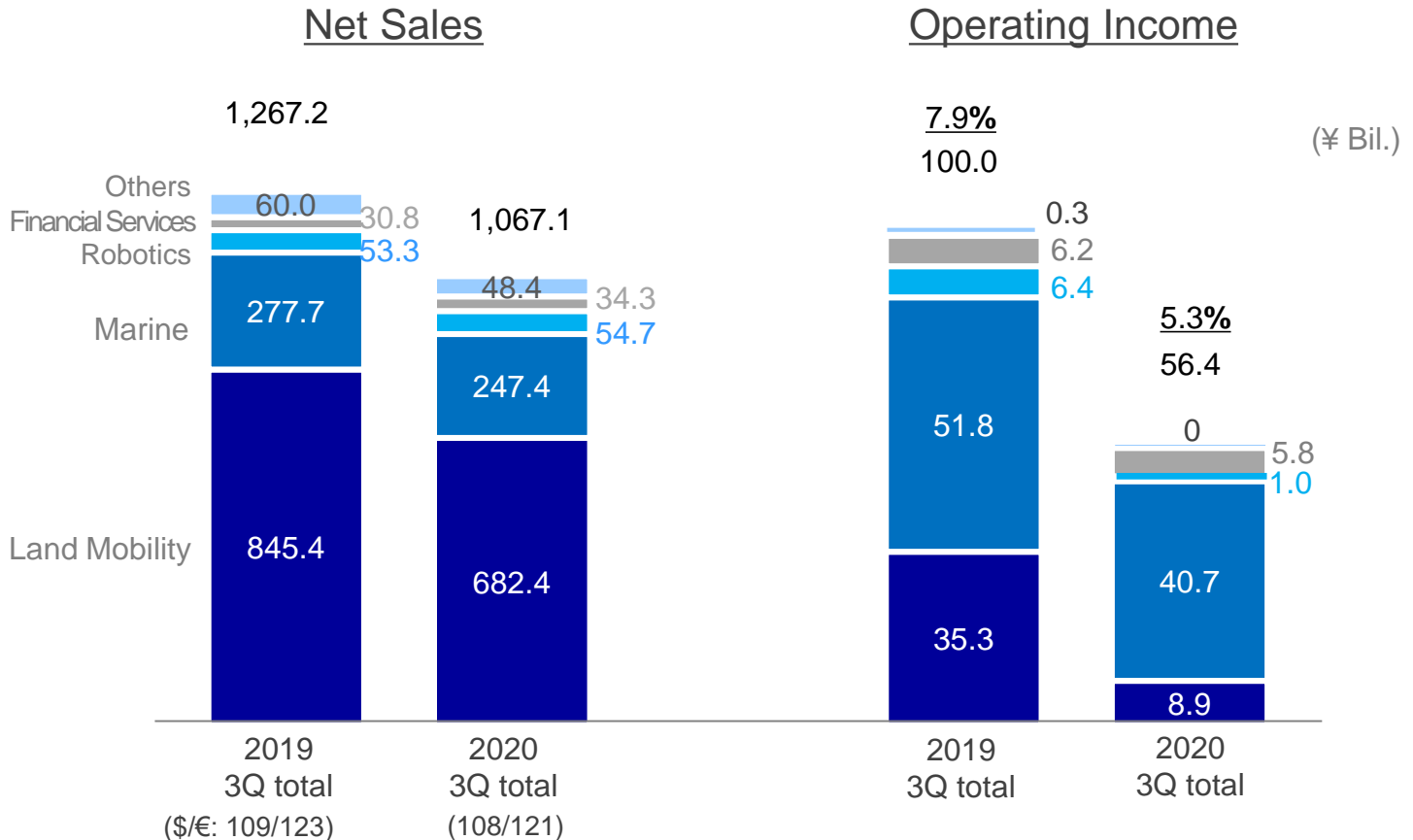
System supplier strategy

Demand for  
outdoor recreation

# Details by Business Segment



# Net Sales and Operating Income by Business

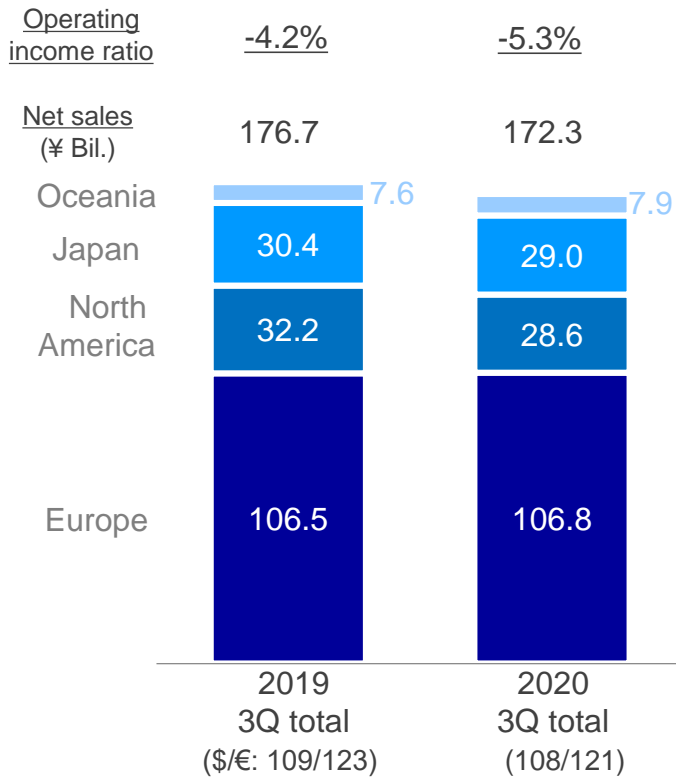


\*Figures for 2019 have been rearranged due to the Automotive business formerly being included in "Others" and now being divided and consolidated among the "Land Mobility" and "Marine" segments.

# Land Mobility Business – Motorcycles

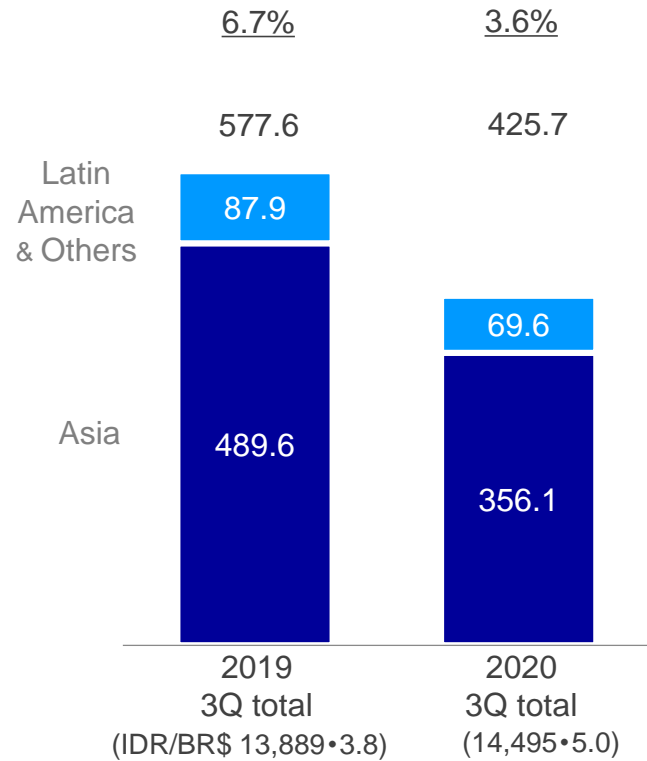
## Developed Markets

Demand recovered; sales increased in Europe from July to September; urgent need to restore product supply



## Emerging Markets

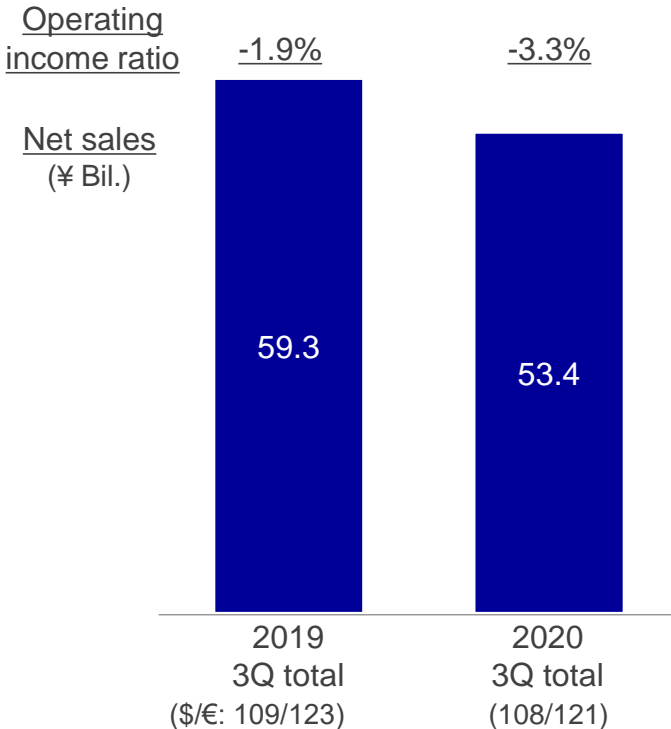
Demand recovered more than expected; online product bookings began in India



# Land Mobility Business – RV and SPV

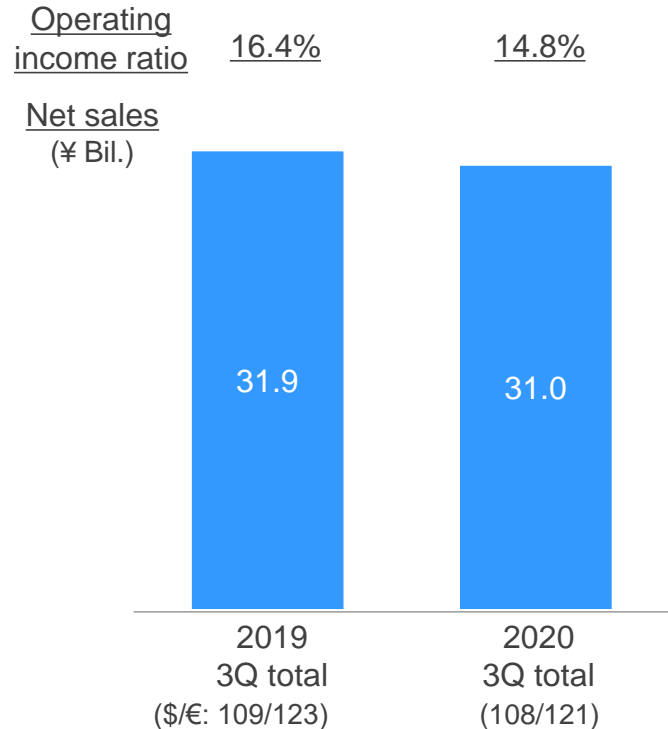
## Recreational Vehicle Business

Demand recovered; make up sales losses with new models and supply improvements



## Smart Power Vehicle Business

Demand on a recovering trend; capture new demand centered around avoiding crowds

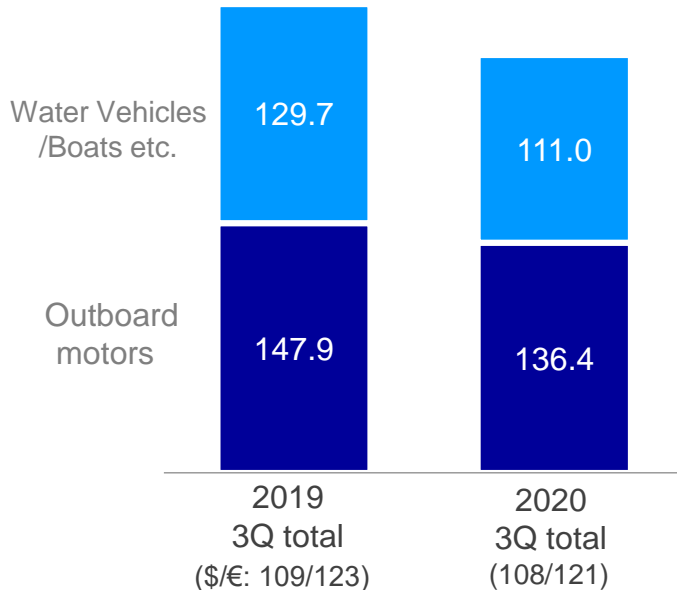


# Marine Products Business

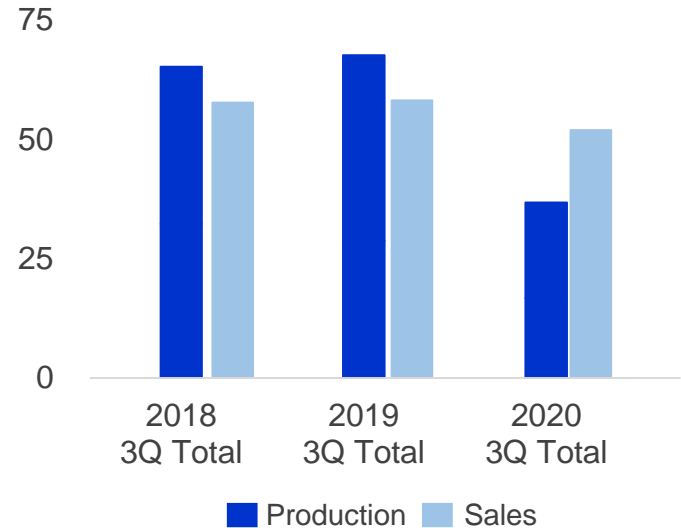
Production could not keep pace with the rapid recovery in demand and product supply is currently insufficient. Ramp-up supply capabilities via improvements to factory utilization

Operating income ratio      18.7%                      16.4%

Net sales                      277.7                      247.4  
(¥ Bil.)



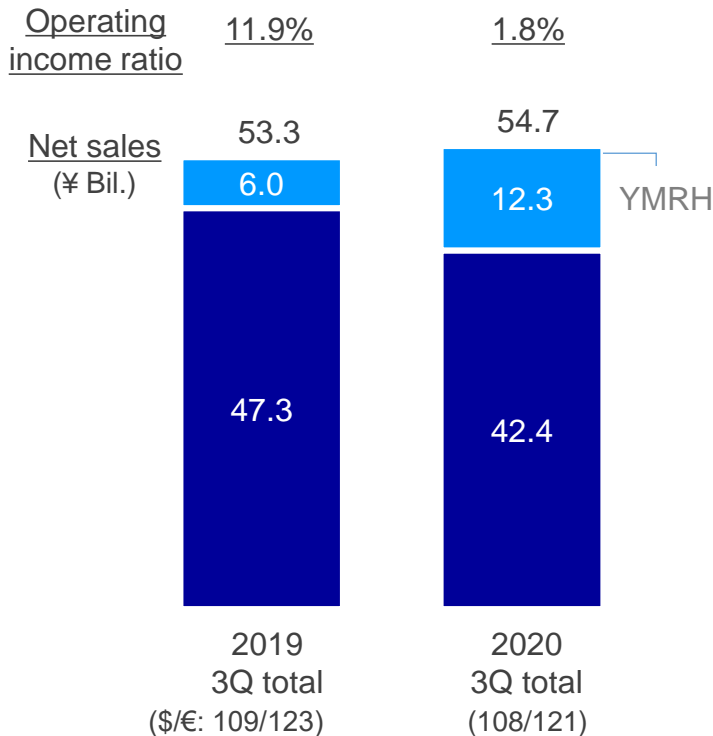
**Outboard motor production/sales status**  
North America/European markets, 100+ hp models  
(1,000 units)



# Robotics and Financial Services Businesses

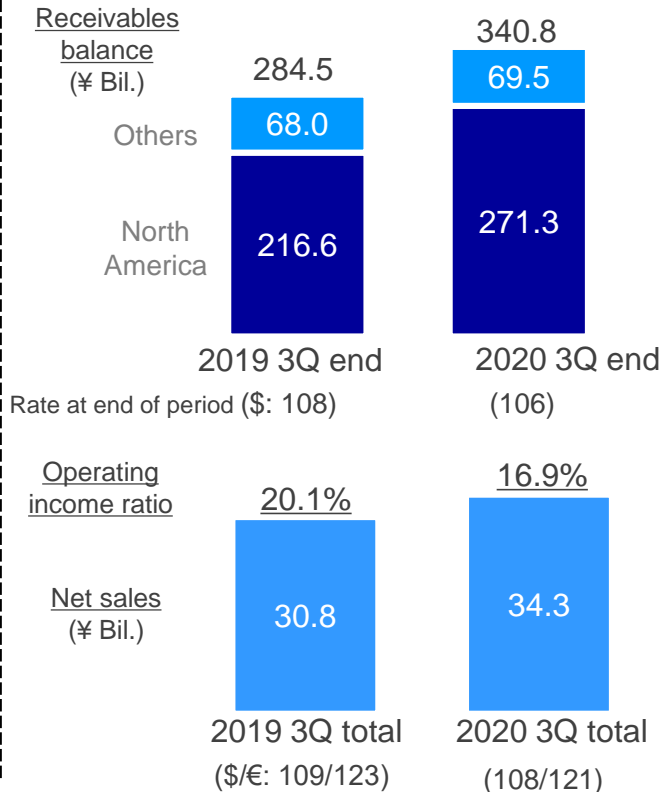
## Robotics Business

Sales in China continue to be strong; watch for demand recovery in the developed markets



## Financial Services Business

Partially reversed the allowance for doubtful accounts; aptly identify risks and opportunities



# Future Outlook

# Unit Sales by Main Products (Forecast)

Sales in the developed markets, PAS and surface mounters will recover to levels on par with the previous year

(vs. previous year)

Product / Region		1Q Results	2Q Results	3Q Results	4Q Forecast	Year Forecast
Motorcycles	Europe, U.S., Japan	98%	86%	98%	105%	95%
	Indonesia	95%	18%	34%	55%	50%
	Thailand	77%	55%	102%	100%	85%
	Vietnam	95%	74%	99%	80%	85%
	The Philippines	72%	30%	72%	80%	65%
	China	124%	148%	99%	115%	115%
	India	76%	23%	111%	125%	80%
	Brazil	112%	77%	104%	110%	100%
ATVs/ROVs	North America	85%	108%	82%	165%	110%
PAS		100%	92%	98%	125%	105%
Outboards	North America, Europe	80%	93%	106%	100%	95%
Surface mounters		109%	103%	111%	165%	120%

# Business Results: 2020 (Annual Forecast)

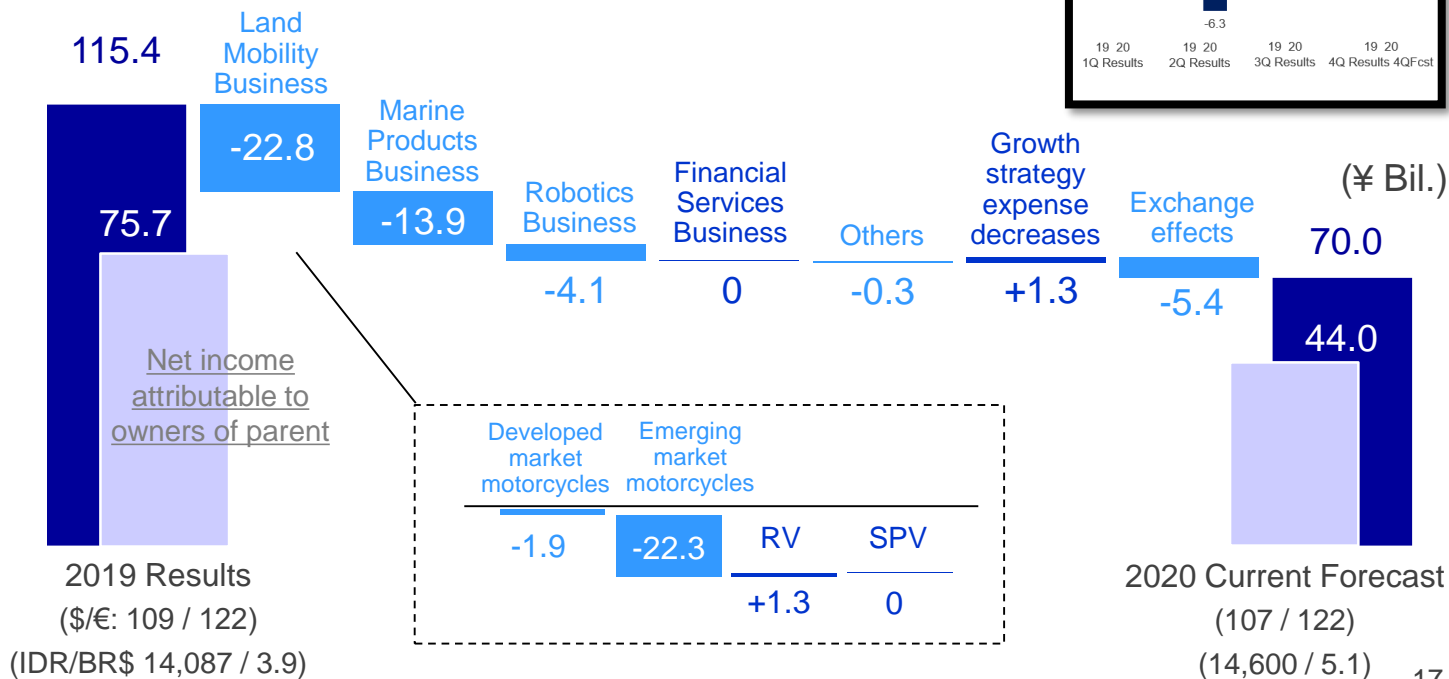
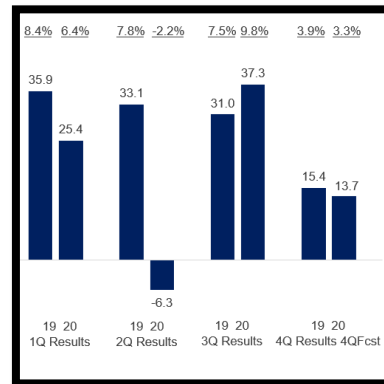
Reflecting the demand recoveries in each market, the earnings forecast has been revised upward

(¥ Bil.)	2019 Results	2020 Previous Forecast	2020 Current Forecast	Vs. Previous Year
Net sales	1664.8	1370.0	1480.0	89%
Operating income	115.4	20.0	70.0	61%
Operating income ratio	6.9%	1.5%	4.7%	-2.2 pts.
Ordinary income	119.5	24.0	71.0	59%
Net income*	75.7	0	44.0	58%
Cash dividend (JPY)	90	15	45	—
(\$ / €)	109 / 122	(Annual) 108 / 120 (Second half-year) 107 / 121	(Annual) 107 / 122 (4Q)106 / 125	—
(\$/IDR / BR\$)	14,087 / 3.9	(Annual) 14,225 / 5.1 (Second half-year) 14,000 / 5.2	(Annual) 14,600 / 5.1 (4Q)14,800 / 5.4	—



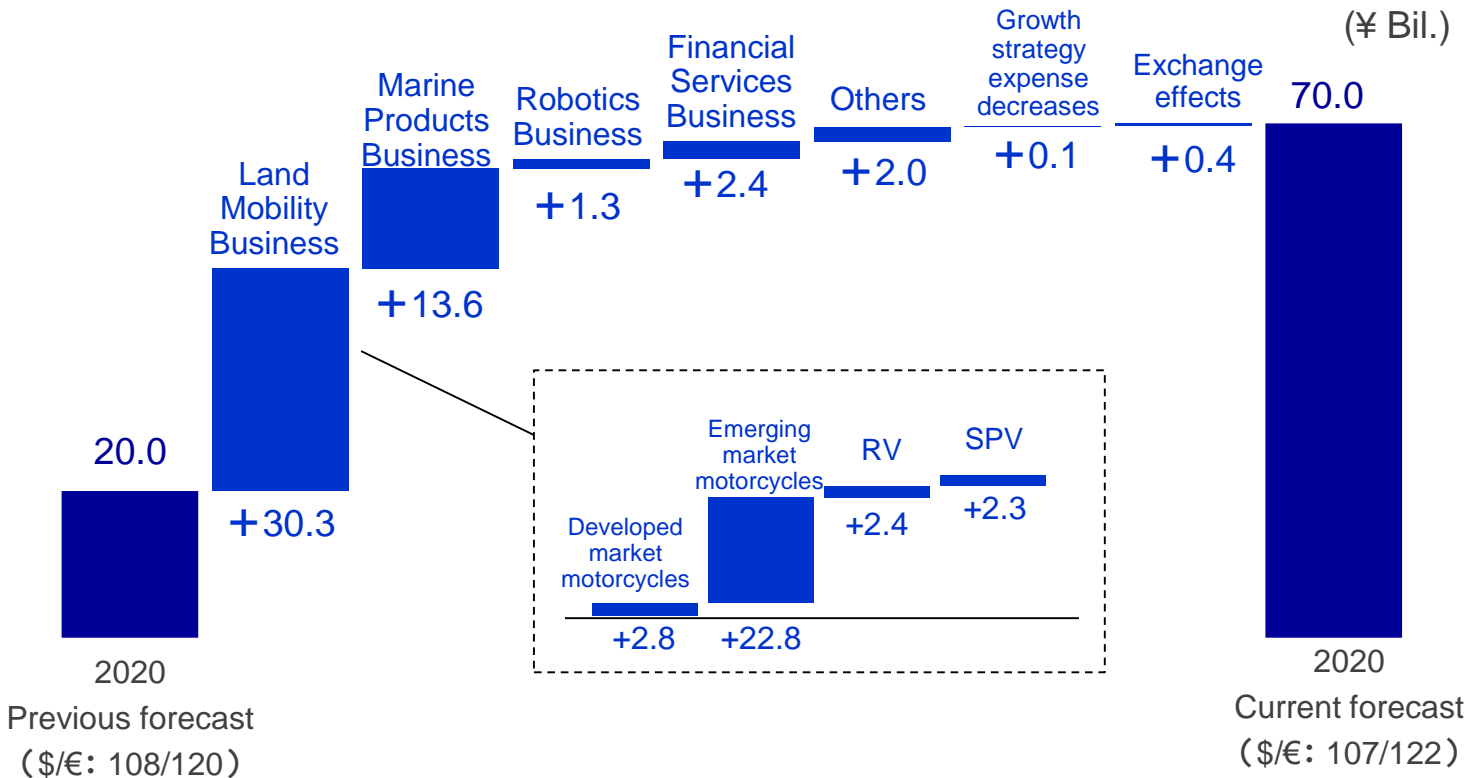
# Operating Income Factors (Annual forecast vs previous year's results)

The RV, SPV and Financial Services businesses will recover to the same level as the previous year over the course of FY2020



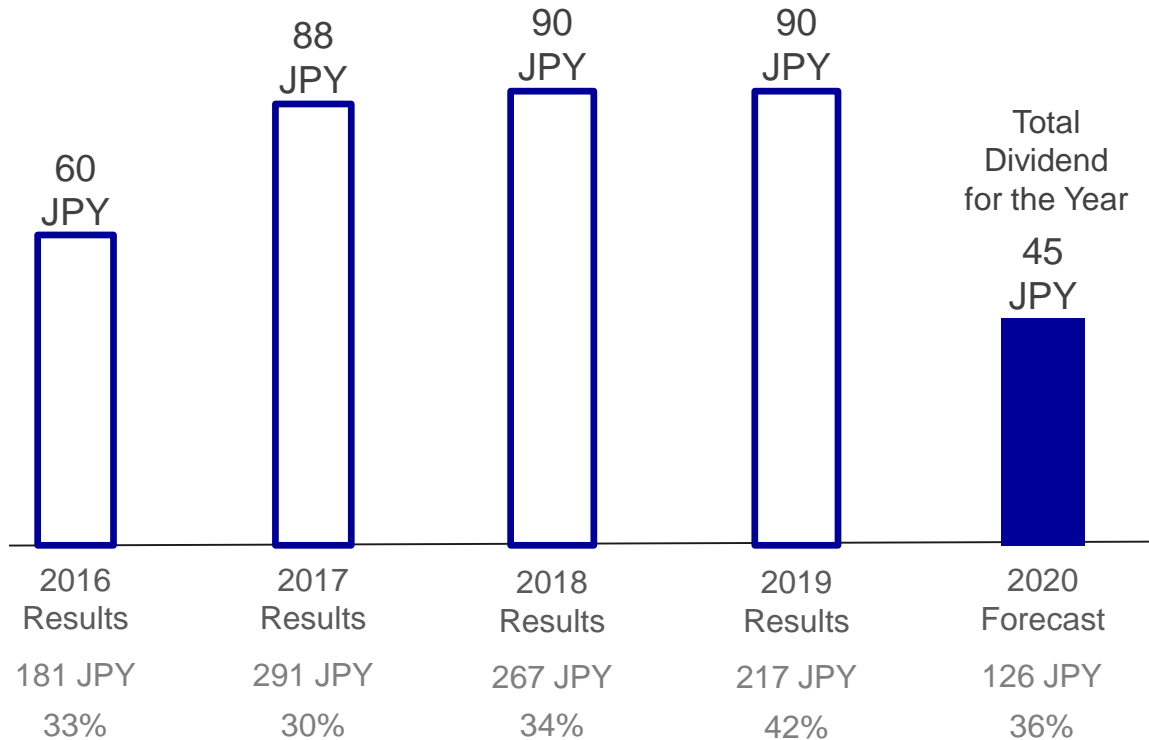
# Operating Income Factors (Annual forecast vs previous forecast)

The motorcycle business in emerging markets and Marine Products business exceeded the previous forecast and recovered significantly.



# Shareholder Returns

An annual dividend of 45 yen. Following the upward revision of our profit outlook, the dividend payout ratio will be returned to its previous levels.





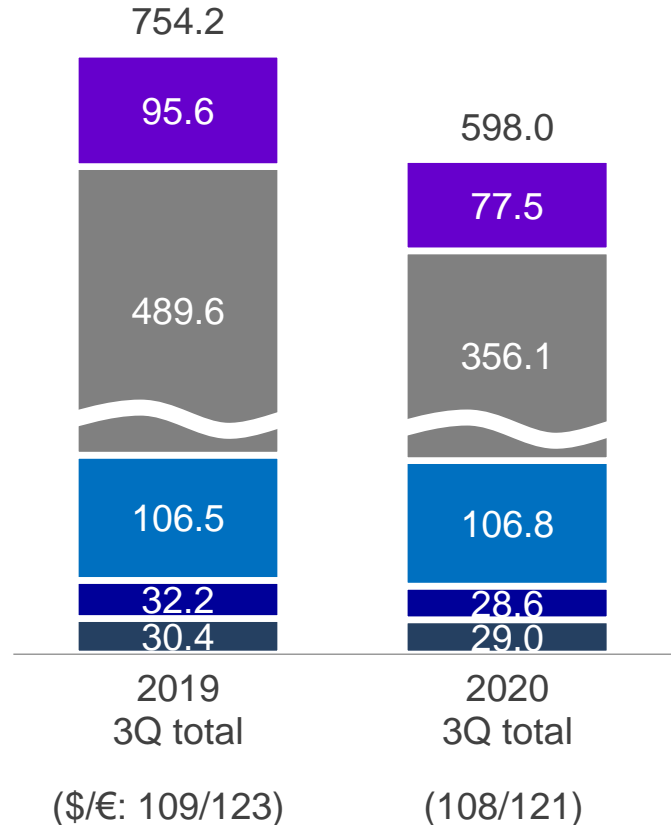
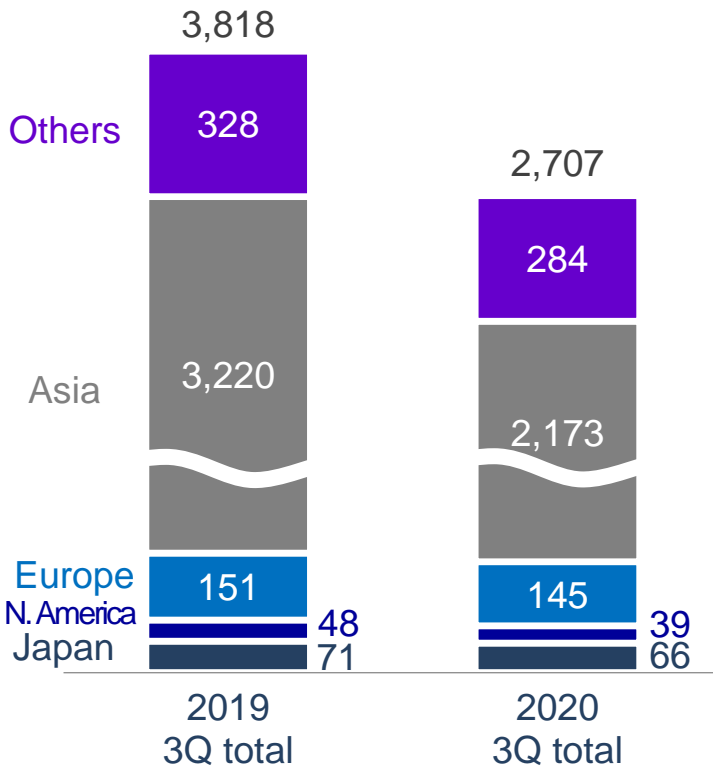
**YAMAHA**

*Revs Your Heart*

# FY2020 3Q Total – Motorcycle Unit Sales/Net Sales

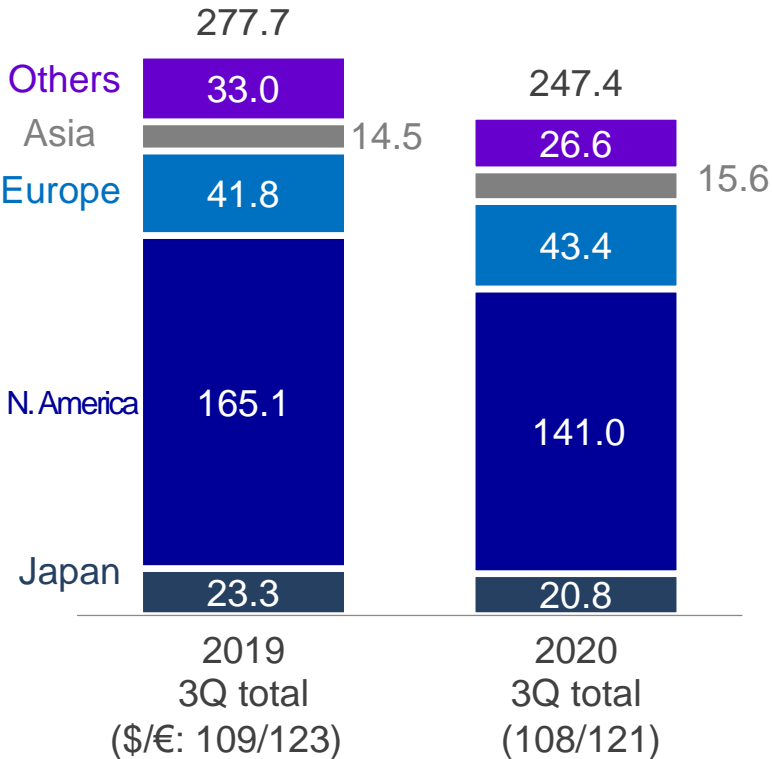
Unit Sales  
(Thousand units)

Net Sales  
(¥ Bil.)

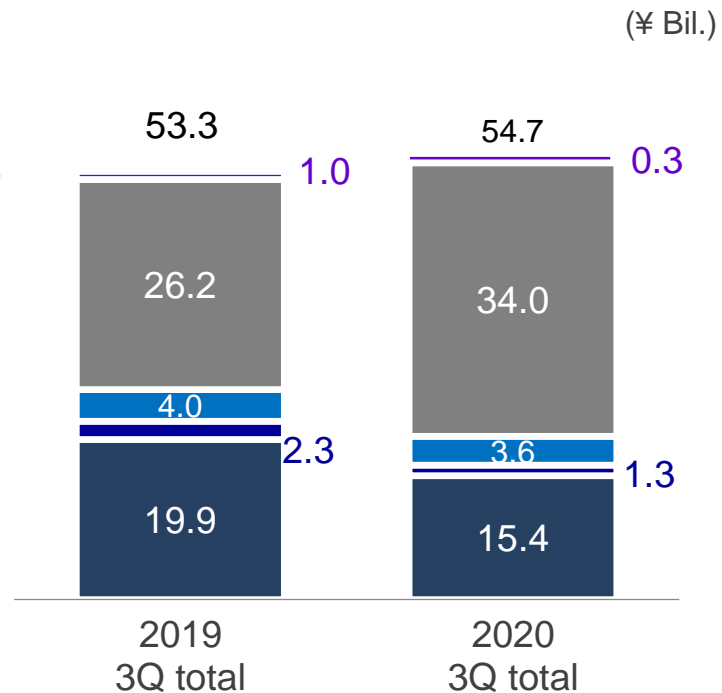


# FY2020 3Q Total – Marine and Robotics Net Sales

## Marine Products Business



## Robotics Business



# Capital Expenditures / Depreciation and Amortization Expenses / R&D Expenses / Interest-bearing Debt

(¥ Bil.)

	2019 3Q total	2020 3Q total
Capital expenditures	<b>31.7</b>	<b>32.9</b>
Depreciation and amortization expenses	<b>37.0</b>	<b>36.3</b>
R&D expenses, including growth strategy costs	<b>84.4</b>	<b>71.6</b>
Interest-bearing debt	<b>317.2</b>	<b>640.0</b>

# Foreign Exchange Effects (Compared to Previous Year)

(¥ Bil.)	3Q total			
	US\$	EURO	Others	Total
Foreign exchange effects on HQ imports and exports	-1.2	-0.8	-0.6	-2.7
Foreign exchange effects on purchases (overseas subsidiaries)	0	0	-1.2	-1.2
Conversion effects on gross income (overseas subsidiaries)	-0.7	-0.6	-4.6	-5.9
Conversion effects on SG&A expenses (overseas subsidiaries)	0.5	0.4	4.2	5.1
Foreign exchange effects on operating income	-1.4	-1.0	-2.2	-4.6

## Foreign Exchange Sensitivity

Effects on operating income per yen of foreign exchange fluctuations

US\$	EURO
0.8 ¥Bil	0.3 ¥Bil





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