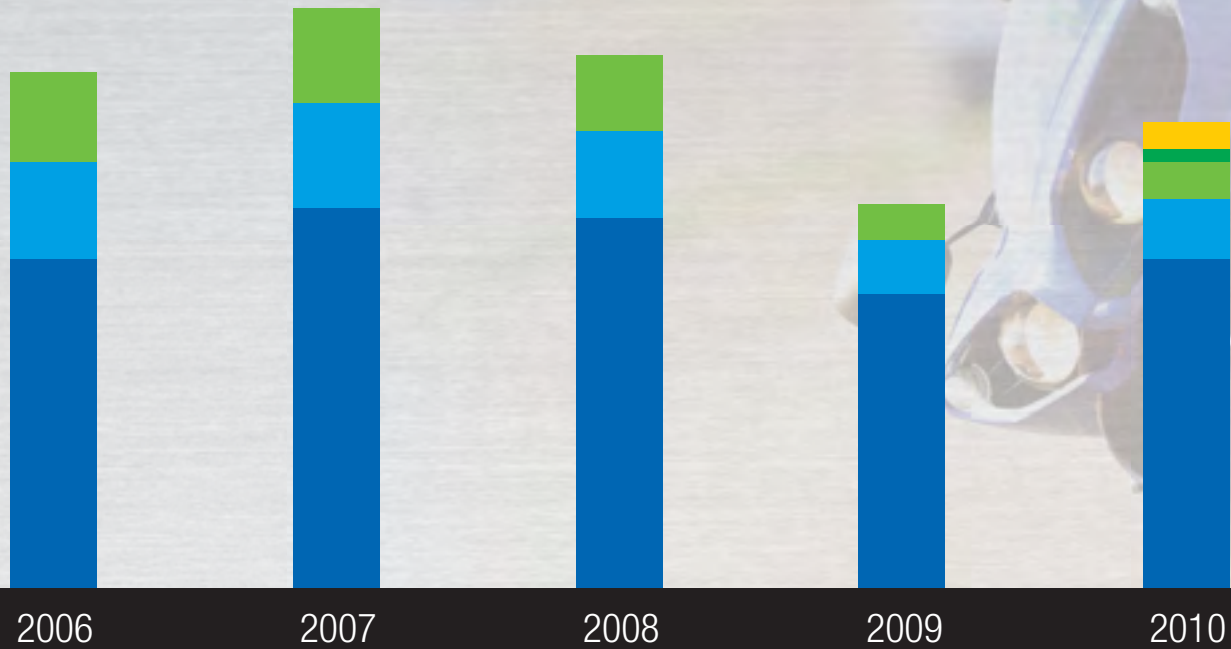


# OUR STRATEGY



## Progress of Medium-Term Management Plan

2010–2012

### 2005–2007 Medium-Term Management Plan

- Attaining high profitability by creating value that differentiates Yamaha from the competition
- Continuing profit-oriented approach
- Maximizing growth opportunities in existing businesses
- Developing new business domains
- Vitalizing human resources and organizations

### 2008–2010 Medium-Term Management Plan

- Strengthening management quality to earn public trust
- Creating value from a long-term perspective
- Investing management resources strategically in strengthening management quality and creating value

## HISTORY

### 2006

- Crude oil prices rise sharply
- Motorcycle factory in Indonesia commences operations
- Yamaha Motor Foundation for Sports established

### 2007

- Subprime loan problem emerges (global financial crisis)
- Manufacturing and sales of motorcycles in the Philippines begins

### 2008

- Collapse of Lehman Brothers triggers global recession
- Joint venture for motorcycle manufacturing and sales established in Cambodia

### 2009

- Major U.S. automakers General Motors and Chrysler declare bankruptcy
- Yamaha Marine merged into Yamaha Motor
- Sales company set up in Turkey

### 2010

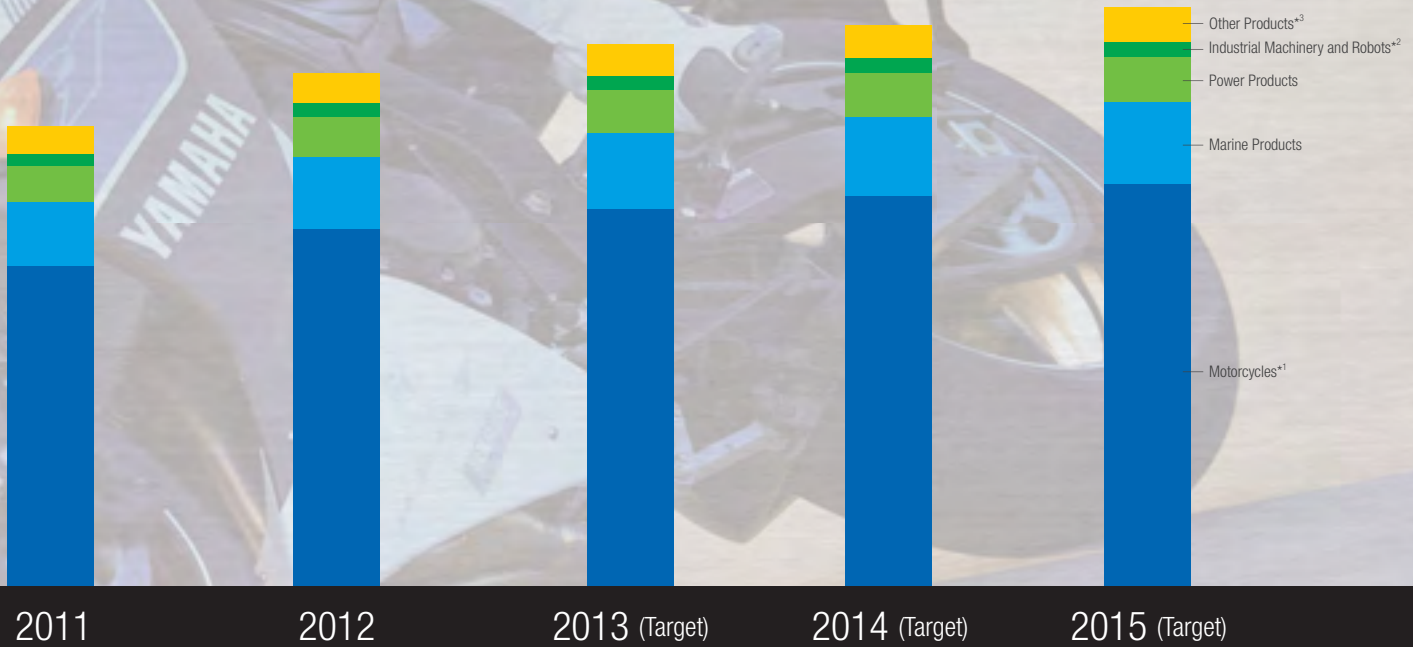
- China's GDP surpasses Japan's to become world's second largest economy
- Marine Products business marks 50th anniversary

\*1 Figures for the fiscal year ended December 31, 2009 and previous fiscal years are as per the previous segment classifications.

\*2 Surface mounters, industrial robots and wheelchairs, which were previously included in the Others segment, are being separately reported as the Industrial Machinery and Robots segment from fiscal 2011. Results for fiscal 2010 have been reclassified to reflect this change.

\*3 Figures for previous years are not comparable because of segment reclassifications, and are therefore not shown.

## Sales Target 1.6 trillion yen



### Medium-Term Management Plan

- Reforming the profitability structure of businesses in developed nations
- Quantitative and qualitative expansion of the motorcycle businesses in emerging nations
- Laying the groundwork for future growth

### 2013–2015 New Medium-Term Management Plan

- Go beyond customer expectations with unique concept in the YAMAHA way
- Continue challenging management reform

#### INTERVIEW WITH THE PRESIDENT

### 2013–2015 New Medium-Term Management Plan

(See Page 12 for details.)



#### 2011

- Great East Japan Earthquake strikes northeastern Japan
- Value of the yen reaches postwar high, exporters suffer
- Tie-up with Toyota Motor Corporation launched

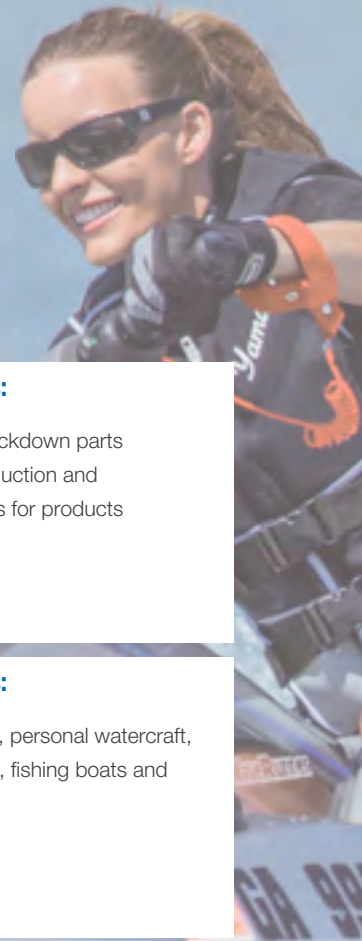
#### 2012

- Tokyo Skytree opens
- Shinzo Abe elected Japan's prime minister for second time
- Representative office opens in Myanmar

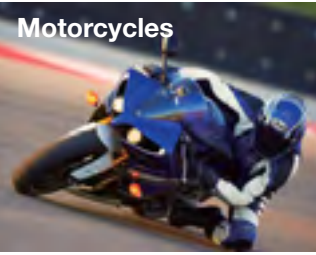
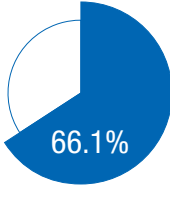
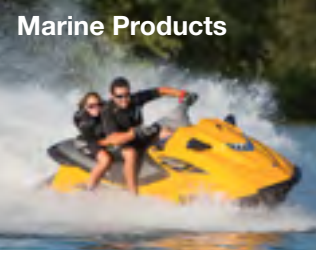
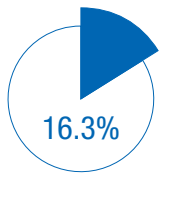

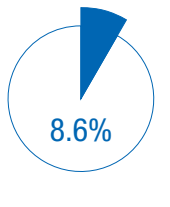

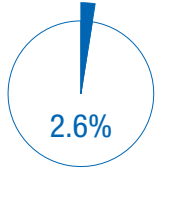

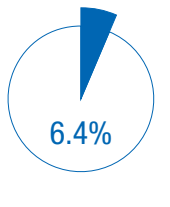


# PERFORMANCE

Based on our corporate mission of being a *Kando* Creating Company, Yamaha Motor is engaged in global development, production, and sales, to provide customers with a diverse range of products.



- Snapshot
- Interview with the President
- Special Features
- Overview of Operations
- CSR Section
- Corporate Information
- Financial Section

 <p><b>Motorcycles</b></p>	<p><b>Sales</b></p> <p><b>798.7</b> Billion ¥</p>	<p><b>% of net sales</b></p>  <p>66.1%</p>	<p><b>Major products:</b></p> <p>Motorcycles, knockdown parts for overseas production and intermediate parts for products</p>
 <p><b>Marine Products</b></p>	<p><b>Sales</b></p> <p><b>196.3</b> Billion ¥</p>	<p><b>% of net sales</b></p>  <p>16.3%</p>	<p><b>Major products:</b></p> <p>Outboard motors, personal watercraft, boats, FRP pools, fishing boats and utility boats</p>
 <p><b>Power Products</b></p>	<p><b>Sales</b></p> <p><b>103.6</b> Billion ¥</p>	<p><b>% of net sales</b></p>  <p>8.6%</p>	<p><b>Major products:</b></p> <p>All-terrain vehicles, side-by-side vehicles, snowmobiles, golf cars, generators, small-sized snow throwers and multi-purpose engines</p>
 <p><b>Industrial Machinery and Robots</b></p>	<p><b>Sales</b></p> <p><b>30.8</b> Billion ¥</p>	<p><b>% of net sales</b></p>  <p>2.6%</p>	<p><b>Major products:</b></p> <p>Surface mounters, industrial robots and electrically powered wheelchairs</p>
 <p><b>Other Products</b></p>	<p><b>Sales</b></p> <p><b>78.3</b> Billion ¥</p>	<p><b>% of net sales</b></p>  <p>6.4%</p>	<p><b>Major products:</b></p> <p>Automobile engines, automobile components, electrically power assisted bicycles and industrial-use unmanned helicopters</p>

As a global engineering, manufacturing and marketing company, we are constantly looking forward in the pursuit of new challenges to create new value. These numerical highlights demonstrate Yamaha Motor's unique position.

### 2012 Motorcycle Shipments

**6,090**

Thousand units



Yamaha Motor's engineering, manufacturing, and marketing in markets around the world resulted in global unit sales of 6.09 million units in more than 180 countries and regions.

### R&D Expenses

**69.7**

Billion ¥

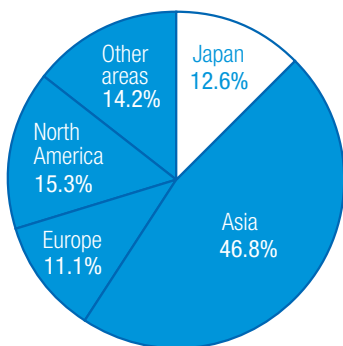
Each business proactively carries out research and development, and the ¥69.7 billion of research and development expenses recorded in 2012 marked an increase from 2011.

### Overseas Sales Ratio

**87.4**

%

Overseas sales in 2012 totaled ¥1,055.4 billion, accounting for 87.4% of total net sales.



Overseas **87.4%**

### Number of New Models Launched (2010–2012)

**120**

Models

Yamaha Motor's businesses launched a total of 120 new models during the three years from 2010 to 2012.



Sports Cruiser NYTRO (launched in May 2012)

### Marine Products Market Share



MJ-FX HO



F350

**No. 1**

The boat business had the largest share of the Japanese market, and the No. 1 share of the global markets for outboard motors and personal watercraft.

Snapshot

Interview with the President

Special Features

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