

FY2015 Business Results



Agenda

FY2015 Business Results

President, CEO and Representative Director

Hiroyuki Yanagi

- Regarding the Forecast Consolidated Results

Forecast consolidated results stated herein are based on the 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.

Business Results: 2015

Three Consecutive Years of Increases in Sales and Income lead to Building a Foundation for Sustainable Growth

- Net Sales : 1,615.4 ¥ Bil. (106%)
- Operating Income : 120.4 ¥ Bil. (138%)
- Operating Income Ratio : 7.5% (+1.7pt)
- Ordinary Income : 125.2 ¥ Bil. (129%)
- Net Income : 60.0 ¥ Bil. (88%)

(\$ • €) 121 / 134

\$/IDR • \$/BR\$ 13,400 / 3.3

Business Results: 2016 Forecast

Promoting Growth Investment to Secure Stable Income

- Net Sales	: 1,700.0 ¥ Bil.	(105%)
- Operating Income	: 120.0 ¥ Bil.	(100%)
- Operating Income Ratio	: 7.1%	(- 0.4pt.)
- Ordinary Income	: 125.0 ¥ Bil.	(100%)
- Net Income	: 80.0 ¥ Bil.	(133%)

(\$ • €) 117 / 127

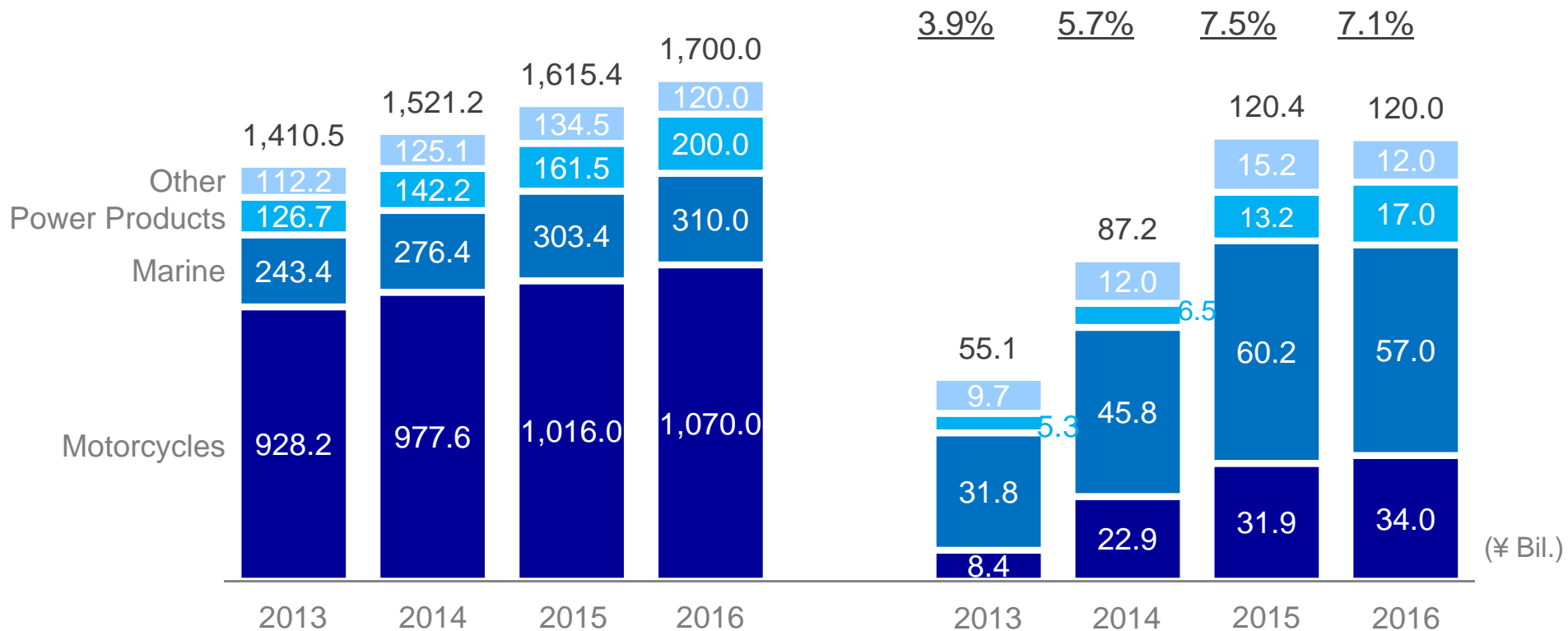
\$/IDR • \$/BR\$ 14,000 / 4.0

Business Results: By Business Segment (Results/Forecasts)

Securing Stable Income in all Business Segments

Net Sales

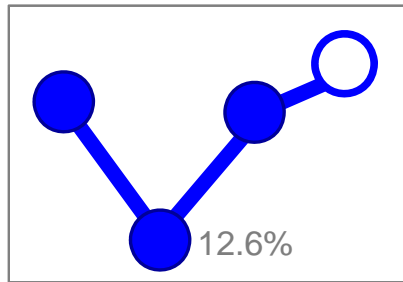
Operating Income



Other: Including industrial machinery & robot products

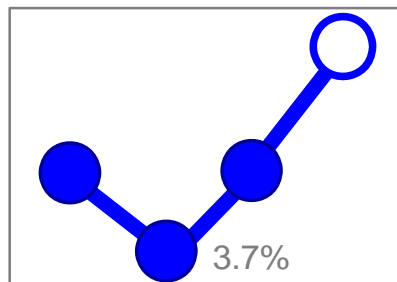
[ROE Management Initiatives]

ROE

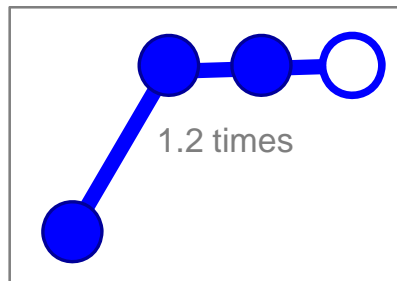


2014 2015 2016 2018

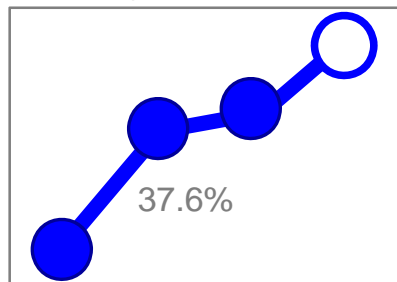
Net Income Ratio



Total asset turnover



Equity ratio



2014 2015 2016 2018

Business Management

(2018 Operating Income Ratio Targets)

Motorcycles 5.7%

Toward a high-efficiency business model without pursuing scale of quantity

Marine 20%

System supplier, high profitability and further growth

Power products (10%)

Toward the third core business

Other segments 10%

Becoming high profitability/unique business model groups

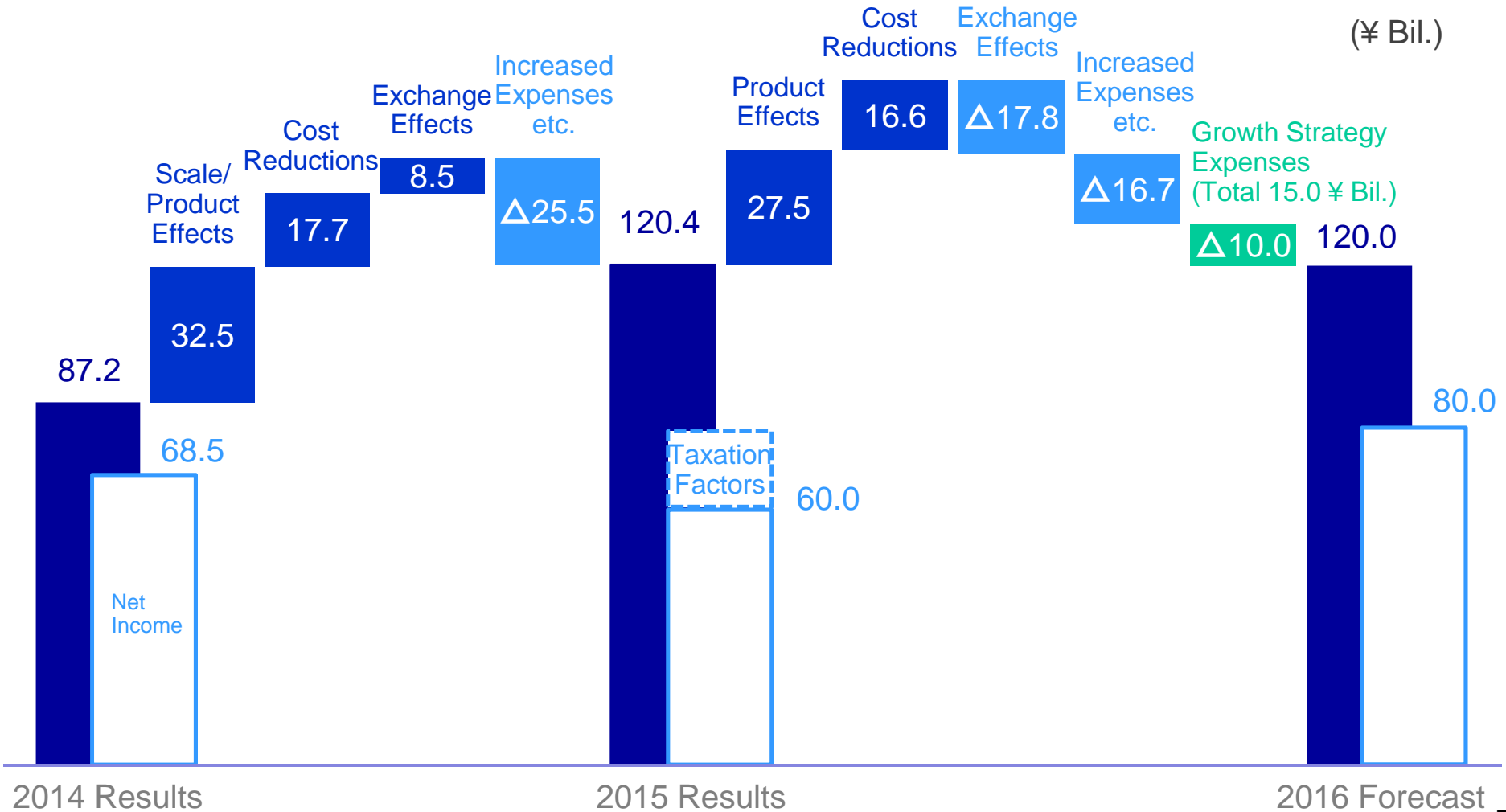
Main Initiatives

(2016-2018 Total Target Values)

- (1) Create uniqueness (270 Models) "GEN" "Play & Sure" "S·EX·Y" + "Ties"
- (2) Good efficiency / Create freshness
 - Platform development
 - Global development
- (3) Capture focal markets
 - Strategic product launches
 - Marketing to create strong ties with the customer
- (4) Cost reductions (60.0 billion yen)
 - Procurement, Manufacturing / Logistics
- (5) Structural reforms
 - Currency responses etc.
- (6) SCM closer to the customer
 - Reducing distribution inventories

[ROE] Management Initiatives: Profitability

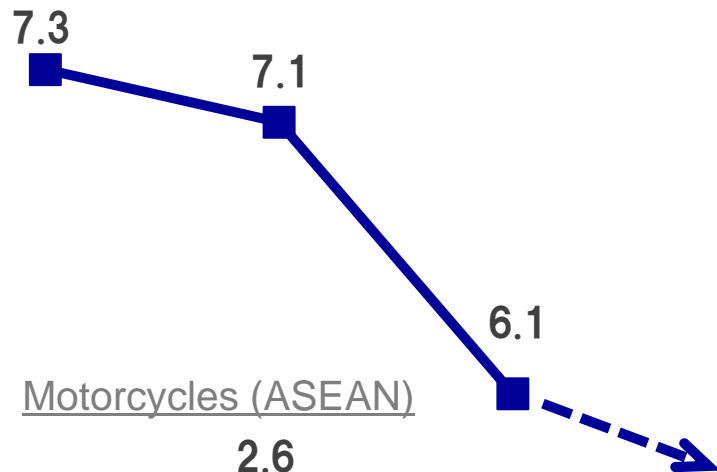
Promoting Growth Investment to Secure Stable Income



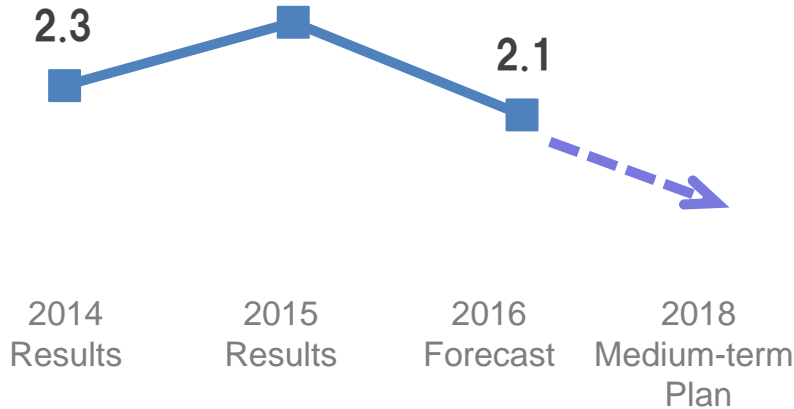
[ROE Management Initiatives]: Return on Assets

Distribution inventory turnover (months)

Motorcycles (developed markets)



Motorcycles (ASEAN)



SCM closer to the customer

■ Developed Markets

- Integrated management from Production to Retail
- Reducing production lead times
- Stock level management (by sales dealership)
- Supply structure to customers

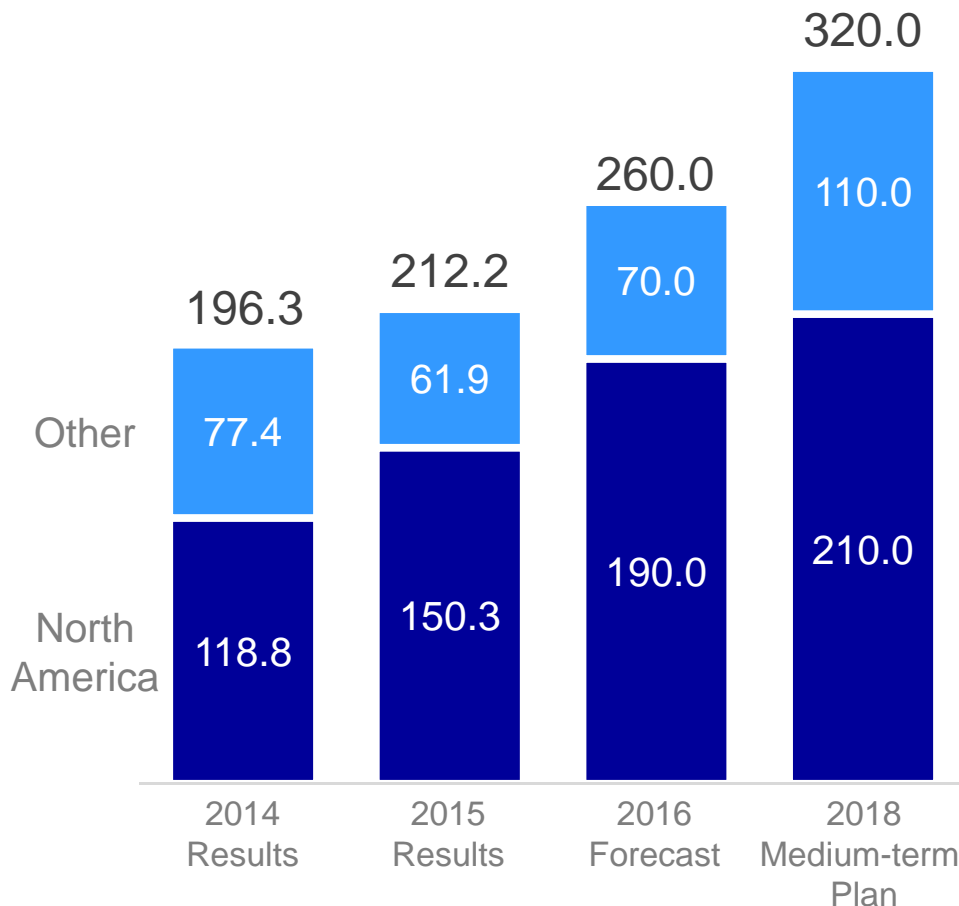
■ Emerging Markets

- Reviewing the global production structure
- Reducing import and export lead times
- Upgrading the sales network

[ROE] Management Initiatives: Finance Business

Receivables Balance (¥ Bil.)

Expand Finance Businesses that Support Existing Businesses



■ 2013 - 2015

- Start full-scale initiatives
- Establish financing subsidiaries in the U.S.A. and Canada

■ 2016

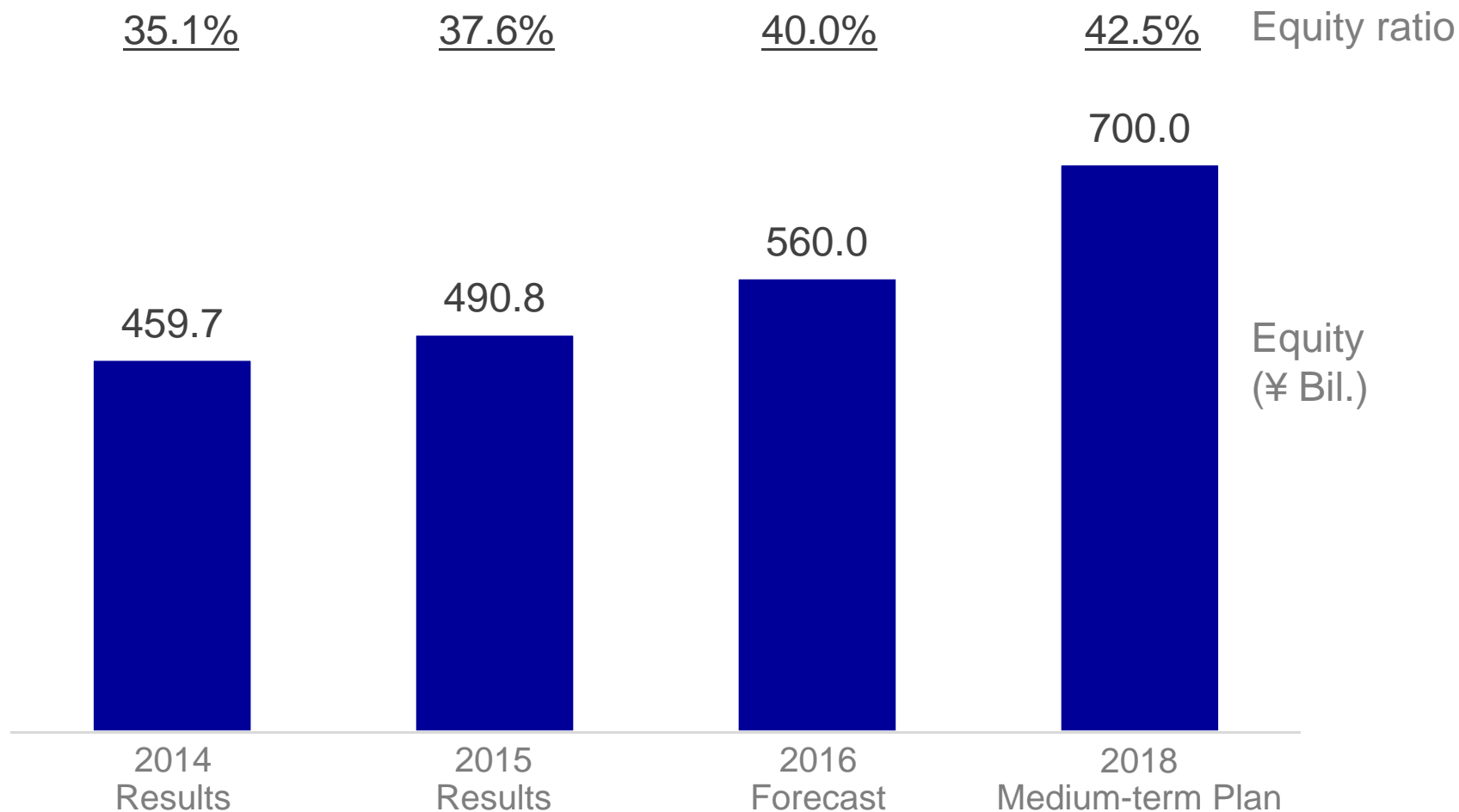
- Strengthen operating platform
- Expand retail finance in the U.S.A.

■ 2018

- Receivables balance of 300.0 billion yen (Toward ROA 5%)

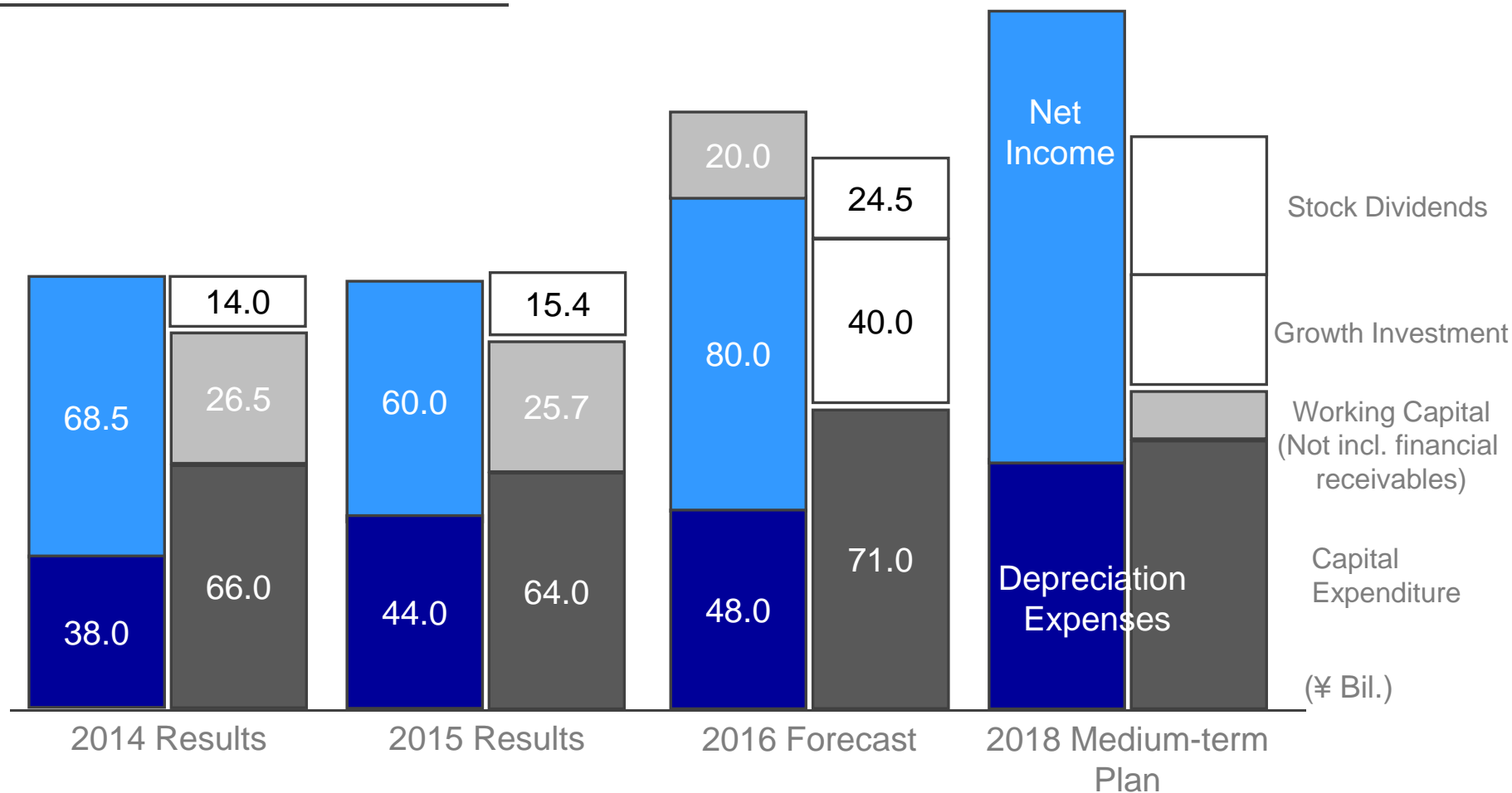
[ROE Management Initiatives]: Equity

Increasing Financial Stability.



Management to Increase “Earning Power”: Business Cash Flow

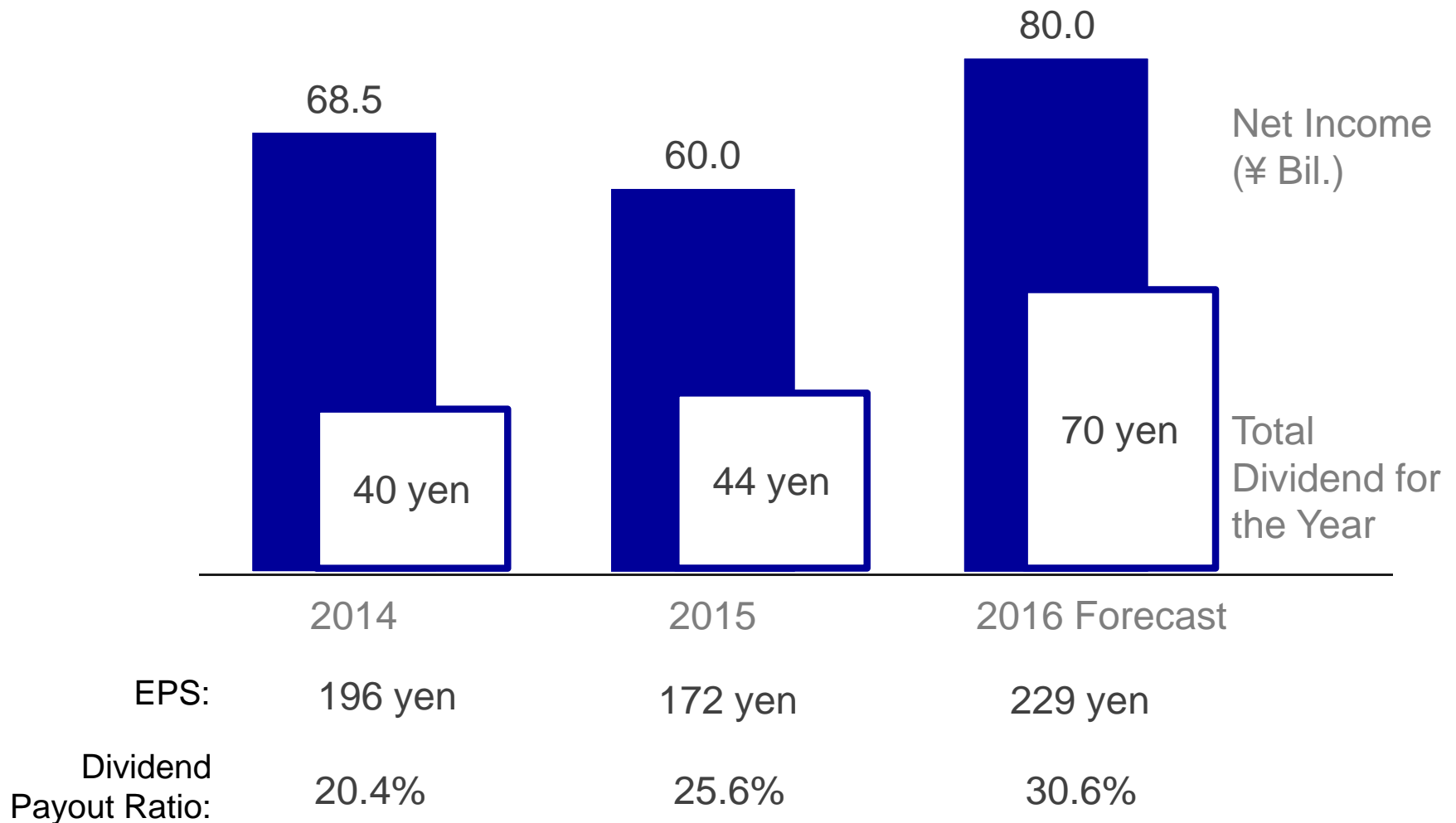
Raising earning power, and increasing growth investment and stock dividends.



Management to Increase “Earning Power”: Stock Dividends

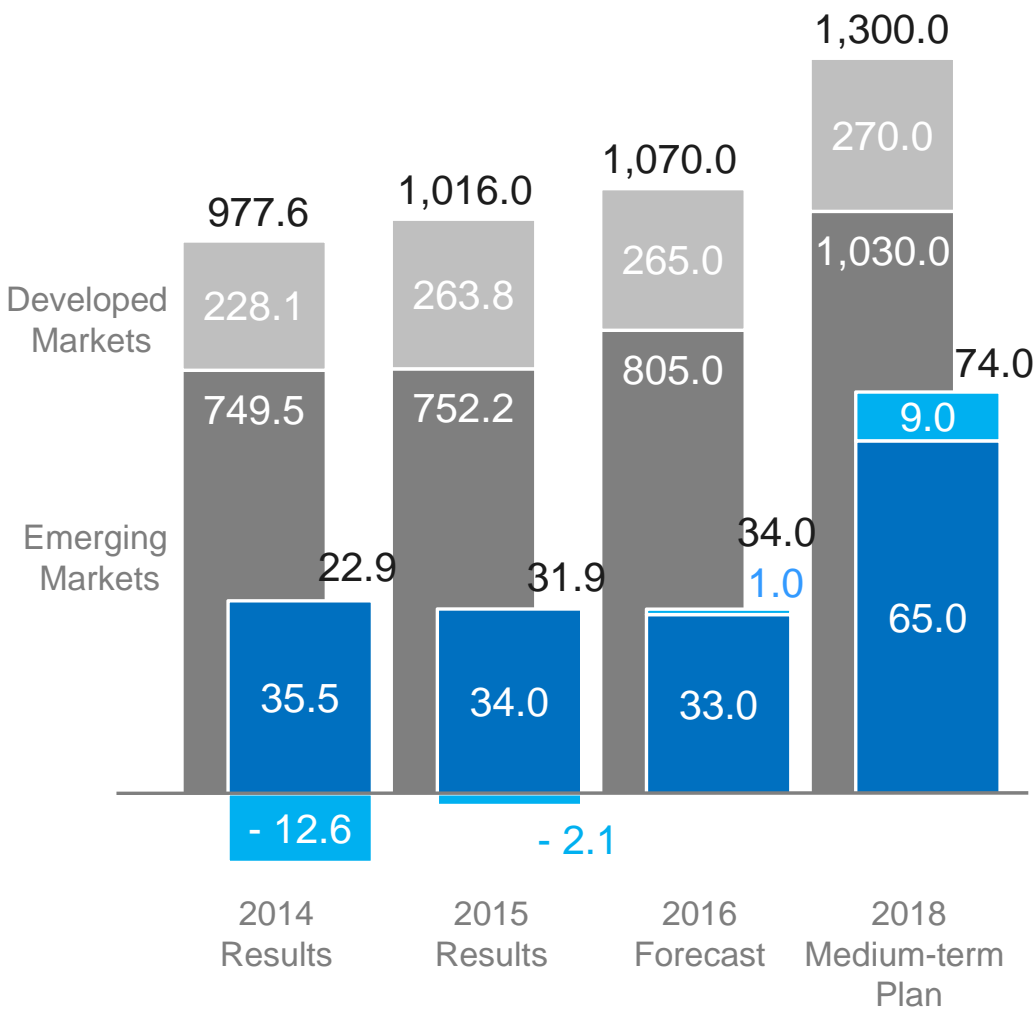
To a Dividend Payout Ratio of 30%

2015: 44 yen enacted. 2016: 70 yen forecast



Motorcycle Business: Business Strategies

Net Sales/Operating Income (¥ Bil.)



Towards “High-efficiency” Business Model Management

■ Business Efficiency

- Aggregating vehicle body and engine development
- Cost reductions
- Reducing distribution inventories

■ Product Competitiveness

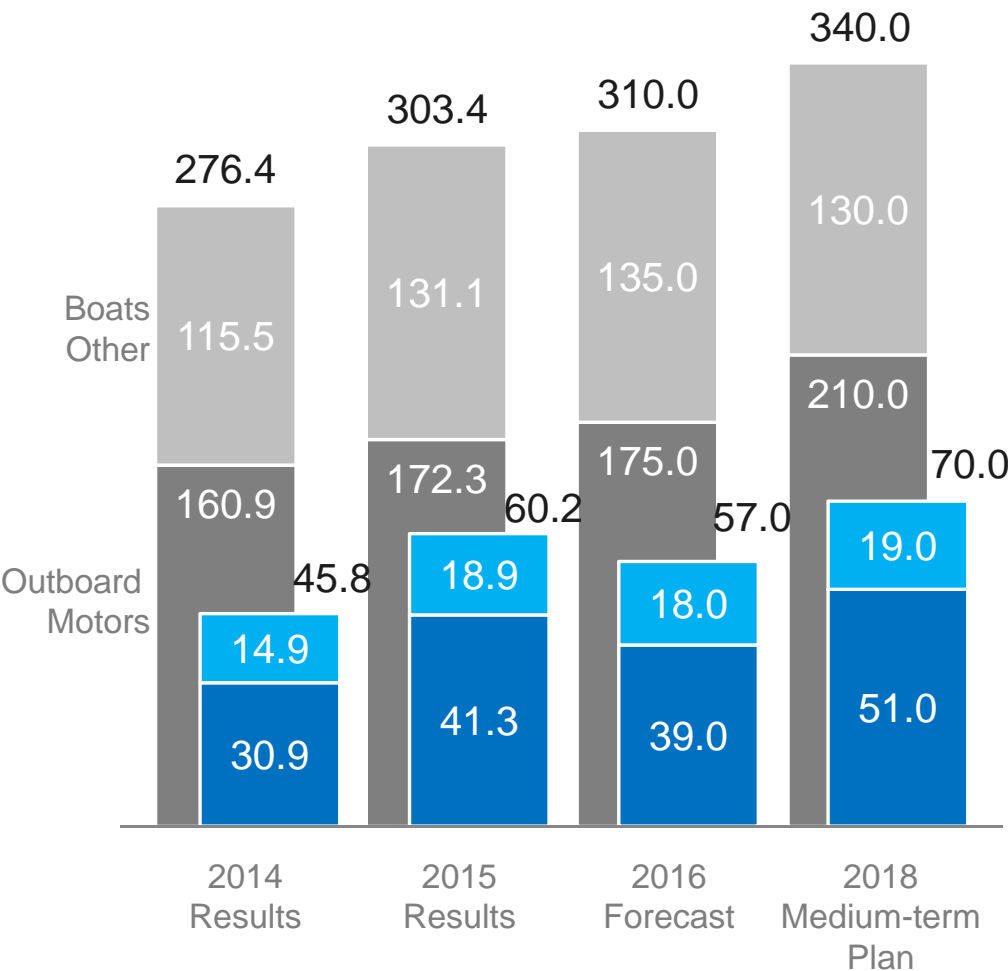
- Developed Markets: Making our brand shine
- ASEAN: Capture higher price-range markets and global market rollout
- India: Capture lower price-range markets

■ Marketing to create strong ties with the customer

- Europe: 3 block system rollout
- U.S.A.: Expansion of bLU cRU
- ASEAN: Expansion of TCS

Marine Products Business: Business Strategies

Net Sales/Operating Income (¥ Bil.)



Competing in the 3-trillion-yen Global Marine Market

■ Becoming a System Supplier

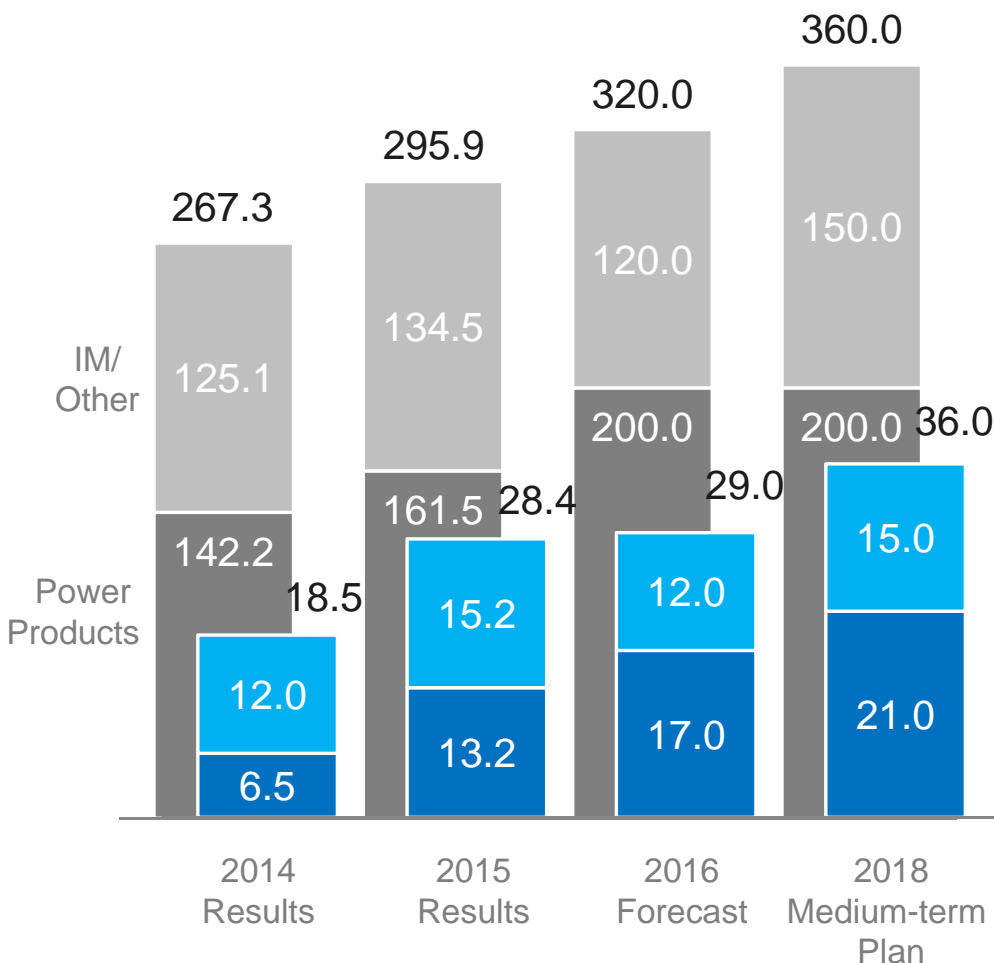
- Engines:
Increased sales of large models (North America/Europe)
- Peripheral equipment:
Alliance strategies etc.
- Hull strategy:
Global strategies, providing new boat value, etc.

■ Making a Global No. 1 Brand

Continuing to increase comprehensive business strength, reliability, and networking strength

Power Products/Other Business Segments: Business Strategies

Net Sales/Operating Income
(¥ Bil.)



Building a Unique Business Model

■ RV: Toward the third core business

Establishing the No. 1 sports brand, thorough recreation differentiation, etc.

■ IM: Becoming a high-profitability business by leveraging strengths

Mounters

- Greater strength in the vehicle and device fields
- Development of next-generation integrated models

Robots

- Expansion of new lineup

■ UMS: Becoming a global business

California business entry, preparation for Thailand business entry, etc.



YAMAHA

Revs Your Heart

Total Demand/Company Unit Sales for Major Products

(Units: 1,000)

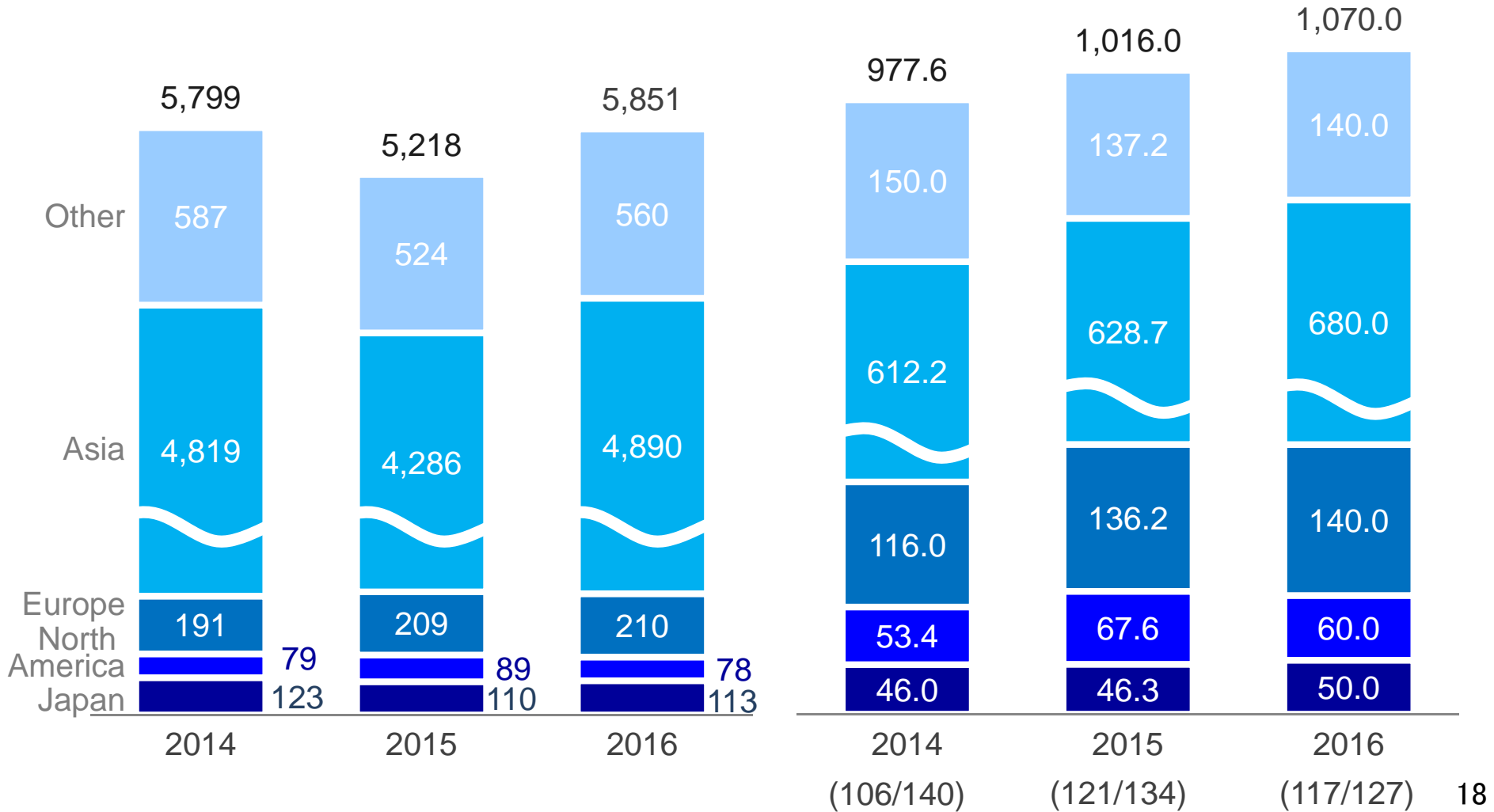
	Total Demand (Yamaha Motor Estimate)		
	2014 Results	2015 Results	2016 Forecasts
Japan	450	407	400
North America	539	559	586
Europe	1,515	1,525	1,534
Indonesia	7,686	6,465	6,700
Thailand	1,696	1,677	1,600
India	15,996	16,089	16,989
Vietnam	2,711	2,849	2,870
Taiwan	666	706	670
China	10,655	9,080	8,250
Other	4,395	4,070	4,750
Asia Total	43,805	40,937	41,829
Brazil	1,430	1,208	1,219
Other	7,931	8,000	8,035
Other Total	9,360	9,209	9,254
Motorcycles Total	55,669	52,637	53,603
Outboard Motors	808	742	702
ATV	436	435	425

	Yamaha Motor Unit Sales		
	2014 Results	2015 Results	2016 Forecasts
Japan	123	110	113
North America	79	89	78
Europe	191	209	210
Indonesia	2,371	1,799	2,000
Thailand	223	225	237
India	567	595	826
Vietnam	643	719	777
Taiwan	210	226	242
China	445	307	347
Other	359	415	461
Asia Total	4,819	4,286	4,890
Brazil	181	131	134
Other	406	393	426
Other Total	587	524	560
Motorcycles Total	5,799	5,218	5,851
Outboard Motors	329	300	299
ATV	53	55	61

Motorcycle Unit Sales/Net Sales (Annual)

Unit Sales (Thousand units)

Net Sales (¥ Bil.)



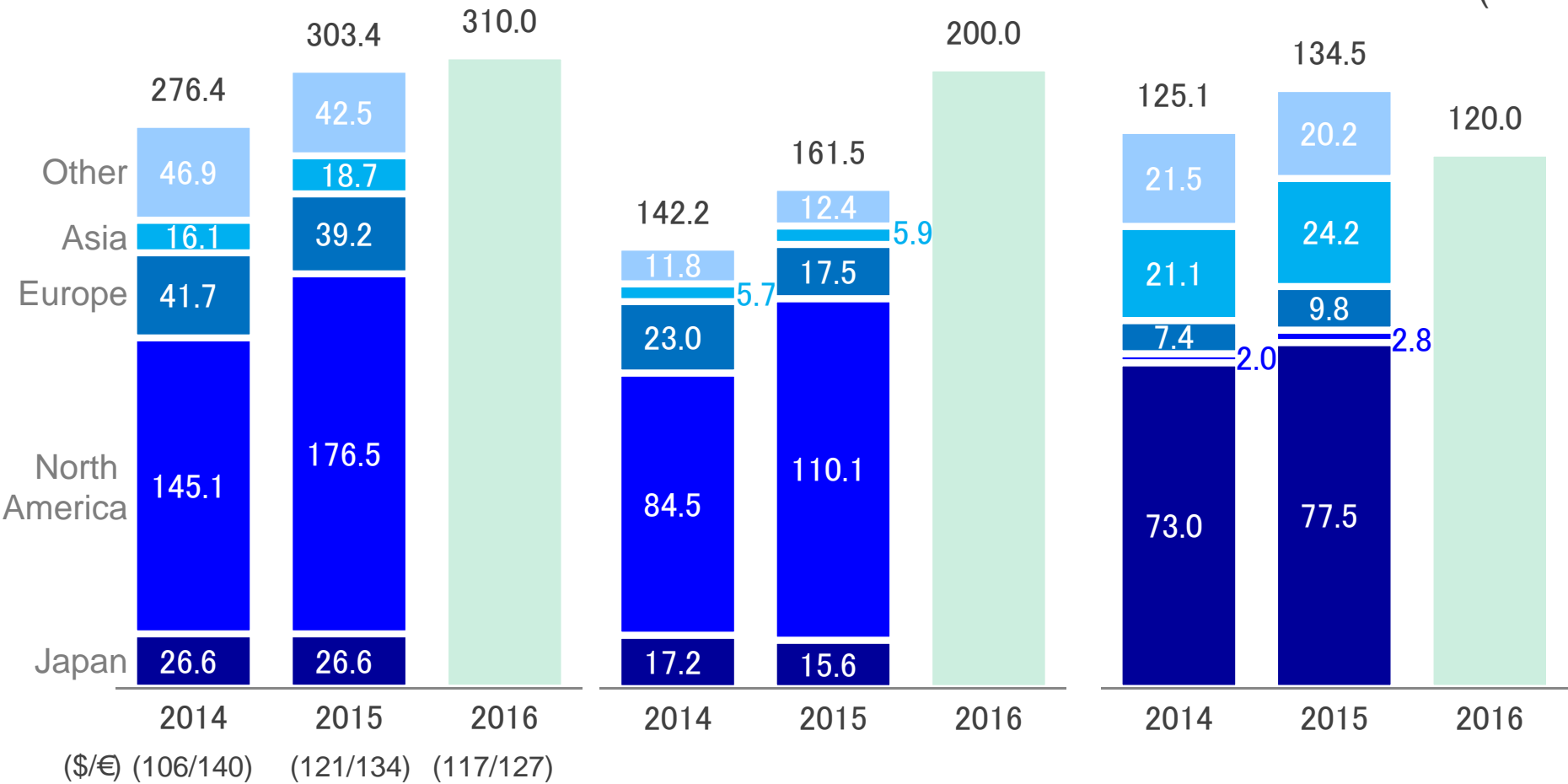
Net Sales of Marine/Power Products/Others (Annual)

Marine

Power Products

Others

(¥ Bil.)



* Others: Including industrial machinery & robot products

Effect of Foreign Exchange vs. Last Year

(¥ Bil.)	2015 Results (Annual)				2016 Forecasts (Annual)			
	US\$	Euro	Others	Total	US\$	Euro	Others	Total
Foreign Exchange Effects on HQ Imports and Exports	22.3	-3.9	-2.3	16.0	-5.7	-4.1	-0.4	-10.3
Foreign Exchange Effects on Purchases (Overseas Subsidiaries)	0	0	-11.0	-11.0	0	0	-5.7	-5.7
Conversion Effects on Gross Income (Overseas Subsidiaries)	9.1	-1.8	4.8	12.0	-2.4	-2.4	-6.2	-11.0
Conversion Effects on SG&A Expenses (Overseas Subsidiaries)	-6.0	1.3	-3.7	-8.5	1.6	1.8	5.7	9.1
Foreign Exchange Effects on Operating Income	25.3	-4.4	-12.3	8.5	-6.5	-4.8	-6.6	-17.8

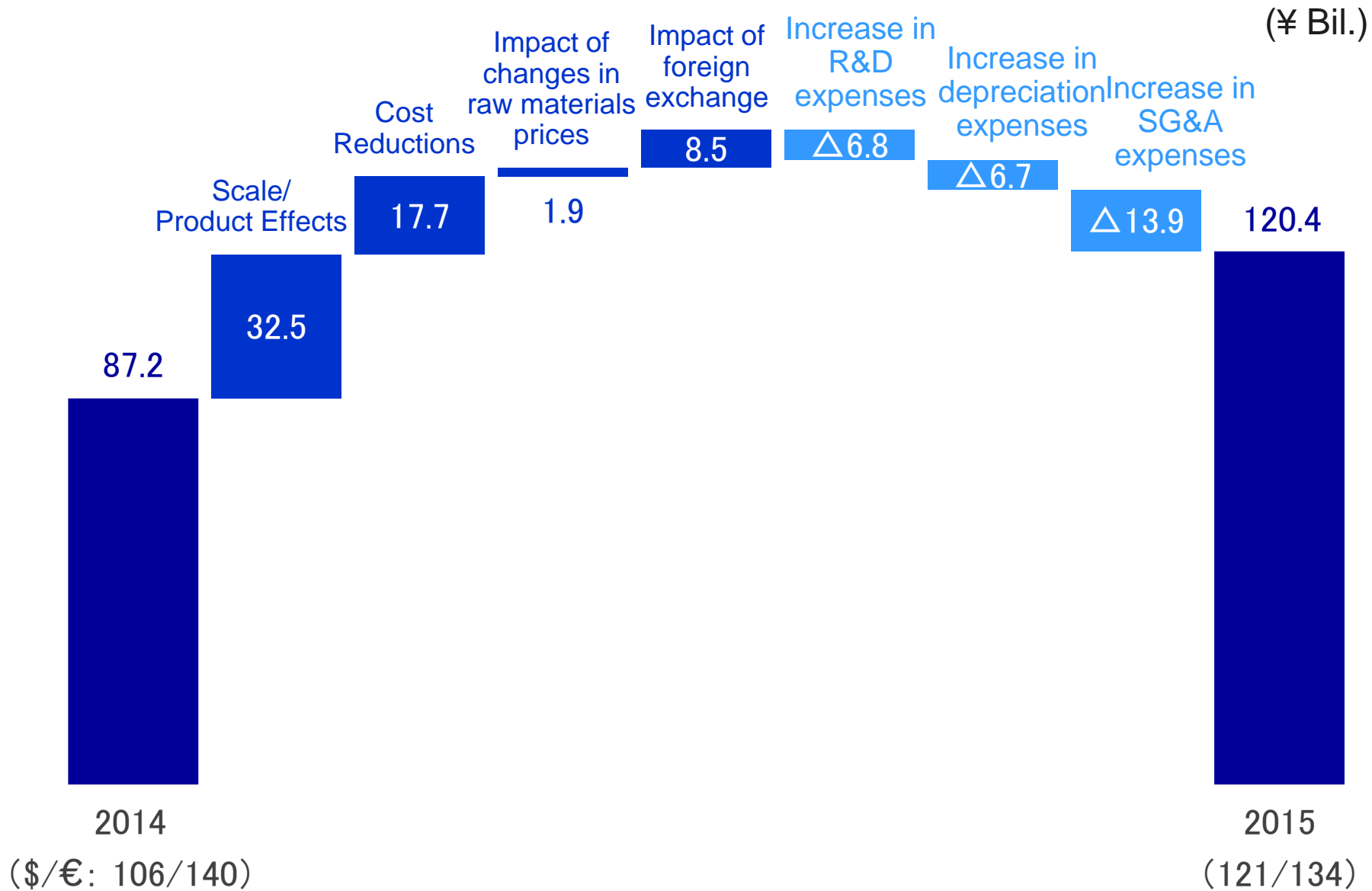
Foreign Exchange Sensitivity

Amount of effect on operating income per yen of foreign exchange fluctuations

US\$	Euro
1.5	0.6
¥ Bil.	¥ Bil

US\$	Euro
1.4	0.6
¥ Bil	¥ Bil

Causes of Changes in Operating Income vs. Last Year (Annual)



Causes of Changes in Operating Income vs. Last Year (Annual Forecast)

