

Business Results for the First Nine Months of the Fiscal Year Ending December 31, 2021



Yamaha Motor Co., Ltd.
November 8, 2021
(Ticker symbol: 7272)

**2021 MotoGP World Champion
Fabio Quartararo**

Agenda

Business Results for the First Nine Months

President, CEO and Representative Director – HIDAKA, Yoshihiro
Executive Officer, Chief General Manager
of Corporate Planning & Finance Center – NODA, Takeo

● 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

President, CEO and Representative Director – HIDAKA, Yoshihiro

Key Points in First Nine Months

■ Business performance

- Recorded highest-ever sales and operating income for the first nine months thanks to the favorable business environment

■ External environment

- Trends from the first half-year continued, i.e., restarting/recovery of economic activity, global supply chain disruptions, and soaring prices for raw materials
- A resurgence of the COVID-19 pandemic in ASEAN markets led to adverse impacts on parts procurement and production operations

■ State of our businesses

- Steady strong demand (demand for outdoor recreation, personal mobility, and semiconductors, labor-saving investments)
- Improved profitability thanks to strengthening our break-even point management style

■ Future outlook

- Strong demand in all businesses expected to continue, e.g., a full recovery in ASEAN markets but remain watchful of a market slowdown in China
- Minimize missed opportunities with quick, flexible responses to procurement, production, and logistics challenges

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

Progress with outboard shipments, resurgence of COVID-19 in ASEAN markets, and impacts from shortage of semiconductors and other parts.

Product / Region		Vs. 2020		
		1 st half WS	Q3 WS	Inv*
Motorcycles	Europe, U.S., Japan	121%	102%	100%
	Indonesia	136%	211%	71%
	Thailand	161%	83%	83%
	Vietnam	117%	57%	118%
	The Philippines	158%	76%	119%
	China	139%	105%	115%
	India	139%	90%	108%
	Brazil	146%	147%	77%
ATVs/ROVs	North America	146%	133%	118%
PAS		131%	136%	-
Outboards	North America, Europe	114%	127%	127%
Surface mounters		188%	129%	-

Vs. 2019		
1 st half WS	Q3 WS	Inv*
110%	100%	75%
75%	71%	56%
105%	84%	52%
100%	56%	114%
83%	55%	55%
194%	104%	100%
69%	100%	90%
137%	153%	55%
139%	109%	49%
126%	132%	-
98%	135%	51%
198%	143%	-

*Figures for motorcycles, ATVs, and ROVs are for dealer/Yamaha inventory; outboard motor numbers are Yamaha Motor inventory (as of the end of September)

FY2021 Q3 Total – Business Results

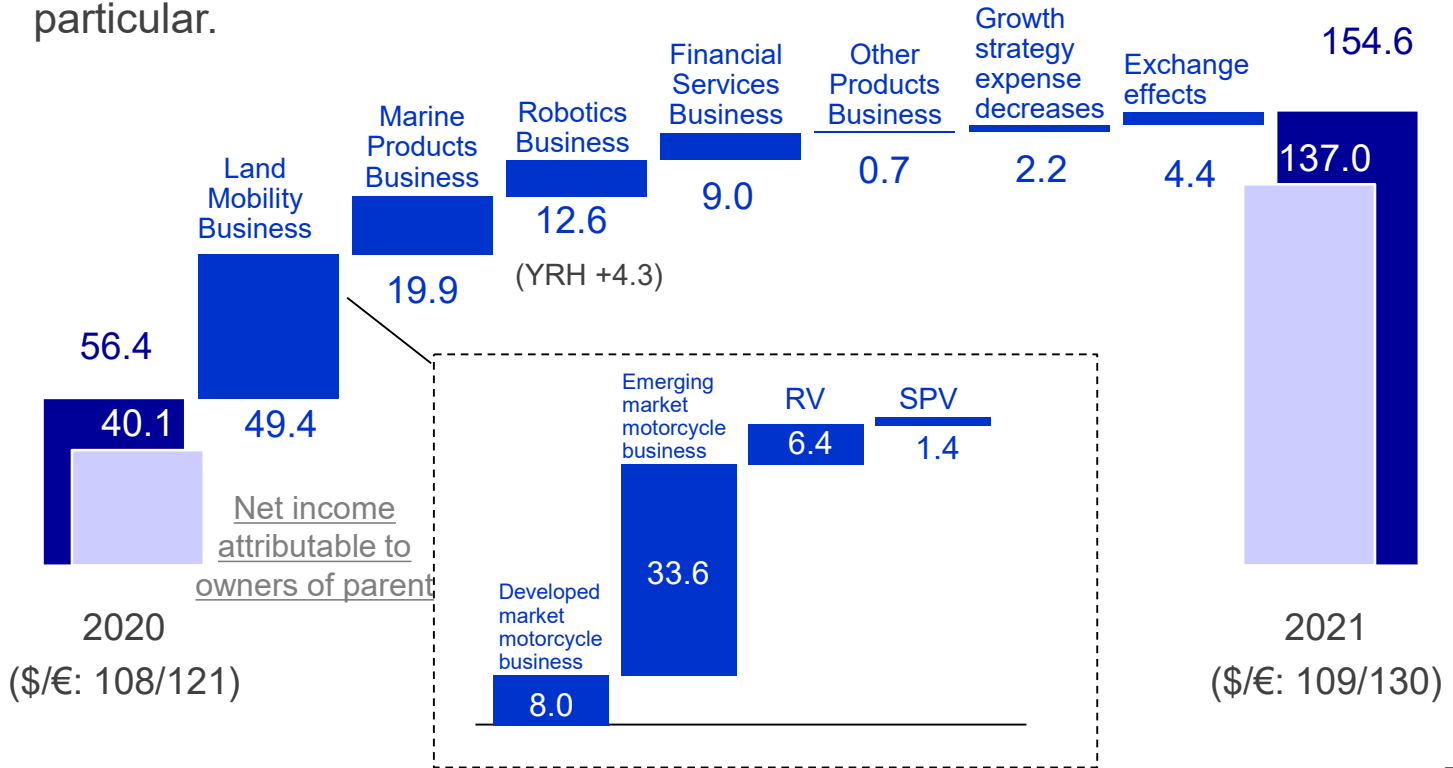
Despite a resurgence of COVID-19 infections, sales increased due to the continued favorable business environment overall. Profits rose significantly due to higher sales, an improved model mix, and reduced promotion expenses and production costs, thereby maintaining our high profitability structure.

(¥ Bil.)	2019 Q3	2020 Q3	2021 Q3	Vs. 2019	Vs. 2020
Net Sales	1,267.2	1,067.1	1,362.6	108%	128%
Operating Income	100.0	56.4	154.6	154%	274%
Operating Income Ratio	7.9%	5.3%	11.3%	+3.4 pts.	+6.0 pts.
Ordinary Income	102.4	59.7	160.6	157%	269%
Net Income*	75.6	40.1	137.0	181%	342%
EPS (JPY)	216.50	114.66	392.04	181%	342%
(\$/€)	109/123	108/121	109/130	—	—
(\$/IDR / BR/\$)	13,889 / 3.8	14,495 / 5.0	14,249 / 5.3	—	—

*Net income attributable to owners of parent.

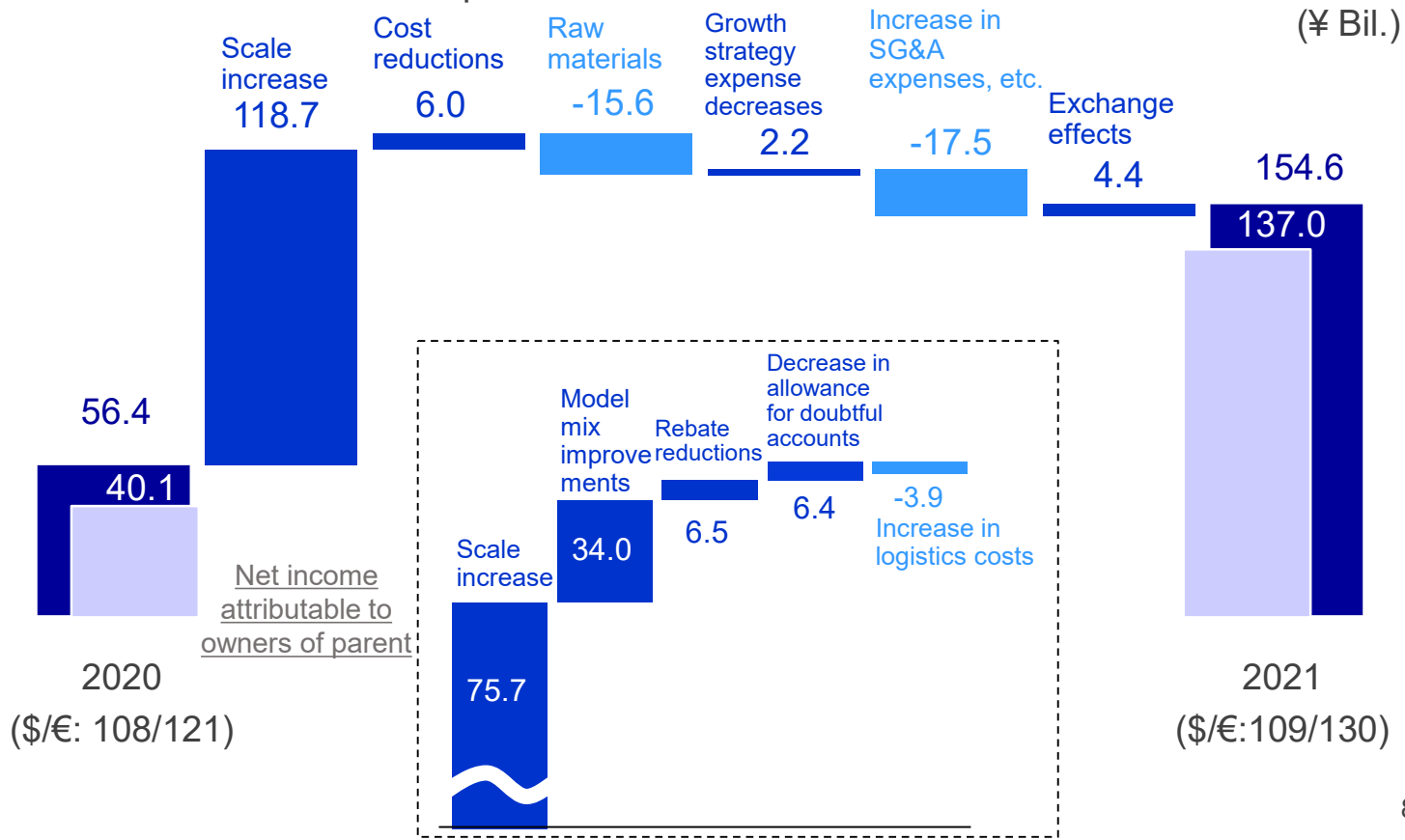
FY2021 Q3 Total – Operating Income Factors (vs. 2020 by segment)

Profits rose in all businesses, with the Marine Product and Robotics businesses posting significant gains again from July to September. (¥ Bil.)
As emerging markets recover, the parts shortage affected India in particular.



FY2021 Q3 Total – Operating Income Factors (vs. 2020 by factor)

Sales increased due to higher scale. Profits increased significantly due to cost reductions and model mix improvements



Unit Sales (FY2021 Forecast)

Robust recovery in Indonesia and Thailand. Expecting the effects of the ongoing parts shortage to worsen.

(vs. 2020)

(vs. 2019)

Product / Region		Q1-3 Results	Q4 Forecast	FY2021 Forecast
Motorcycles	Europe, U.S., Japan	114%	105%	110%
	Indonesia	154%	140%	150%
	Thailand	126%	70%	110%
	Vietnam	96%	80%	90%
	The Philippines	124%	95%	115%
	China	125%	115%	125%
	India	114%	85%	105%
	Brazil	147%	140%	145%
ATVs/ROVs	North America	142%	95%	125%
PAS		132%	105%	125%
Outboards	North America, Europe	118%	90%	110%
Surface mounters		169%	75%	135%

Q1-3 Results	Q4 Forecast	FY2021 Forecast
107%	110%	110%
73%	75%	75%
98%	75%	90%
86%	70%	80%
73%	80%	75%
149%	130%	145%
79%	115%	85%
142%	145%	145%
128%	150%	135%
128%	125%	125%
108%	105%	105%
180%	125%	165%

Business Results (FY2021 Forecast)

Net sales (record highs): Lower sales against the previous forecast due to the parts shortage and resurgence of COVID-19 cases.

Operating income (record highs): Higher profits against the previous forecast due to even greater controls on expenses.

(¥ Bil.)	2019 Results	2020 Results	2021 Previous Forecast	2021 Current Forecast	Vs. 2020
Net Sales	1,664.8	1,471.3	1,850.0	1,800.0	122%
Operating Income	115.4	81.7	160.0	172.0	211%
Operating Income Ratio	6.9%	5.6%	8.6%	9.6%	+4.0 pts.
Ordinary Income	119.5	87.7	165.0	178.0	203%
Net Income*	75.7	53.1	112.0	145.0	273%
(\$/€)	109/122	107/122	109/130	109/130	
(\$/IDR / BR/\$)	14,087 / 3.9	14,447 / 5.1	14,300 / 5.3	14,300 / 5.3	

*Net income attributable to owners of parent.

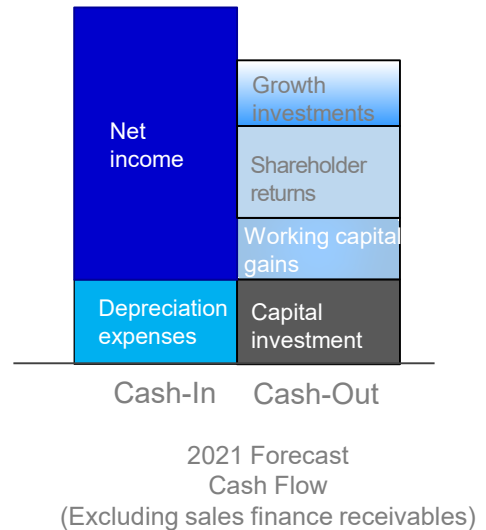
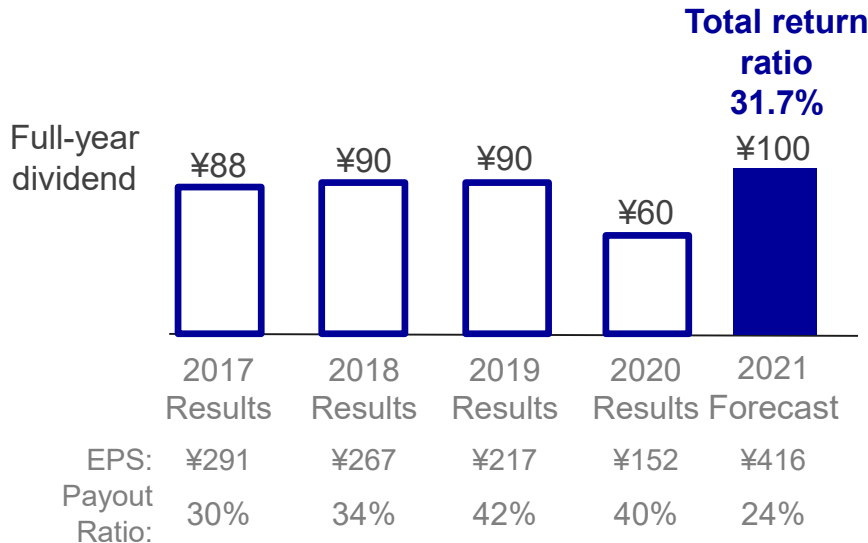
Shareholder Returns

Acquisition of treasury stock was approved by the Board of Directors for shareholder returns and to improve capital efficiency.

Total return ratio is to be 31.7% with a full-year dividend of 100 yen.

■ Acquisition of treasury stock

- Total number of acquirable shares (max.): 4.4 million shares (common shares)
- Total monetary value of shares to be acquired (max.): 11.0 billion yen
- Period of acquisition: November 9, 2021 through December 23, 2021



Details by Business Segment

Executive Officer, Chief General Manager
of Corporate Planning & Finance Center – NODA, Takeo

Net Sales and Operating Income by Business

Net Sales

Operating Income

7.9%

5.3%

11.3%

1,267.2

1,067.1

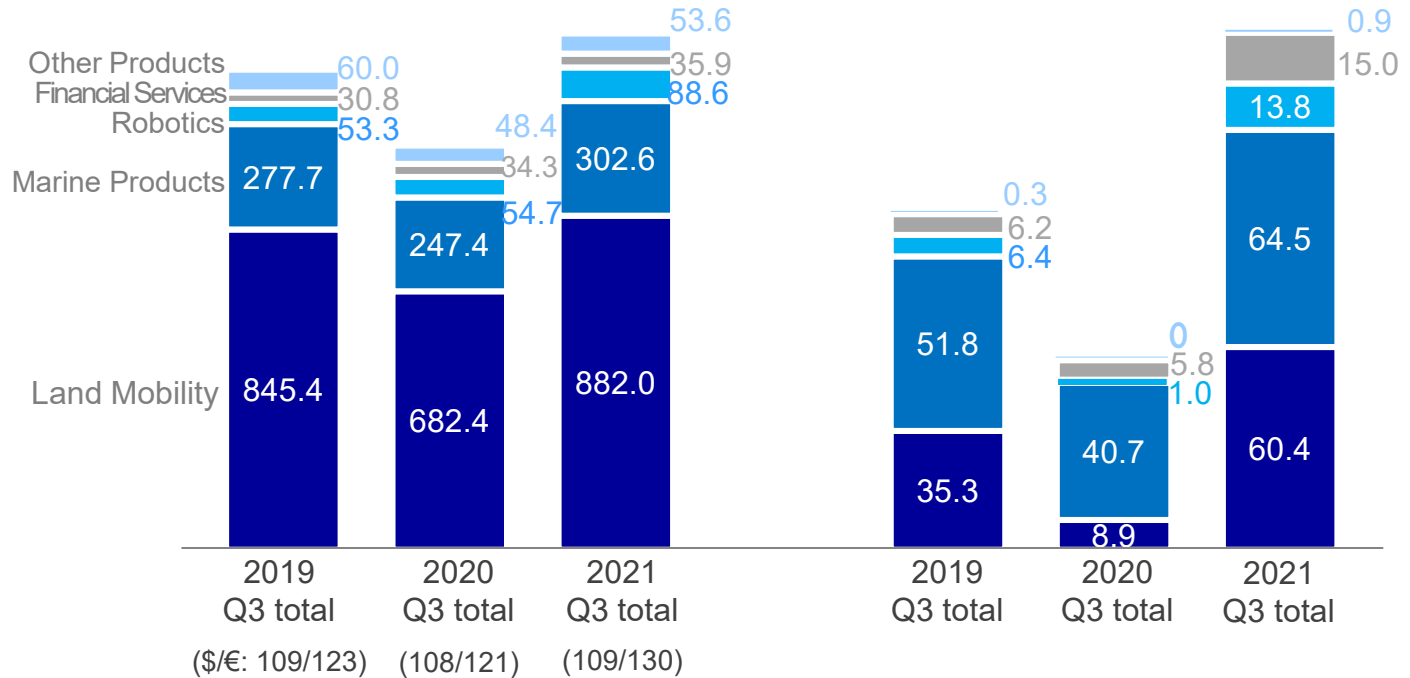
1,362.6

100.0

56.4

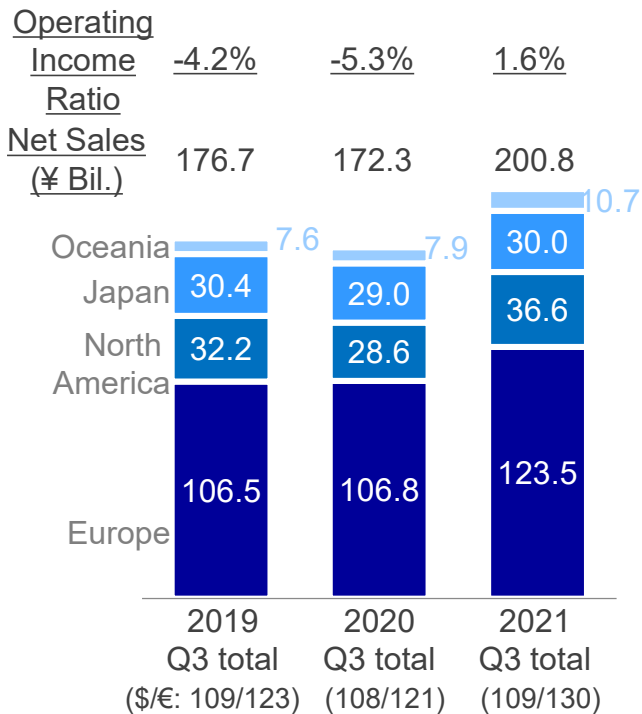
154.6

(¥ Bil.)



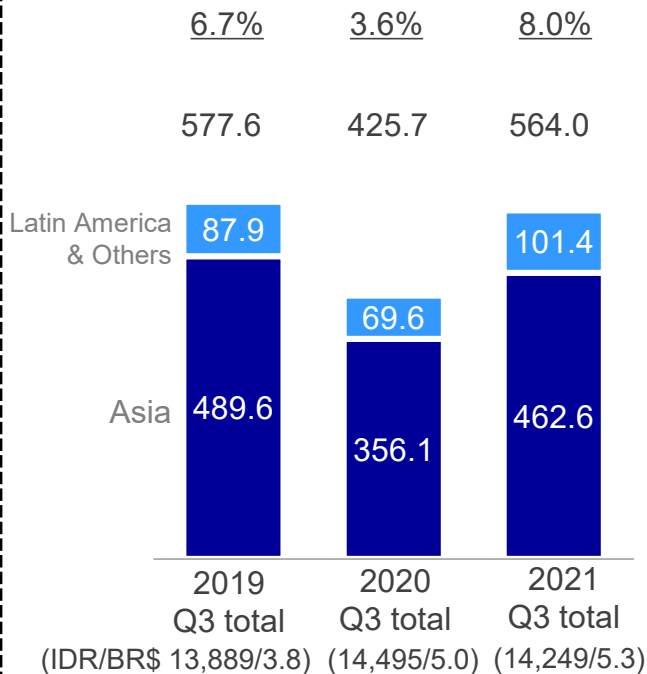
Developed Markets

Continued strong demand and achieved profitability despite low inventory levels thanks to higher sales efficiency.



Emerging Markets

Profitability improved due to our premium segment strategy. Strong performance also in Latin America and China.



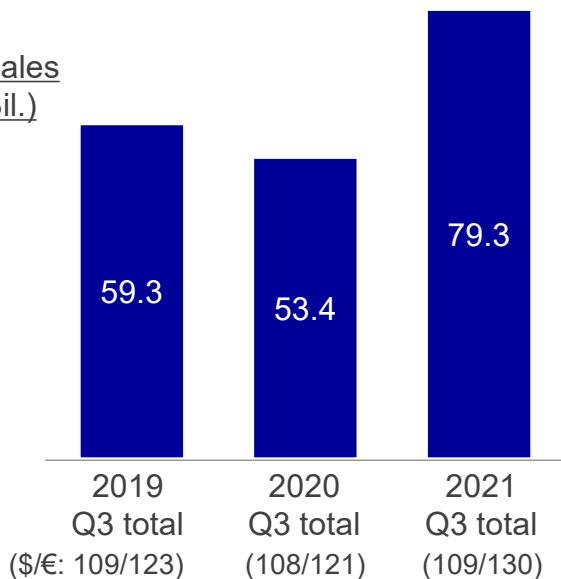
Recreational Vehicle and Smart Power Vehicle Businesses

RV

Continued strong demand and we maintained profit levels by reducing lost opportunities in response to procurement and production issues.

Operating -1.9% -3.3% 7.4%
Income
Ratio

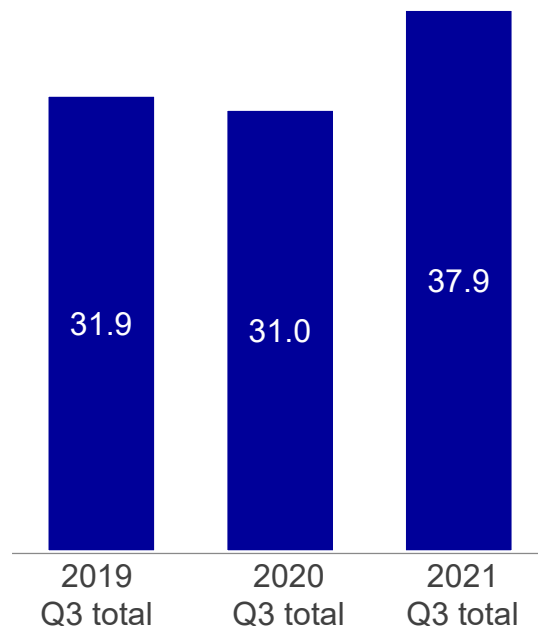
Net Sales
(¥ Bil.)



SPV

Demand continued growing in Japan and Europe. Work to secure sales opportunities and expand the business.

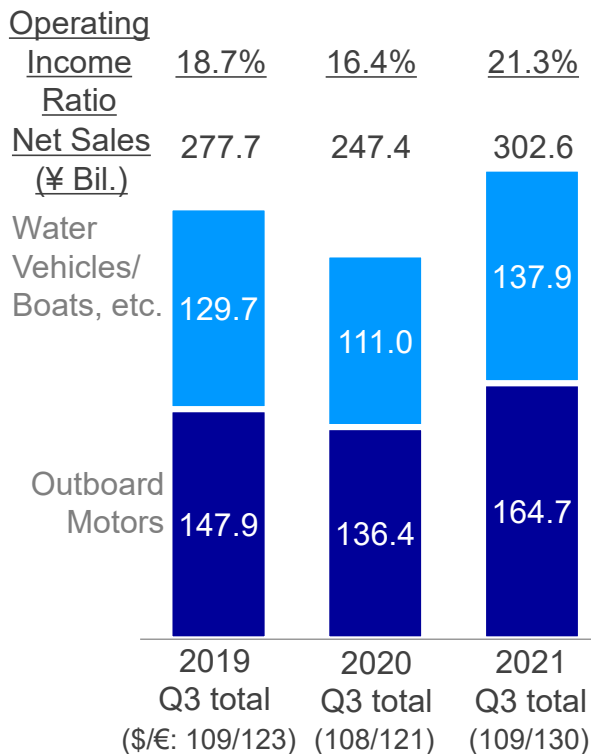
16.4% 14.8% 16.6%



Marine Products Business and Robotics Business

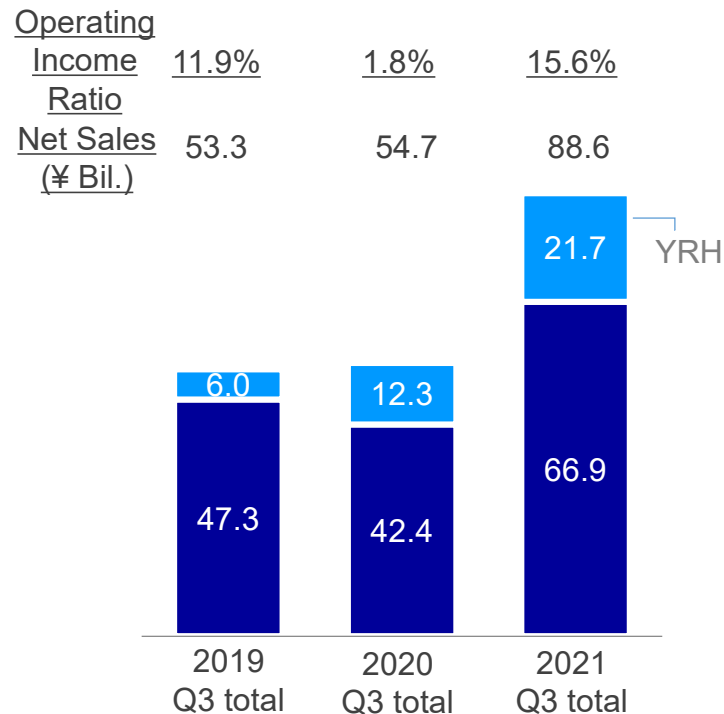
Marine

Strong demand and sales of large outboard motors. Sales of water vehicles also improved. Maintained high profitability.



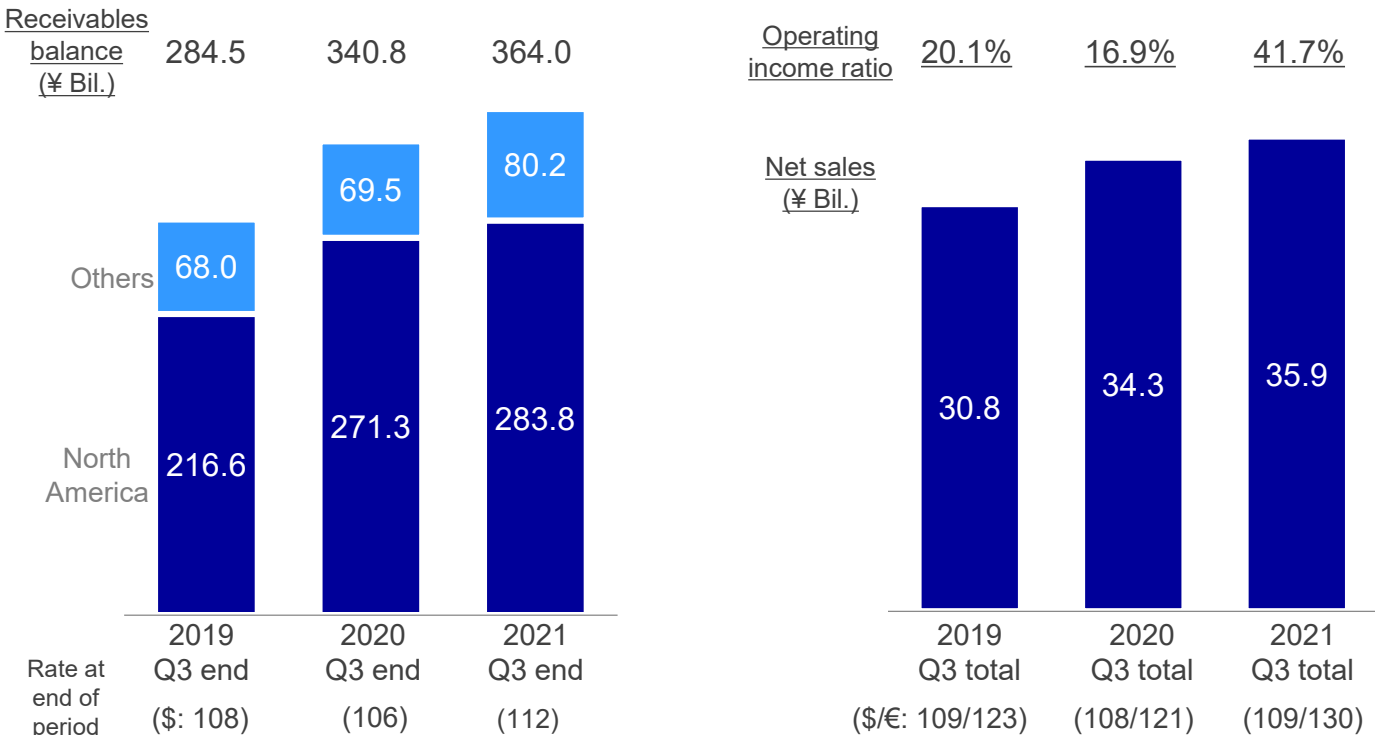
Robotics

Sales to China rose and sales in developed markets trending toward recovery. YRH's sales also grew.



Financial Services Business

Receivables balance rose steadily and profit increased significantly thanks to continued strong performance with retail financing and a reversal of allowance for doubtful accounts as a one-time factor.





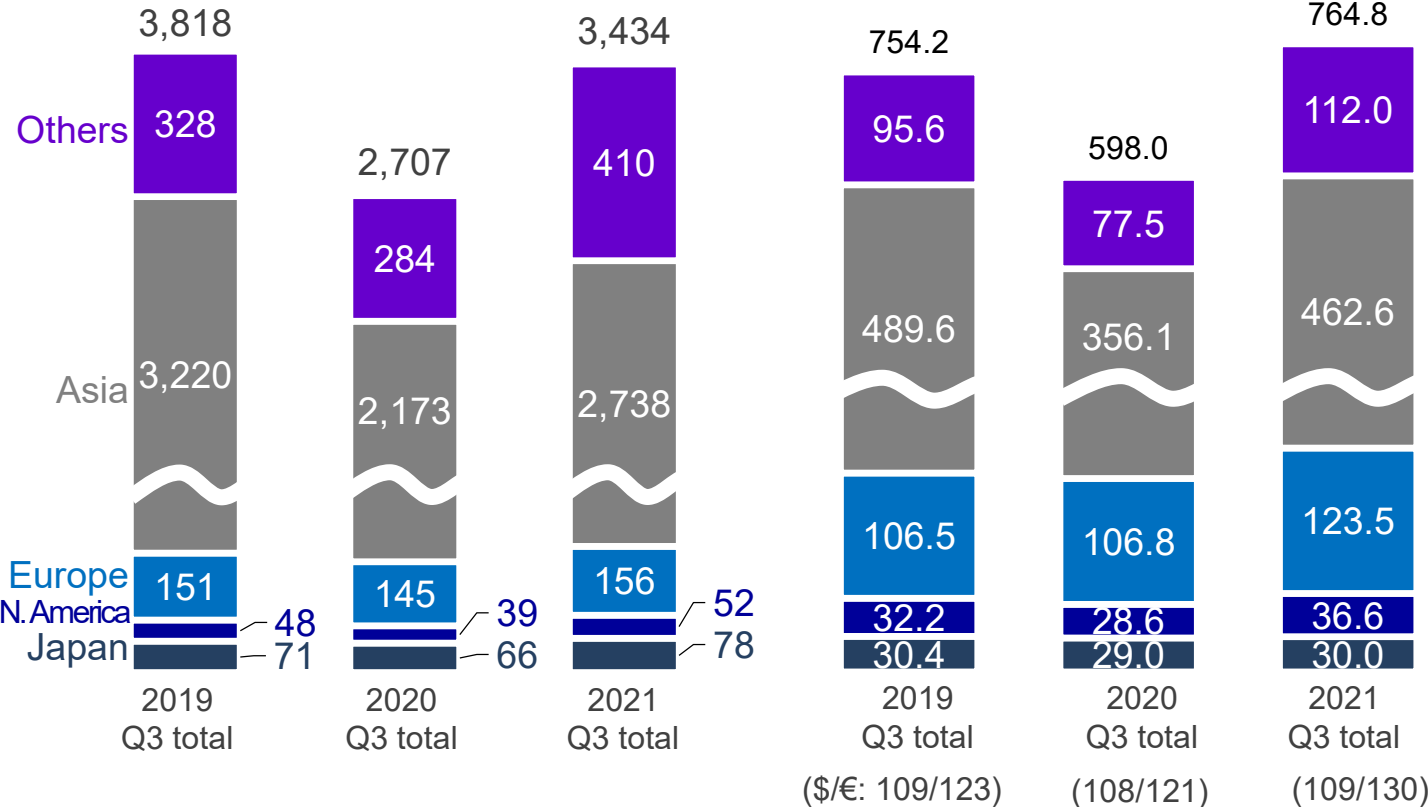
YAMAHA

Revs Your Heart

Motorcycle Business Unit Sales/Net Sales (FY2021 Q3 Total)

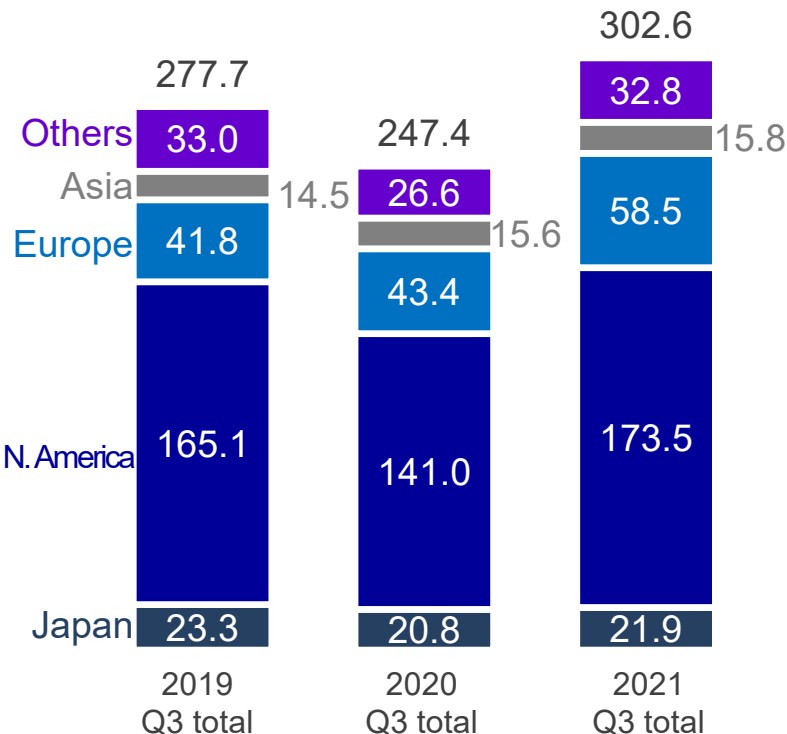
Unit Sales (1,000 units)

Net Sales (¥ Bil.)



Marine Products/Robotics Business Net Sales (FY2021 Q3 Total)

Marine Products

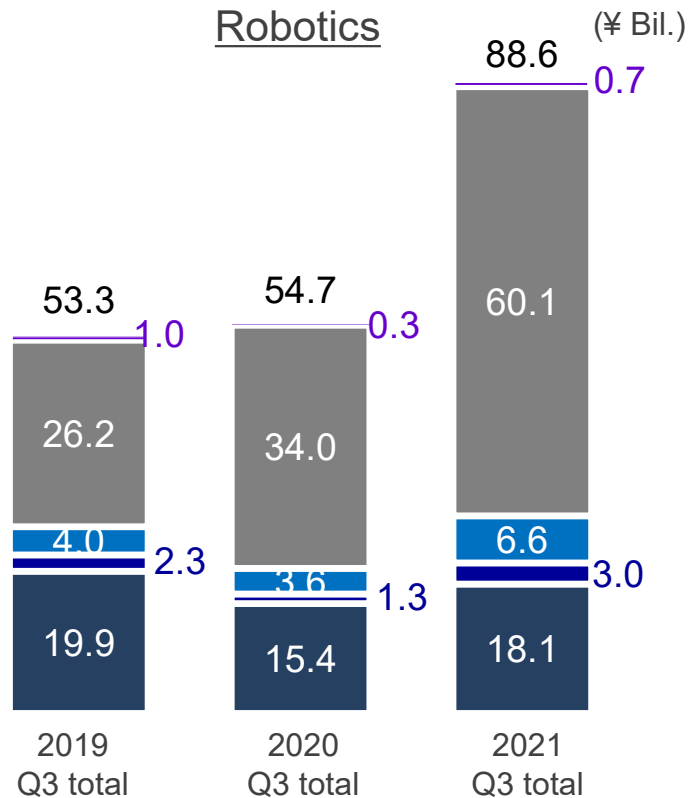


(\$/€: 109/123)

(108/121)

(109/130)

Robotics



(¥ Bil.)

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

(¥ Bil.)

	2019 Q3 total	2020 Q3 total	2021 Q3 total
Capital expenditures	31.7	32.9	40.2
Depreciation and amortization expenses	37.0	36.3	37.3
R&D expenses, including growth strategy costs	72.5	67.6	67.8
Interest-bearing debt	317.2	640.0	458.0

Foreign Exchange Effects (Compared to Previous Year)

(¥ Bil.)	First half			
	US\$	EURO	Others	Total
Foreign exchange effects on HQ imports and exports	0.5	5.0	2.1	7.6
Foreign exchange effects on purchases (overseas subsidiaries)	0	0	-6.6	-6.6
Conversion effects on gross income (overseas subsidiaries)	0.7	3.3	3.9	7.8
Conversion effects on SG&A expenses (overseas subsidiaries)	-0.4	-1.8	-2.3	-4.5
Foreign exchange effects on operating income	0.7	6.5	-2.9	4.4

Foreign Exchange Sensitivity

Effects on operating income per yen of foreign exchange fluctuations

US\$ EURO
1.1 ¥ Bil. 0.6 ¥ Bil.



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