



Marine Business Presentation for Investors



Mar. 17, 2022

Marine Business Operations,
Yamaha Motor Co., Ltd.

Marine Business Presentation

USUI, Hirofumi

Senior Executive Officer,
Chief General Manager of Marine Business Operations

Marine Business Presentation

- 1. Marine Business Overview**
- 2. Marine Long-Term Vision and Marine CASE Strategy**
- 3. M&A and New Products**
- 4. Market Overview**
- 5. Medium-Term Management Plan (2022–2024)**

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Outboard Motors

Engines



Wide-ranging lineup spanning commercial to recreational use

Jet



Rigging



Propellers



Together with our outboards, we can tailor setups to fit various purposes

Boats

Watersports



Fishing



Pleasure



WVs
(PWCs)



Rentals

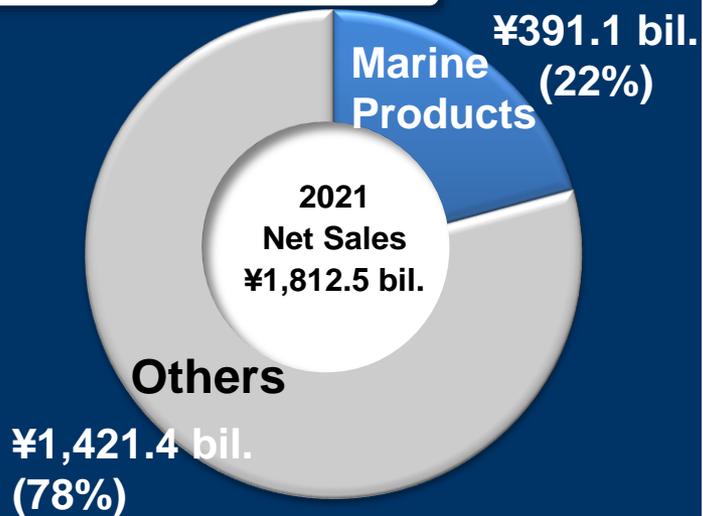


Charters

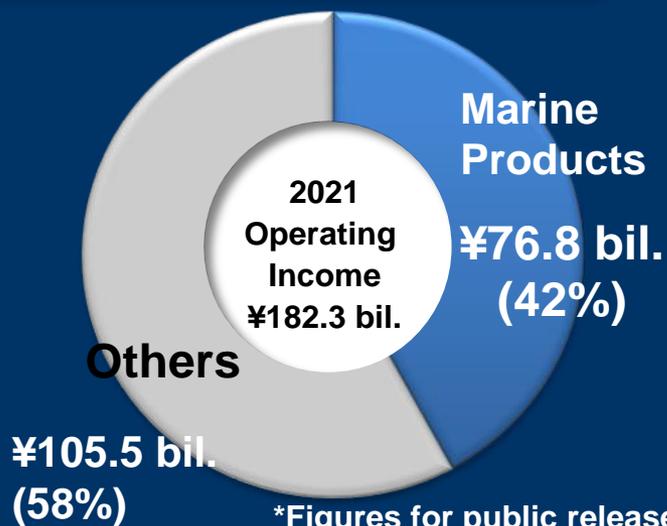


Net Sales and Operating Income

Consolidated Net Sales

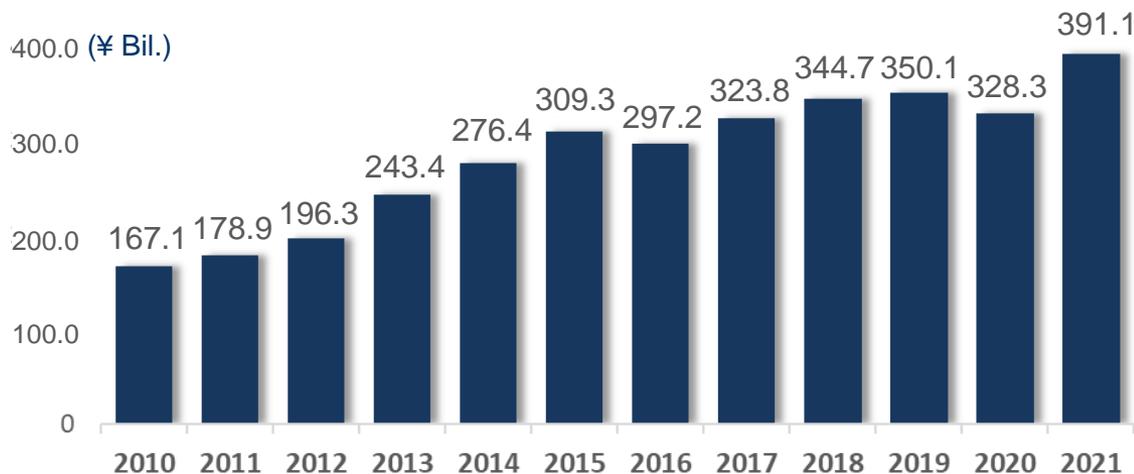


Consolidated Operating Income

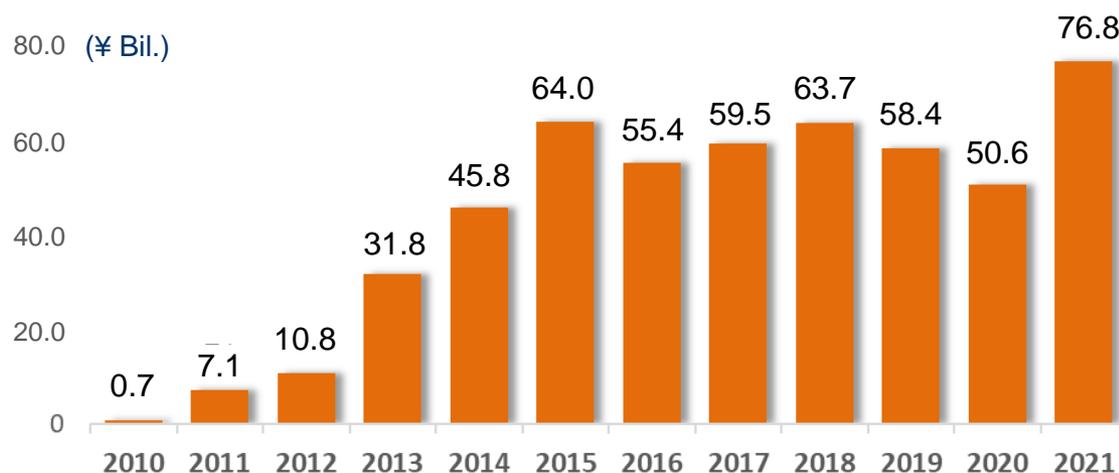


Net Sales

Marine Business Operations



Operating Income



Saltwater Fishing

- Targeting large fish out in the open water



Family Boating

- For family fun on weekends and holidays



Bass Fishing

- Targeting black bass on lakes and rivers



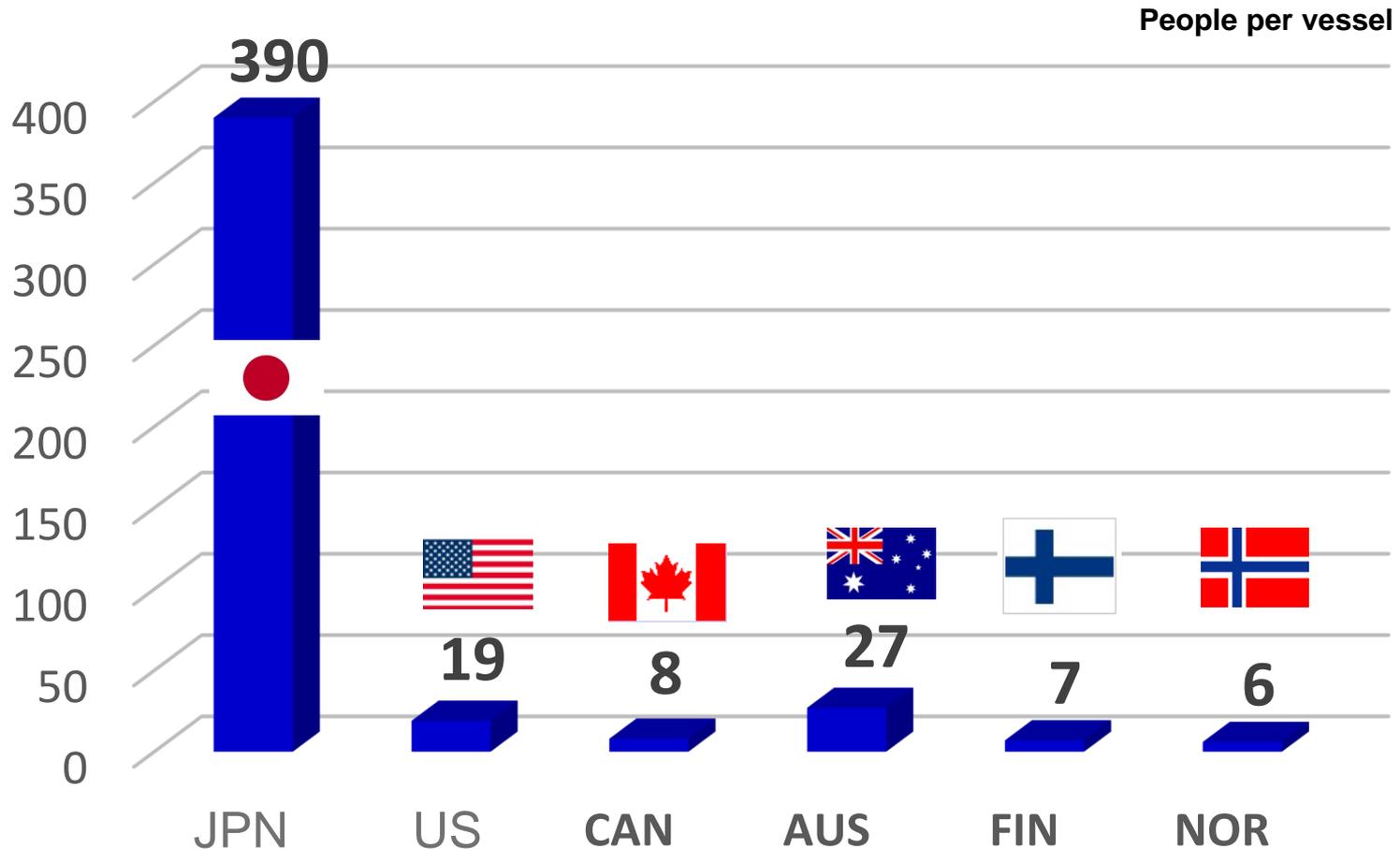
Freshwater Fishing

- Casual fishing mainly on lakes and rivers



Boat Ownership in Developed Countries

There is a significant difference in boat ownership per person between Japan and other developed countries, with one vessel per some five families in the U.S., and one vessel per two families in Canada, Finland, and Norway, indicating their very widespread culture for marine recreation.



Increasing demand for large outboard motors

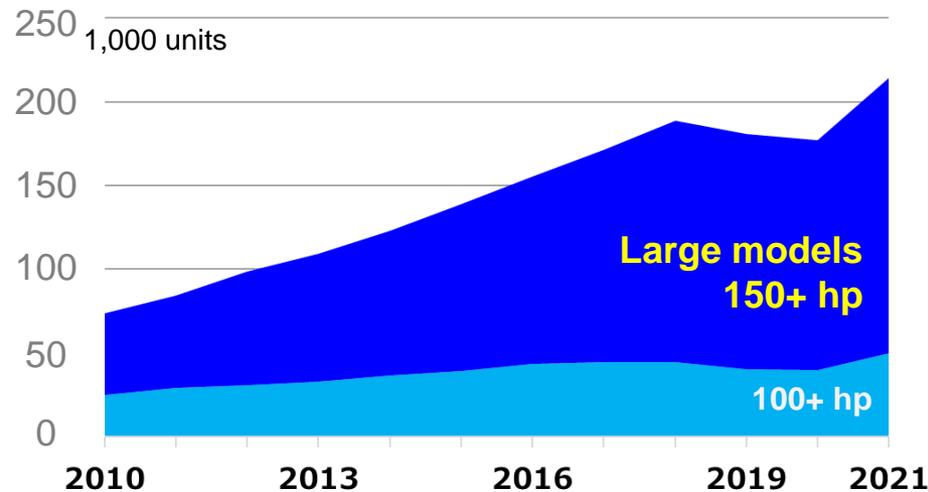
- ✓ Higher performance from large outboards
- ✓ More large boats with multiple outboards

Shifting away from other propulsion to outboard motors

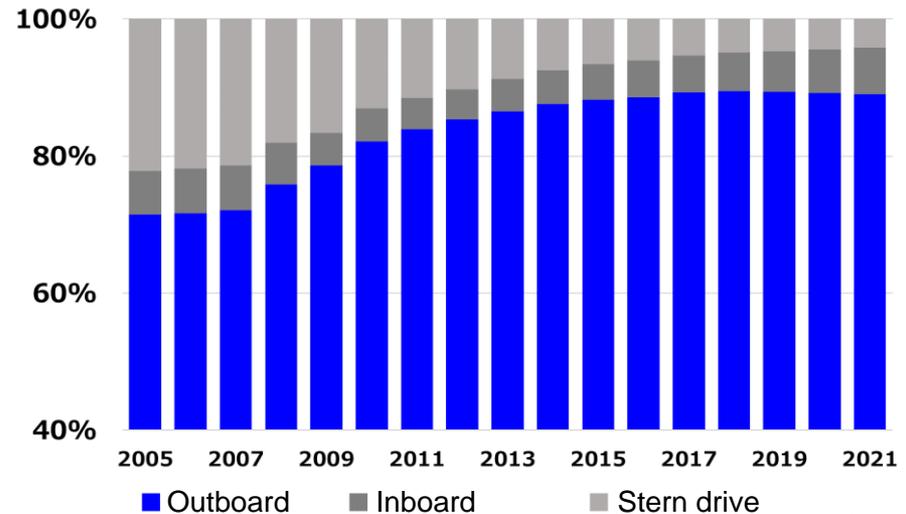
- ✓ More effective use of the boat
- ✓ Reliability and ease of handling



Trends for large outboard motors
(Europe and North America)



Boat sales ratio trends (by propulsion type)
(North America only)



Commercial Fishing

- Detachable for storage as a theft prevention measure
- Portability, i.e., light weight and a shape for easy carrying



Transportation

- Essential for transportation in areas without land-based transit infrastructure
- Used in remote areas, making easy maintenance critical



Recreational Sector

➤ PWCs offer fun on the water worldwide



Commercial Sector

➤ Not only for recreation but also for social contributions, etc.



Rescue



Rentals

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Marine

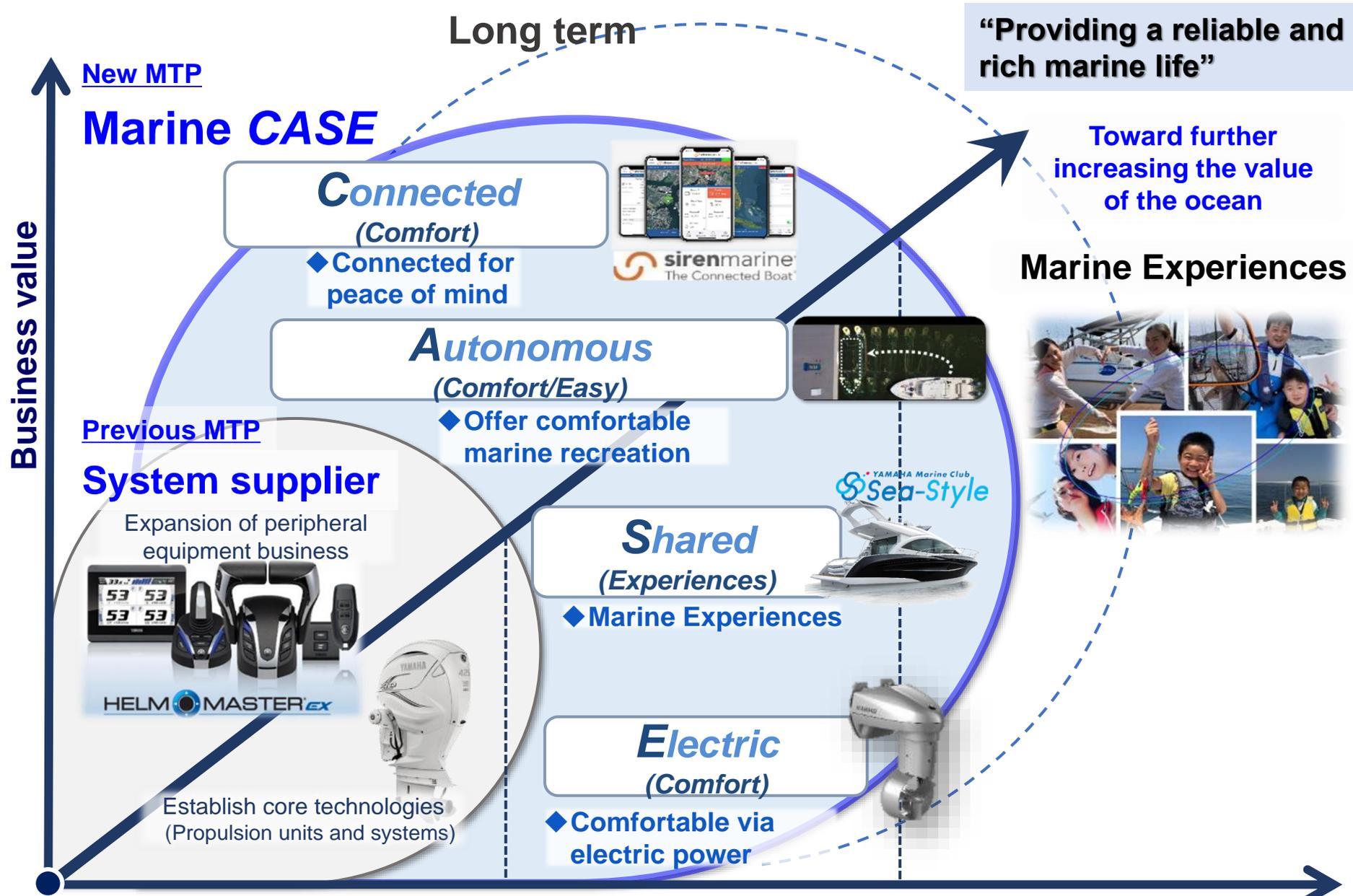
Marine Long-Term Vision

Reliable and rich marine life

Toward further increasing the value
of the ocean

- Changing marine culture, changing everyday life
- Connecting the sea, people, and society
- Towards a future with a greater ocean than the current one of today
- Releasing the secret potential of the sea

Business Strategy: Marine CASE Strategy

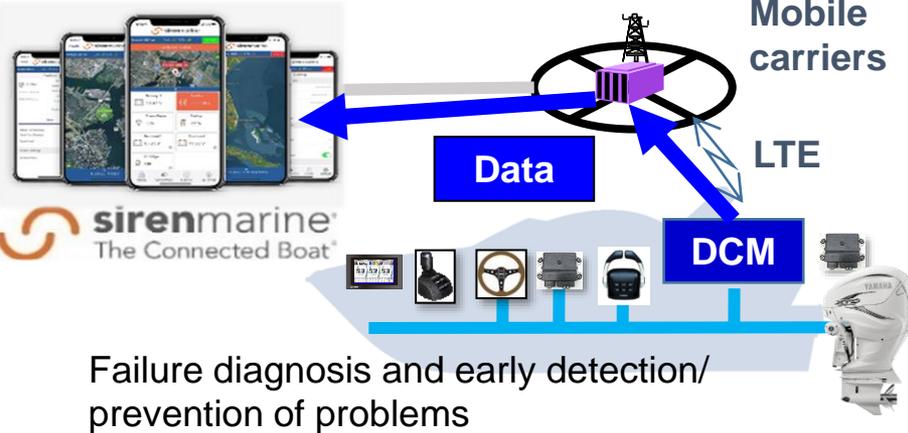


Marine CASE “Reliable and rich marine life”

We will apply the latest technologies to transform our customers’ marine lifestyles into experiences with even greater comfort and peace of mind.

Connected (Comfort)

Helm Link® – Using IoT technology in the marine products business



Autonomous (Comfort/Easy)

New boat control systems = New steering platform with Autopilot and other features



Progress of system supplier strategy

Shared (Experiences)

Providing marine experiences via boat sharing services

YAMAHA Marine Club Sea-Style Premium

CharterPlan SEA-STYLE



YAMAHA Marine Club Sea-Style

Electric (Comfort)

HARMO
A Yamaha Premium “Electric” maneuvering system



New platform integrating electric propulsion and steering systems



Combine with outboard motors to form hybrid boats

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Marine Connected Strategy with Siren Marine

Yamaha Motor Acquires US Smart Boat Tech Company Siren Marine — Connected Boats providing safer and comfortable marine lives —

Yamaha Motor press release Dec. 16, 2021

Outline of Siren Marine, Inc.

- Founded in 2011 in Newport, Rhode Island near Boston (a center of IT development)
- A pioneer in the connected marine business and develops IoT devices, clouds, and apps



+

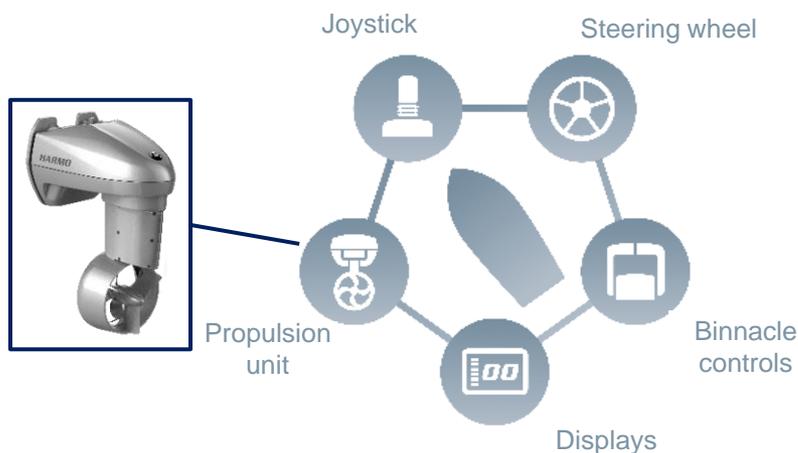


- ✓ Remote monitoring and operation of boats via smartphone
- ✓ Expanding to other products such as personal watercraft
- ✓ Predictive and preventative maintenance services with big data

New Strategic Products

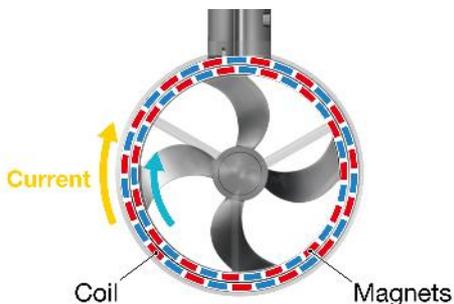
HARMO electric propulsion and steering system Going on sale in Spring 2020

- Quietness unique to the electric powertrain
- Strong thrust at low speeds
- Fully integrated control system for a more enjoyable boating experience



Unique rim-drive

Intuitive boat control



New Helm Master™ EX boat control system



Introduced to the U.S., Europe, and other developed markets from July 2020

Controls single or multiple units, advanced Autopilot features



MyYamaha app

Maintenance history log and inspection timing notifications

- ✓ Evolved interface for boating experiences
- ✓ Coordination between sales and services

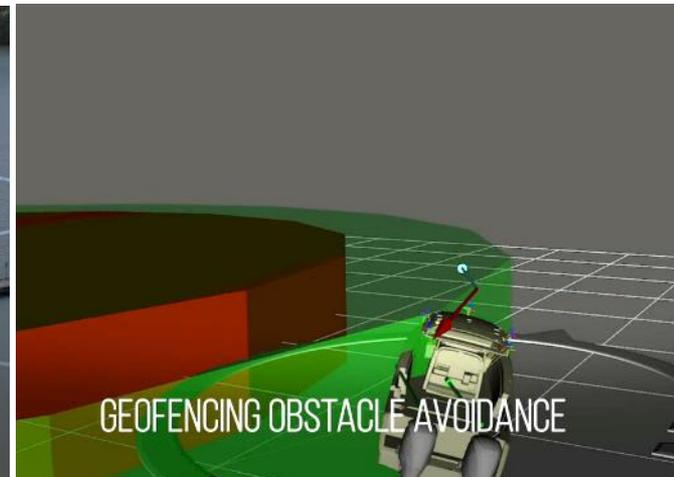


Marine Innovation Center plan

- ✓ Develop **technologies and products meeting customer needs** at locations closest to the market
- ✓ Testing and evaluation facilities **ready for even larger boats**

Expand R&D roles and hire more personnel

- ✓ Active recruitment of **engineers** to develop CASE products



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➤ If it's boating, we can still have fun locally



All vacation schedules have been canceled



- ~~Trips abroad~~
- ~~Watching sports~~
- ~~Live events~~
- ~~Dinner parties~~

Changes in lifestyles

- ✓ Restrictions on movement and maximum attendance
- ✓ Restrictive travel and vacation arrangements
- ✓ Lower risk of infection by enjoying marine recreation outdoors
- ✓ Boating can be enjoyed by the whole family

Leads to a boat purchase



Market Overview

- Restrictions on travel/activities, canceled events
- Increasing awareness of new social norms



**Capturing
staycation
demand**



Situation on the ground

- There is demand, but no products to sell
- There are boats, but no outboards to mount

Large Outboard Motor Market Trends



- ✓ Continued demand growth since 2010
- ✓ Boat sizes rising in various uses/scenarios
- ✓ Staycation demand



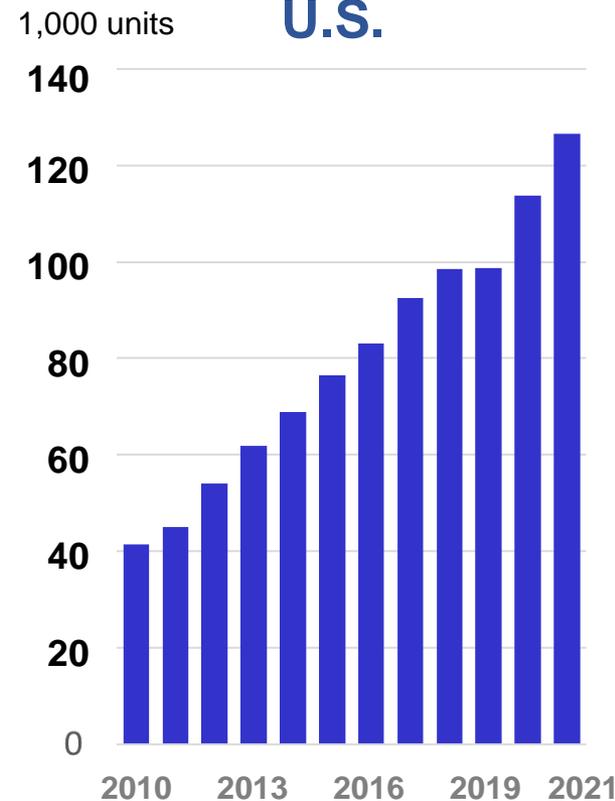
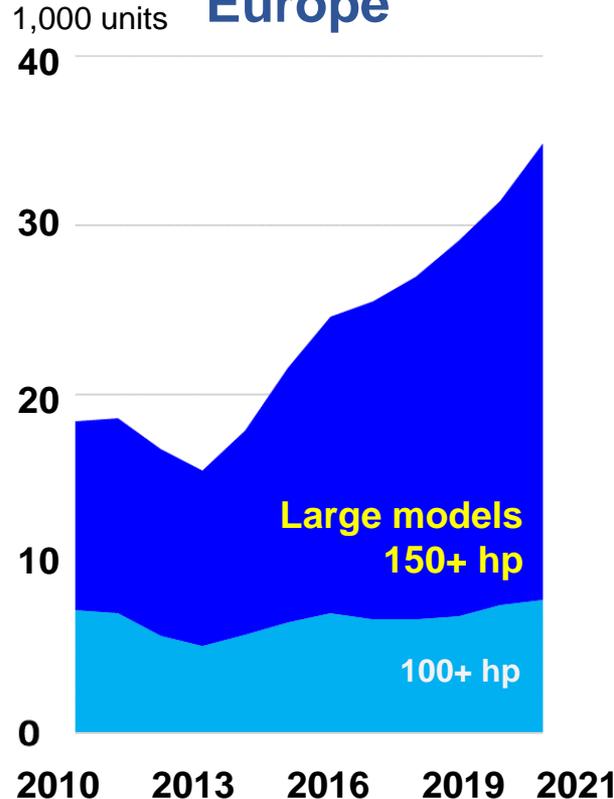
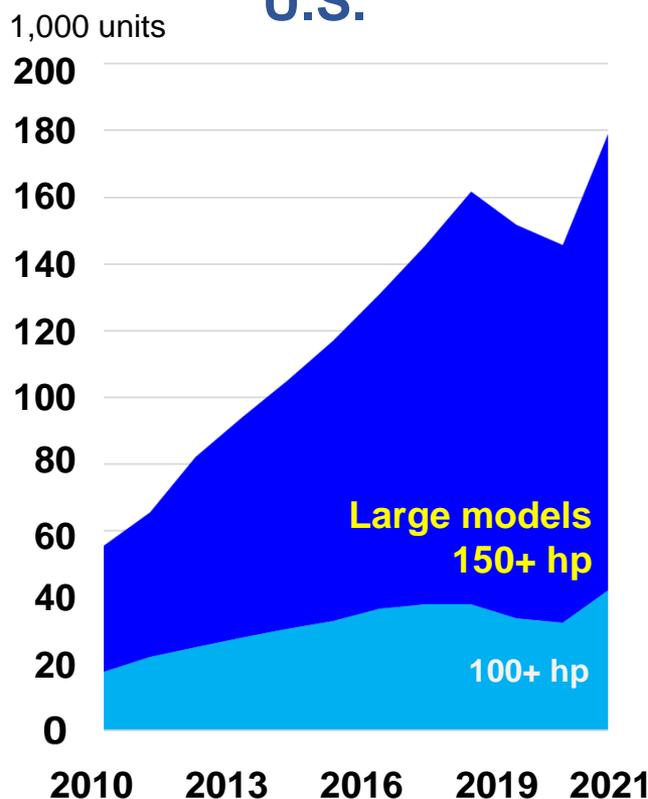
Trends for large outboard motors

Trends for large 20+ ft. boats

U.S.

Europe

U.S.



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Transitioning from system supplier to Marine CASE strategy

- ✓ Further strengthen competitiveness and profitability with CASE products
- ✓ Promote accelerated development through strategic M&As and strengthening R&D

Strong sales of large outboard motors

- ✓ Staycation demand is expected to continue in developed countries
- ✓ Continuing trend toward bigger outboard-powered boats

Bolster lineups for CASE products and large outboards



Continue increasing production capacity

