

# **Consolidated Financial Results for the Second Quarter Ended June 30, 2010**



Yamaha Motor Co., Ltd.

August 4, 2010

#### Agenda

Outline of Consolidated Financial Results for the Second Quarter Ended June 30, 2010

Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2010

#### • Notice regarding the forecasts of consolidated results:

Forecasts of consolidated results stated herein are based on the management's assumptions and beliefs in light of the information currently available, and involve risks and uncertainties. Please be advised that actual results may differ significantly from those discussed in the forecasts of 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 of Consolidated Financial Results for the Second Quarter Ended June 30, 2010 and Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2010

Hiroyuki Yanagi

President and Chief Executive Officer Representative Director

#### **General Overview of First Half of FY10; Ongoing Operations**



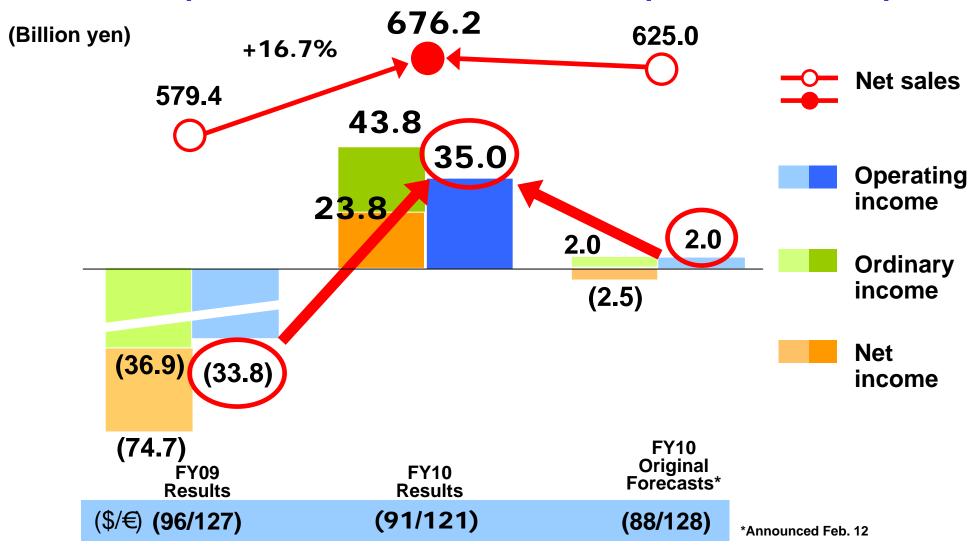
Ongoing operation	<u>S</u>	<b>FY09</b>	FY10 Forecasts	
1 Motorcycle business in emerging nations	1 Expanding unit sales	: 5,300 (thousand un	its) 6,300 (thousand units)	
	2 Increasing production capacity (2012)	units by 2	a, production capacity to 3,600 thousand 2012 1,000 thousand units by 2012	
2 Business in developed nations	<ol> <li>Curtailing motorcycle inventory (the U.S.)</li> <li>Strengthening competitiveness of outboard motors</li> </ol>	FY0 the U.S.	9 FY10 Forecasts	
	3 Reforming the structure (headquarters)	e : Voluntary retirement 800 positions planned Reorganizing manufacturing layout		
3 Cost reduction	Target 60 billion yen (	2012)	80% achieved	
	1 Affordably-priced	: To be lau	unched in China	
4 Growth strategy	motorcycles 2 Motorcycles in the ASEAN region 3 Next-Generation Environmentally Friendly Engines 4 Smart Power**	<ul> <li>Create local production capacity for FI* models</li> <li>Undergoing development</li> <li>Resume EV*** business (launched EC-03)</li> </ul>		

\*FI: Fuel injection system (Electric controlled fuel injection device) \*\*Smart Power: New power sources, primarily for electric vehicles, designed to create a new paradigm of mobility \*\*\*EV:Electric vehicle

## Sales and Profits (2Q 6-months)



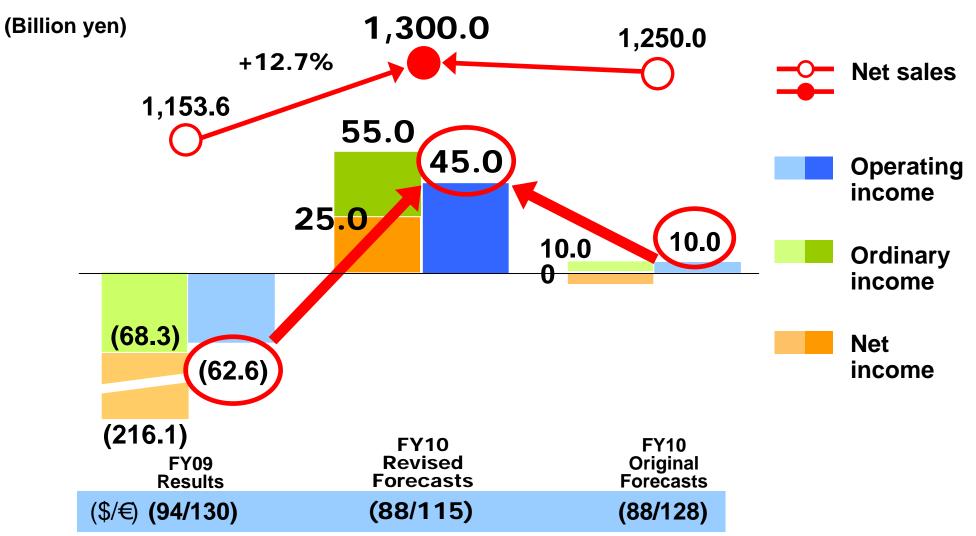
Returned to profitability through increase of motorcycle sales in emerging nations, sales of outboard motors, IM sales, cost reduction, expense reduction and increased production in Japan



## Sales and Profits (Forecasts FY2010)



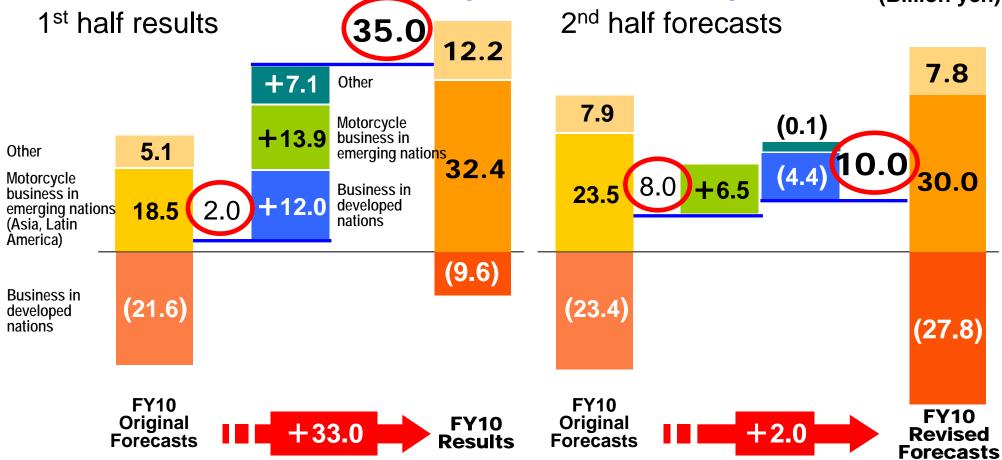
Sales in motorcycle business in emerging nations, sales of outboard motors, IM sales and expense reduction will exceed FY10 original forecasts Operating income : + ¥35.0 billion compared with FY10 original forecasts





**Operating income in motorcycle business in emerging nations, sales of** outboard motors, IM sales and expense reduction exceeded FY10 original forecasts

2<sup>nd</sup> half FY2010, appreciation of yen, increase in raw material costs, decrease in sales for U.S. and Europe and reduction of production (Billion yen)

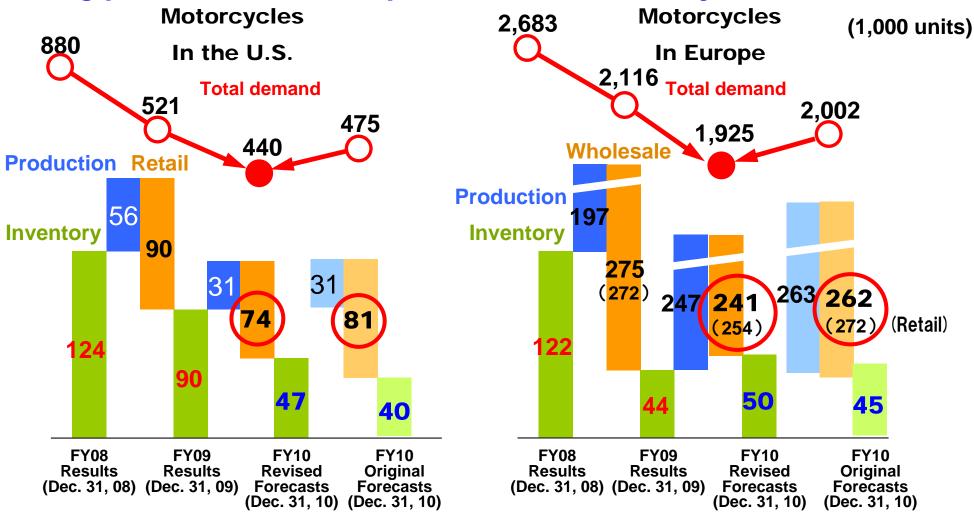


\* Businesses in developed nations : The motorcycle business in Japan, the U.S. and Europe; and the all-terrain vehicle, outboard motor, personal watercraft and snowmobile business \* Businesses in Other : The business except business in developed nations and motorcycle business in emerging nations



# Total demand in the U.S. and Europe will fall below FY10 original forecasts

Cutting production for Europe to reduce inventory in 2<sup>nd</sup> half

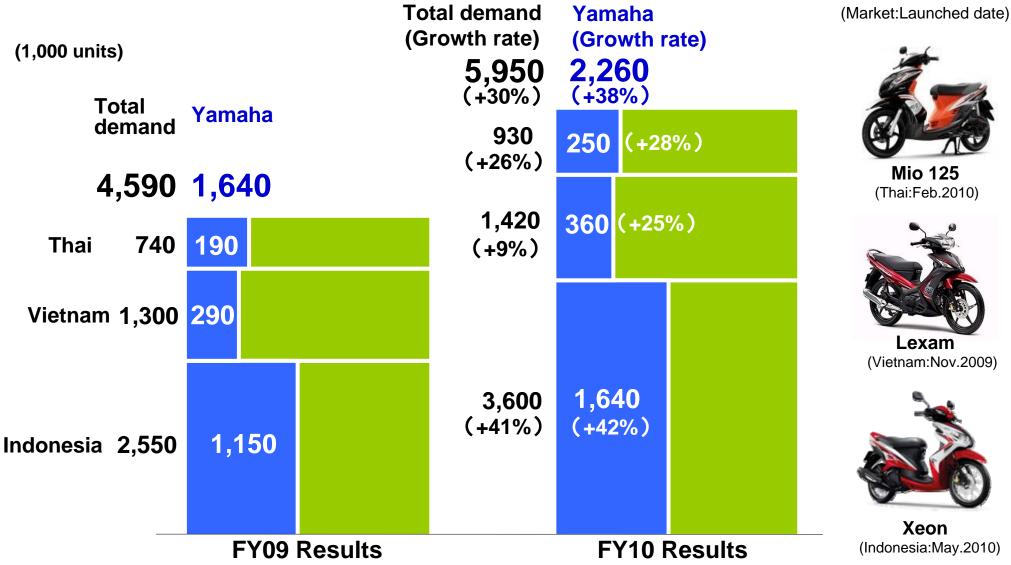


Yamaha MC Unit Sales by country in main ASEAN markets (2Q 6-months)



New model

#### Total demand continues to grow in the main ASEAN markets; Yamaha sales have also increased



Note: Figures used in total demand in Indonesia and Thai are based on the number of wholesale units officially announced by AISI and TMEA, while figures used in total demand in Vietnam are based on the number of wholesale units estimated by Yamaha and Yamaha figures are based on the number of wholesale units.

## Summary / Issues



- 1 Expanding sales beyond 8 million units for the motorcycle business in emerging nations
- 2 Dealing with the volatility of markets in developed nations
  - 3 Resolving deficit and cumulative loss on a non-consolidated basis
- 4 Realizing a sustainable growth scenario ~ Two high-priority domains, four strategies



# Consolidated Financial Results for the Second Quarter Ended June 30, 2010 and Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2010

by Business Segment

Kozo Shinozaki

Senior Executive Officer Director

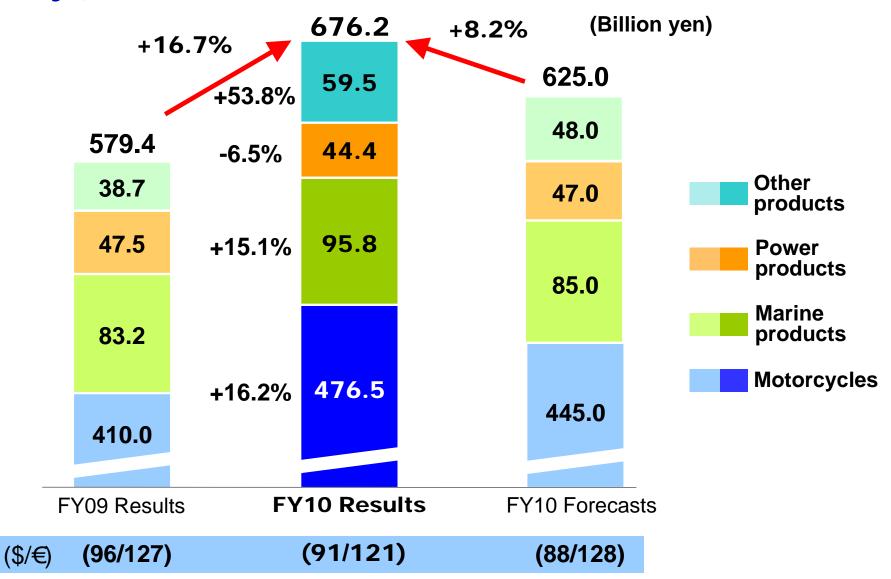


# Consolidated Financial Results for the Second Quarter Ended June 30, 2010

## Sales by Business Segment (2Q 6-months)



Sales in motorcycle, outboard motors and IM (Intelligent Machinery\*) business exceeded FY2009 results and 2010 forecasts

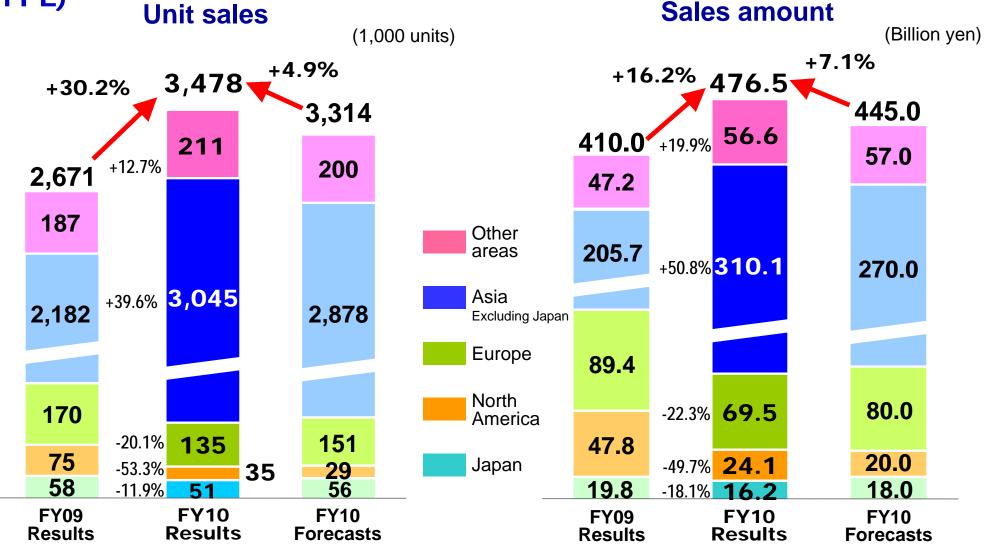


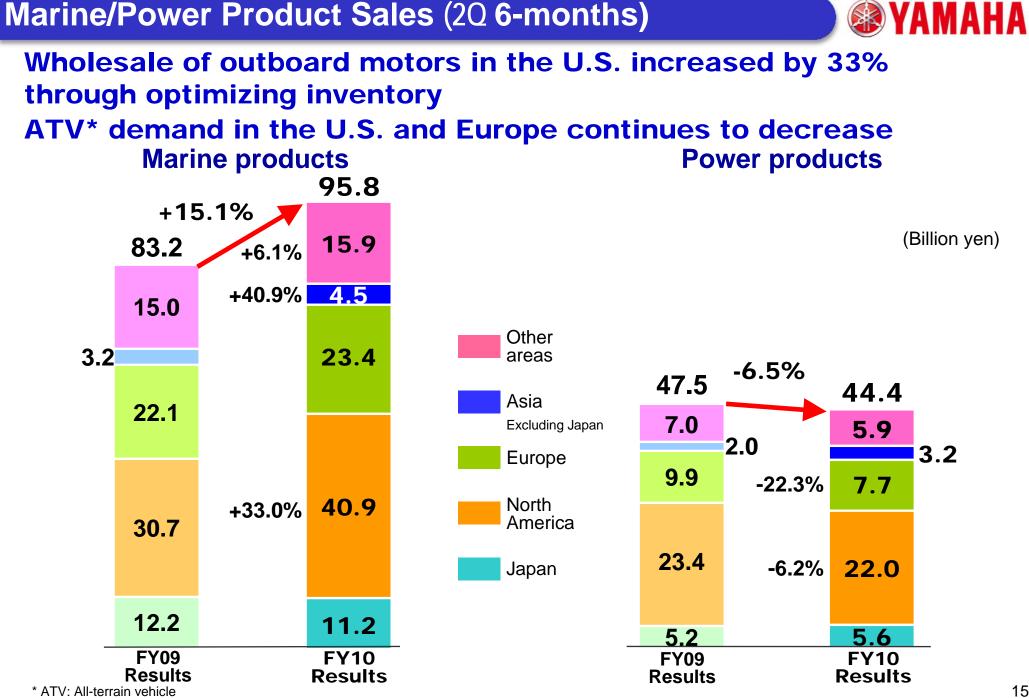
\* Intelligent Machinery: Industrial robots (including surface mounters)

## Motorcycle Unit Sales/Sales Amount (2Q 6-months)



Motorcycle sales in Asia expanded 51 % due to increased unit sales and favorable foreign exchange rates (local currency to yen in PL)



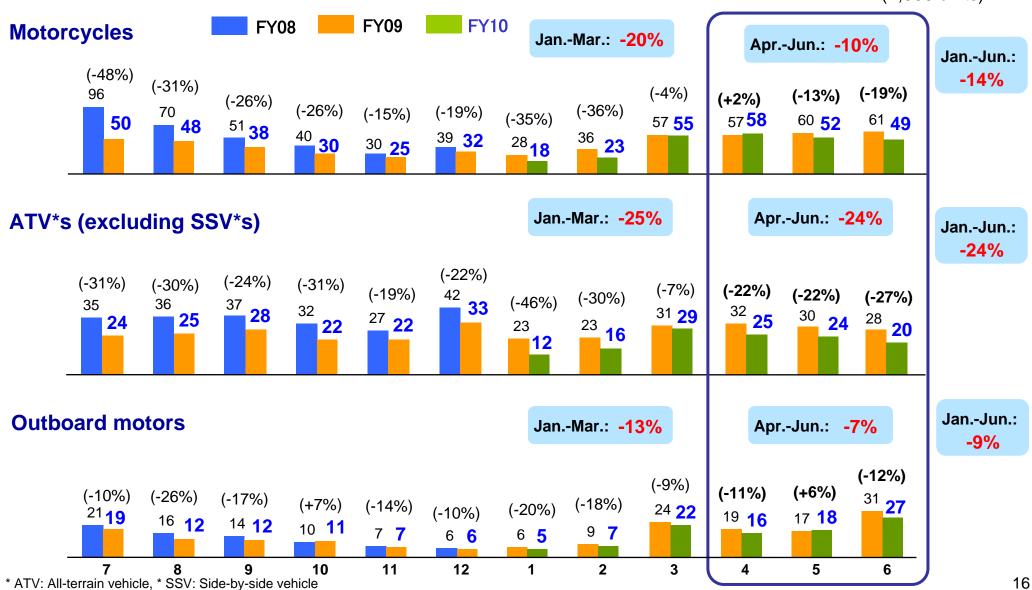


#### 

## Monthly Total Demand for Main U.S. Products



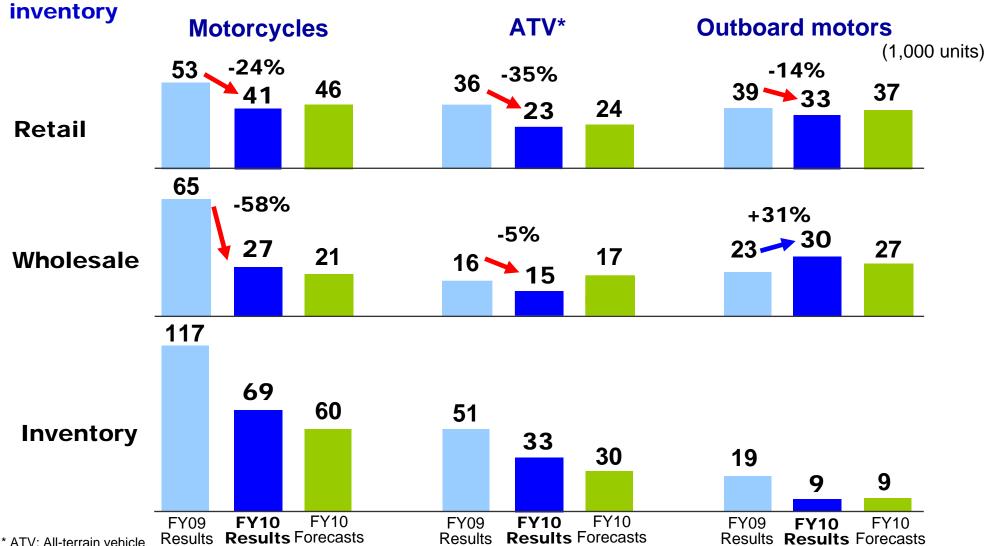
#### Trend in decrease of total demand continues despite efforts to maintain sales (1,000 units)





**Retail sales decreased in June; sales and inventory levels failed to achieve FY10** forecasted target

Wholesale of outboard motors recovered to retail sales levels through optimizing



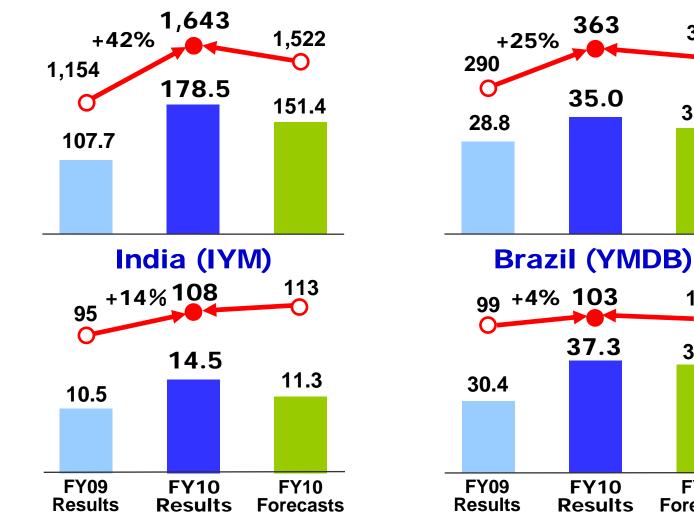
\*\* Motorcycles and ATVs: wholesale and dealer inventory figures Outboard motors: wholesale inventory figures

#### Sales in Asia and Latin America (2Q 6-months)



#### Sales in Indonesia, Vietnam, Brazil and India increased from **FY2009**

#### Indonesia (YIMM)



#### Vietnam (YMVN)

363

35.0

37.3

**FY10** 

**Results** 

361

31.8

102

36.8

**FY10** 

Forecasts

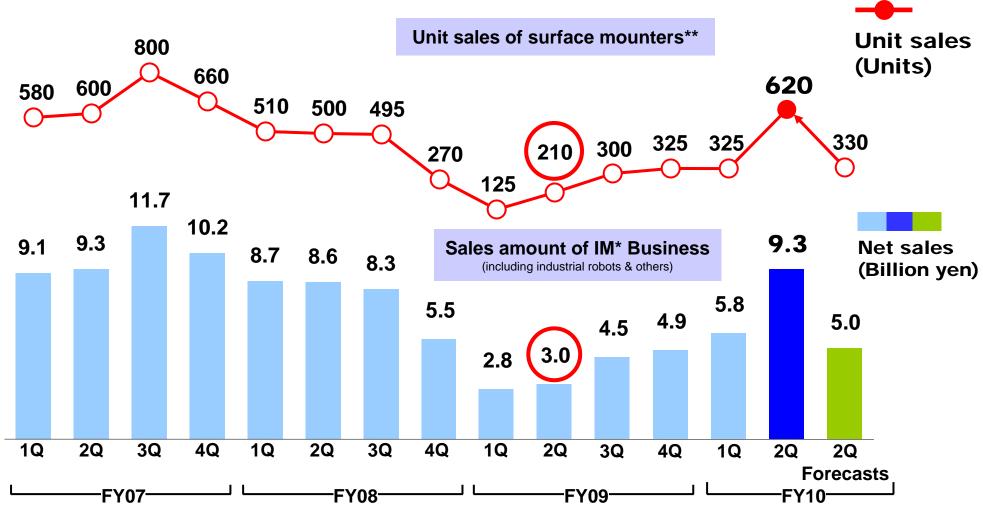


Note: Unit sales consist only of sales in each nation, while sales amount includes exports from each nation.

IM (Intelligent Machinery\*) Unit Sales and Sales Amount



# Increased sales of Surface mounters\*\* for China and South Korea



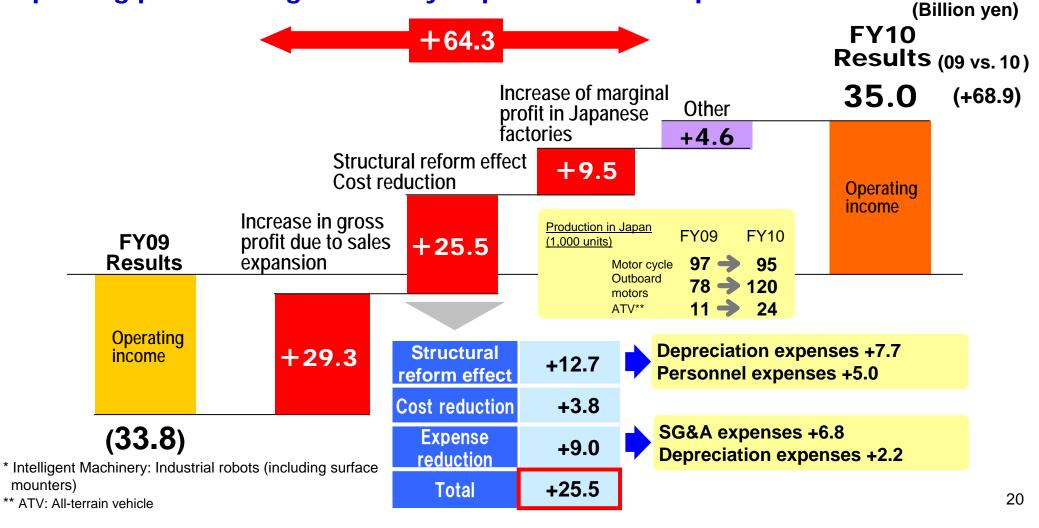
\* Intelligent Machinery: Industrial robots (including surface mounters)

\*\* Unit sales of surface mounters includes peripheral equipment such as printers.



Improving profit through increase in sales of motorcycle business in emerging nations, sales of outboard motors, and IM (Intelligent Machinery\*) business + ¥29.3 billion

Improving profit through structural reforms and cost reduction + ¥25.5 billion Improving profit through recovery of production in Japan + ¥9.5 billion\_\_\_\_\_



#### Sales and Profits (2Q 6-months) SAMAHA 🕄 **Operating income + ¥68.9 billion compared with FY2009 : Business in developed nations + ¥32.2 billion** Motorcycle business in emerging nations + ¥22.8 billion Other + ¥13.8 billion 676.2 625.0 (Billion yen) **Net Sales** +21% 124.2 579.4 110.0 35.0 103.0 Other Operating +45% 366.7 Motorcycle Income business in **12.2** Other +13.8emerging nations 327.0 252.9 (Asia, Latin 2.0 America) 5.1 Other (33.8) +22.832.4Business in Motorcycle developed 223.5 185.2 Motorcycle -17% 18.5 188.0 business in nations business in 9.6 emerging nations emerging nations Motorcycle (9.6) +32.2business in Business in (21.6)emerging nations developed nations Business in **Business in** (41.9)developed developed nations nations Other (1.6)**FY10 Results** FY10 Forecasts FY09 Results

\* Businesses in developed nations : The motorcycle business in Japan, the U.S. and Europe; and the all-terrain vehicle, outboard motor, personal watercraft and snowmobile business \*\* Businesses in Other : The business except business in developed nations and motorcycle business in emerging nations

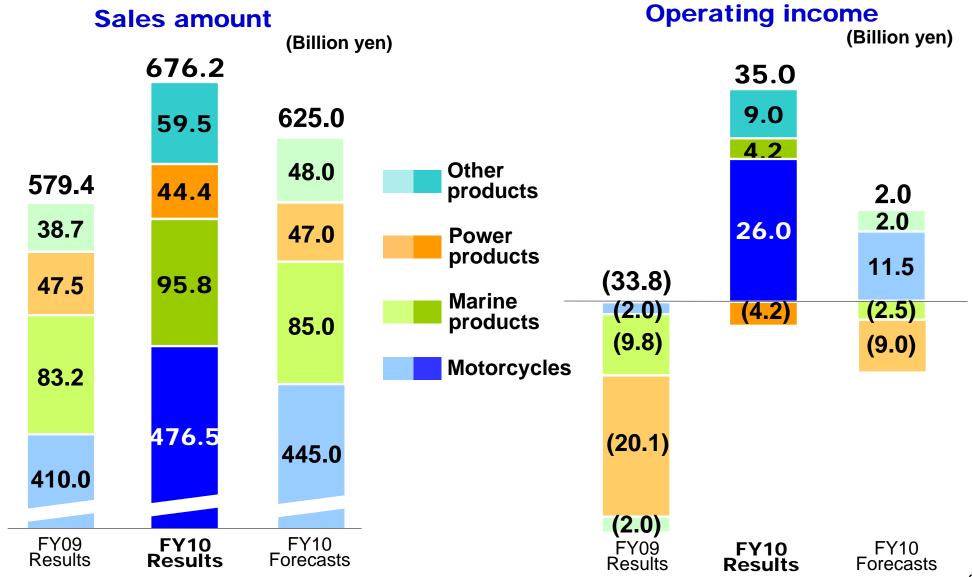
(\$/€) (96/127)

(91/121)

(88/128)

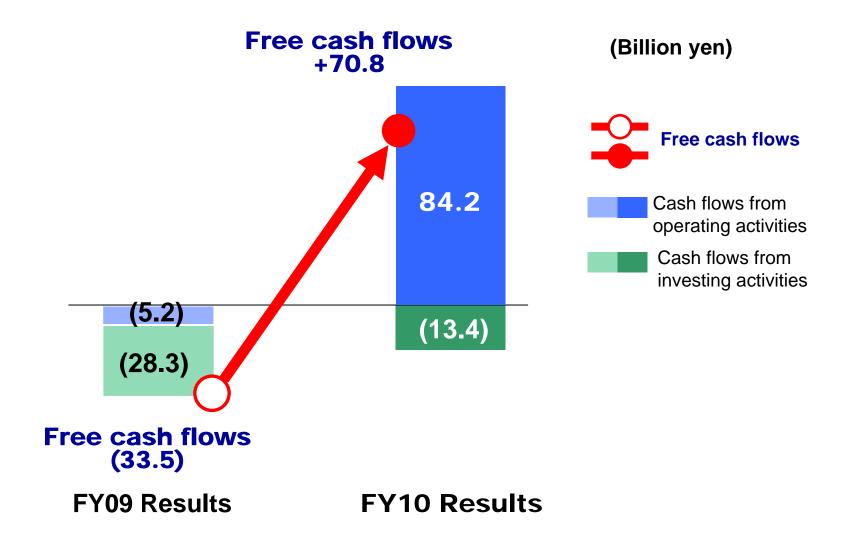


# **Operating income in motorcycle, marine and other businesses returned to profitability**



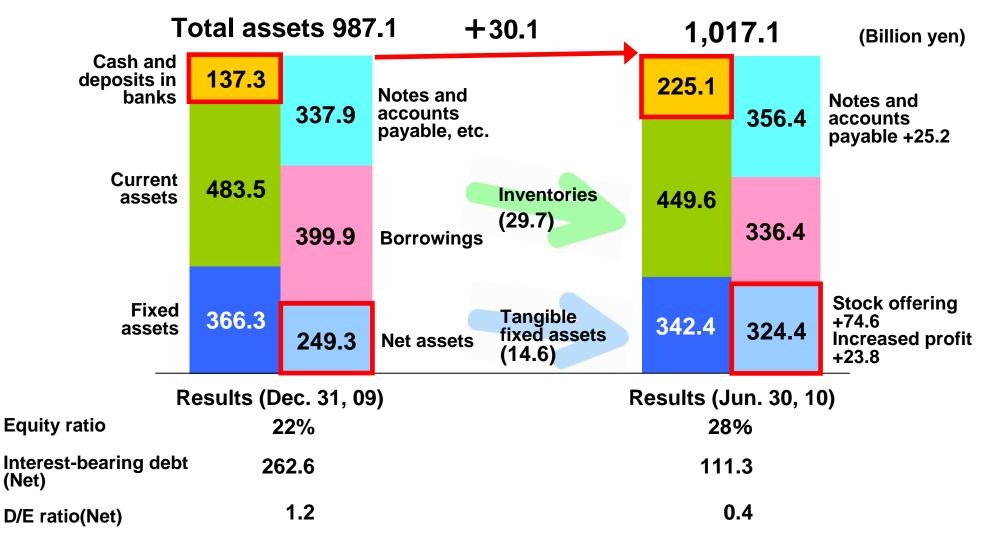


Generated positive free cash flows through increasing profit, reducing capital expenditures and improving working capital





## Reduced net interest-bearing debt of ¥150.0 billion through generated positive free cash flows and stock offering Improved net debt/equity ratio to 0.4, improved equity ratio to 28%

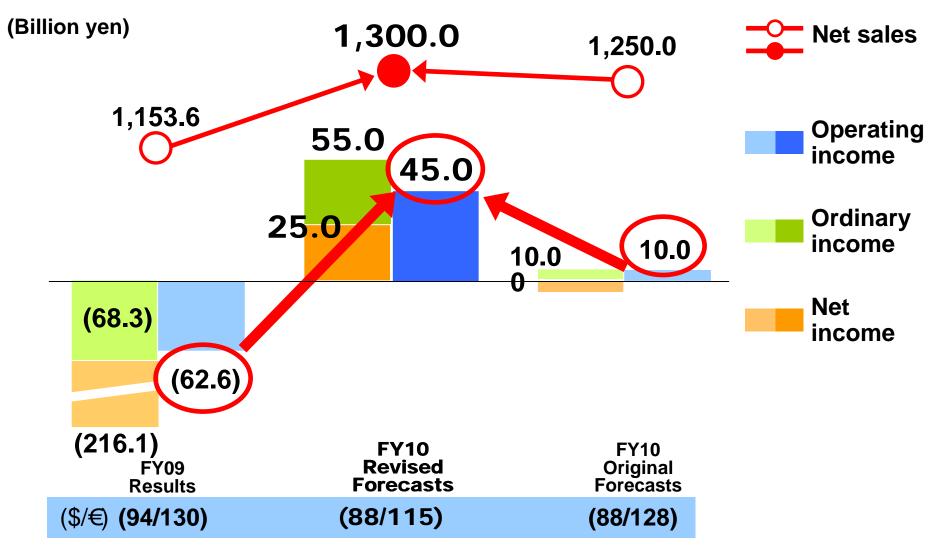




# Forecast of Financial Results for the Fiscal Year Ending December 31, 2010

AHAMAY 🏽

Operating income + ¥107.6 billion, Ordinary income + ¥123.3 billion, Net income + ¥241.1 billion from FY2009

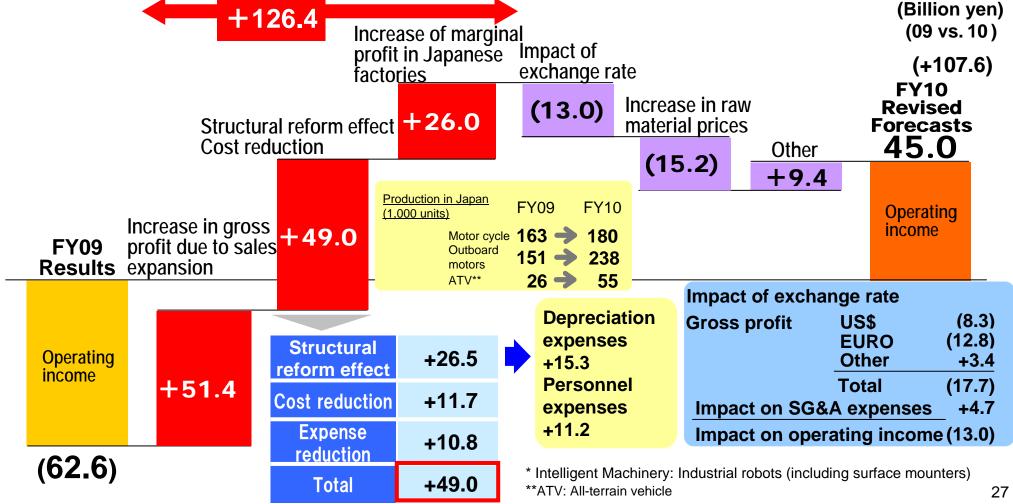


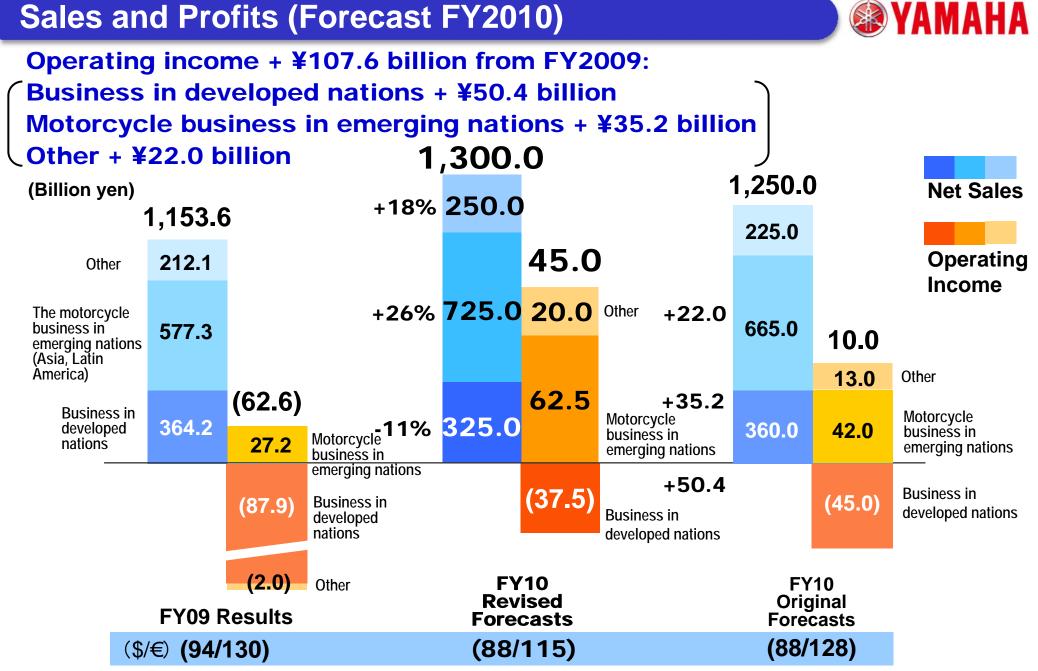
#### **Factors Impacting Operating Income (Forecast FY2010)**



Improving profit through increase in sales of motorcycle business in emerging nations, sales of outboard motors, and IM (Intelligent Machinery\*) sales + ¥51.4 billion

Improving profit through structural reforms and cost reduction + ¥49.0 billion Improving profit through recovery of production in Japan + ¥26.0 billion





\* Businesses in developed nations : The motorcycle business in Japan, the U.S. and Europe; and the all-terrain vehicle, outboard motor, personal watercraft and snowmobile business

\*\* Businesses in Other : The business except business in developed nations and motorcycle business in emerging nations



# **Reference Information**



#### Consolidated Financial Results for the Fiscal Year Ended June 30, 2010

Factors impacting operating income (2Q: 6-months/ Forecasts) Sales and Profits (2Q: 3-months) Motorcycle unit sales and sales amount by region (2Q: 3-months) Marine/Power product sales by region (2Q: 3-months) Retail/Wholesale of main products in the U.S. (2Q: 3-months) Market stocks of main products in the U.S. and Europe Sales in Asia and Latin America (2Q: 3-months) Yamaha MC unit sales by category in Indonesia (2Q: 6-months) Exchange rate impacts (2Q: 6-months/ Forecasts) Sales and operating income by business segment (2Q: 3-months/ 6-months/ Forecasts) Capital expenditures/Depreciation expenses/Interest-bearing debt

#### Non-consolidated Financial Results for the Fiscal Year Ended June 30, 2010

Sales and profits (2Q: 6-months) Sales, export units

#### **Factors Impacting Operating Income (2Q 6-months)**



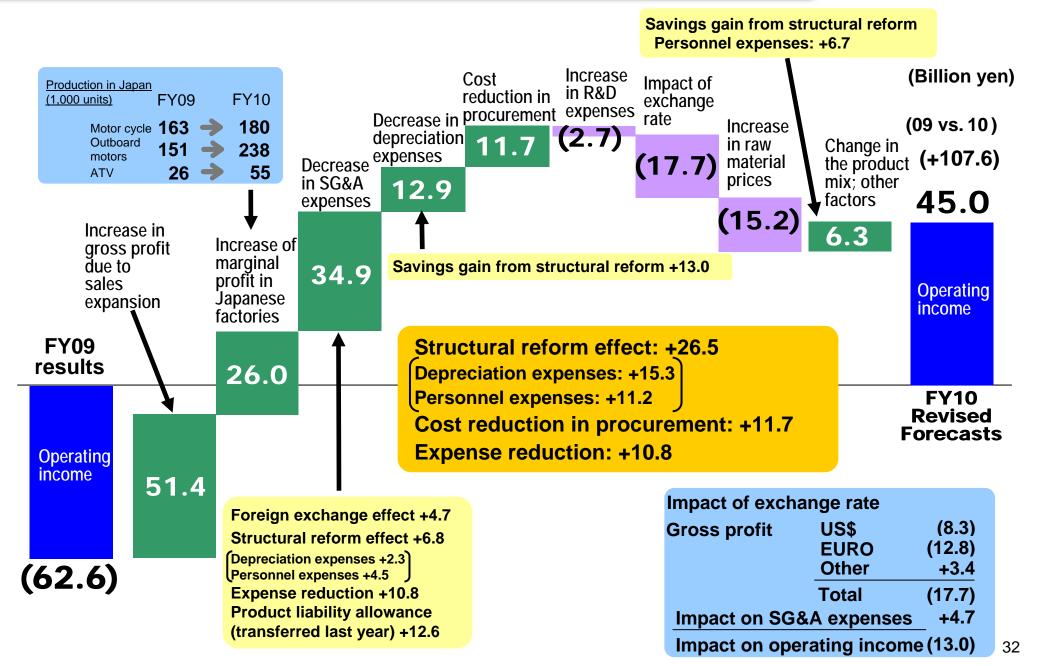
Savings gain from structural reform

Personnel expenses: +3.0 (Billion yen) Decrease Increase Change in in R&D (09 vs. 10) Impact of in raw the product expenses Production in Japan Cost material exchange **FY09 FY10** mix: other (1,000 units) Decrease in reduction in (delay) (+68.9)prices rate factors 95 depreciation procurement Motor cycle 97 (1.9) 35.0 (0.1) (2.1) Decrease expenses Outboard 78 120 3.8 motor in SG&A 11  $\rightarrow$ 24 ATV 8.6 expenses Increase of Operating marginal 20.3 Savings gain from structural reform +6.4 income Increase in profit in reducing capital expenditures +2.2 gross profit Japanese due to factories **FY09** sales Results Structural reform effect: +12.7 expansion 9.5 **FY10** Depreciation expenses: +7.7 **Results** Personnel expenses: +5.0 Foreign exchange effect -1.5 Cost reduction in procurement: +3.8 Structural reform effect +3.3 Operating **Expense reduction: +9.0** 29.3 Depreciation expenses +1.3 income Personnel expenses +2.0 Impact of exchange rate Expense reduction +6.8 (3.8)**Product liability allowance Gross profit** US\$ (3.3)(transferred last year) +11.7 **EURO** (33.8) Other +7.0Total (0.1) (1.5)Impact on SG&A expenses

Impact on operating income (1.6) 31

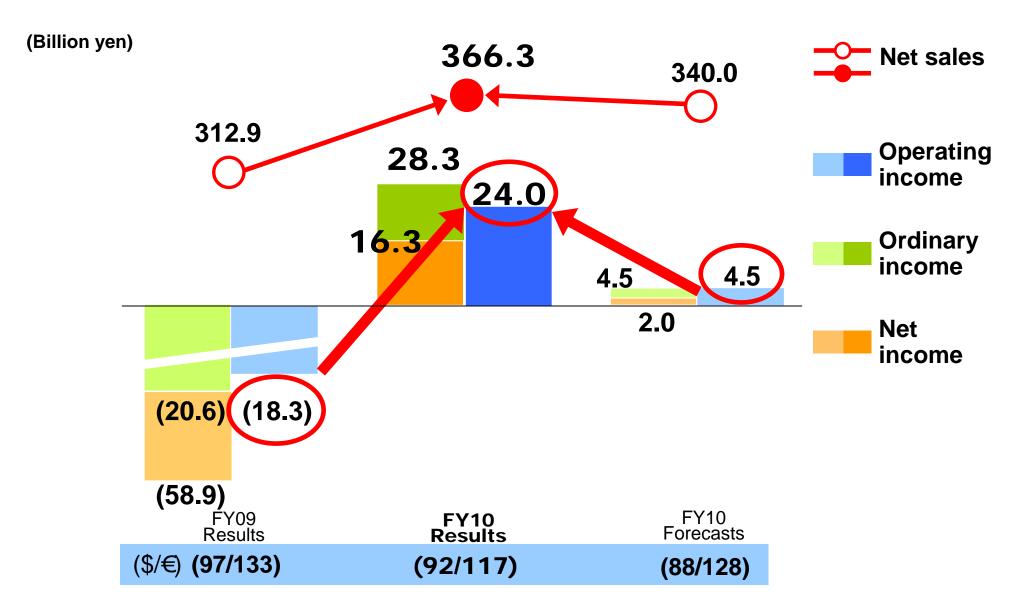
## **Factors Impacting Operating Income (Forecast)**





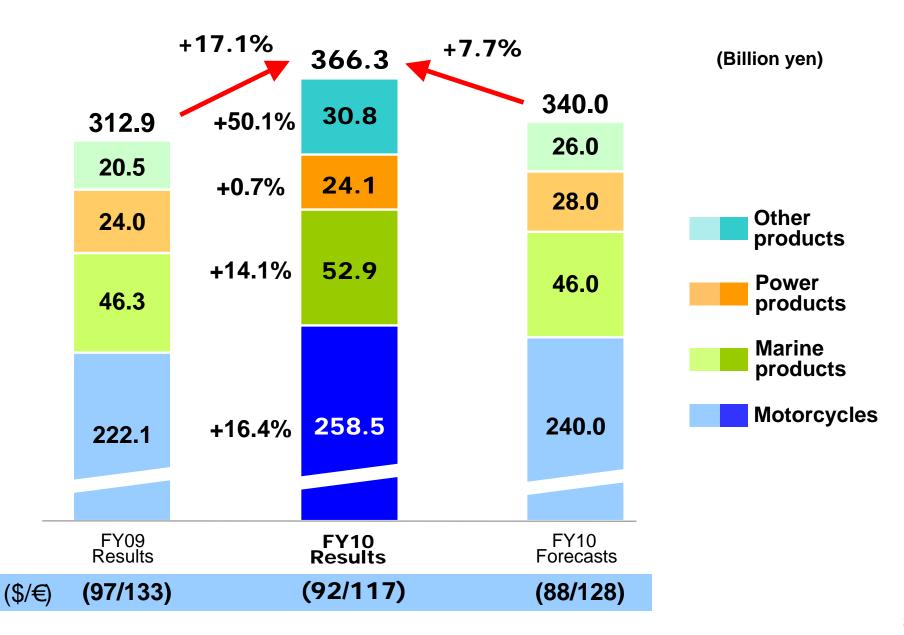
# Sales and Profits (2Q 3-months)



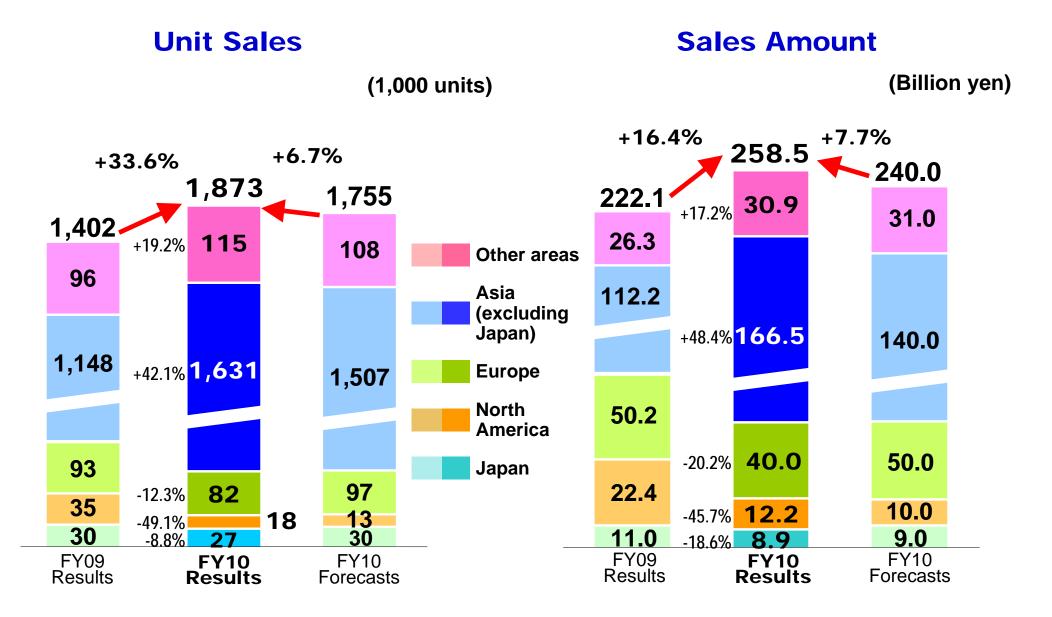


## Sales by Business Segment (2Q 3-months)

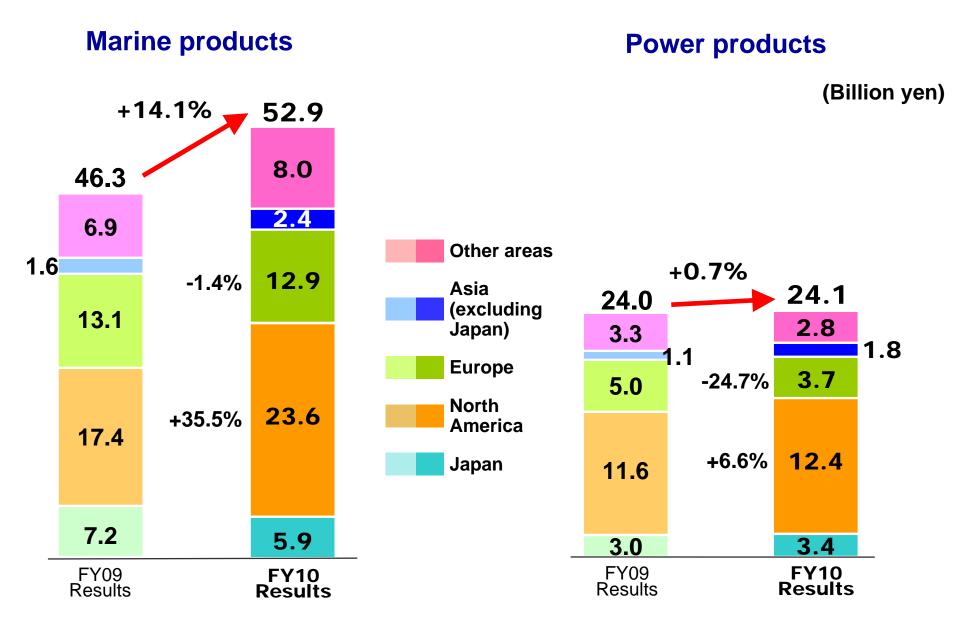








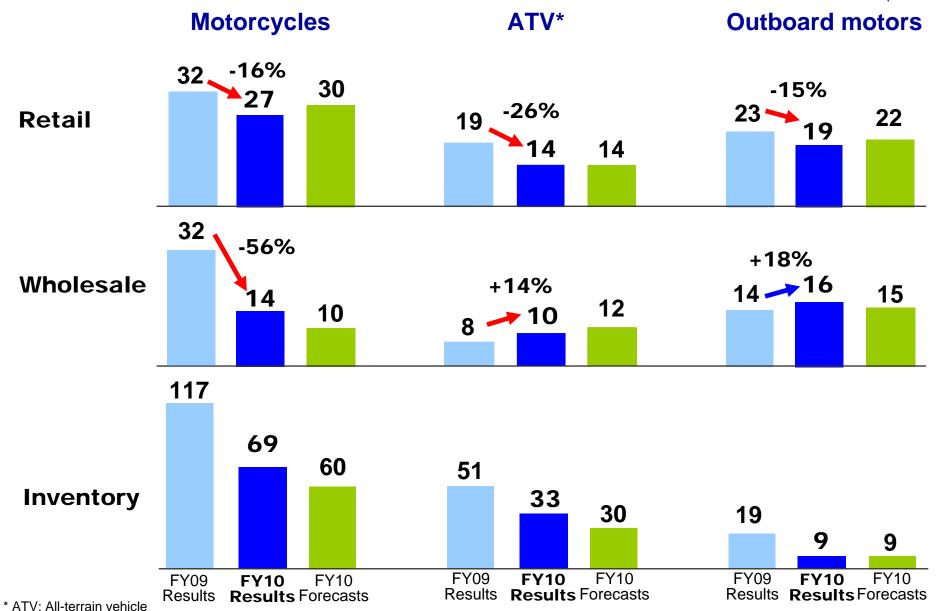




#### Main U.S. Products – retail, wholesale, inventory (2Q 3-months)



(1,000 units)

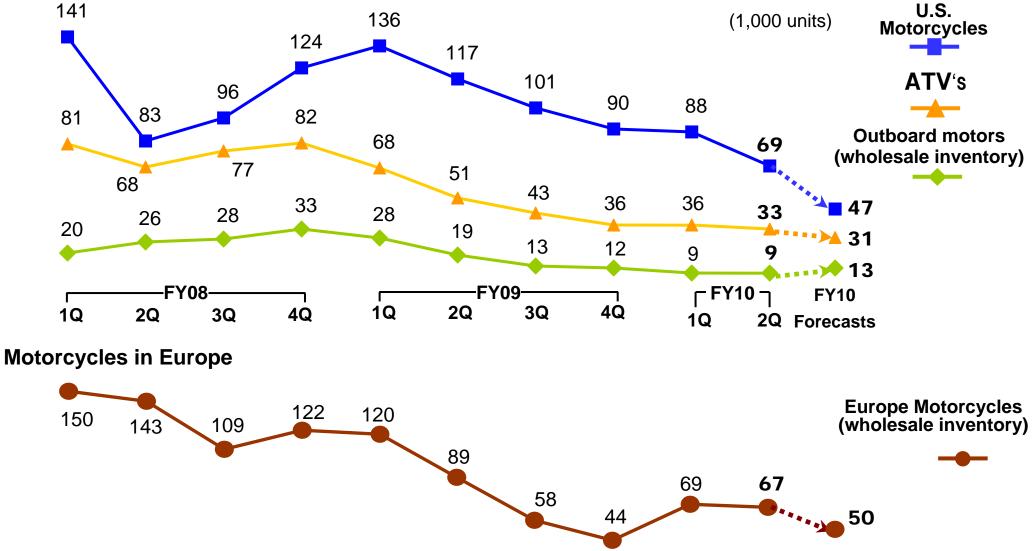


\*\* Motorcycles and ATVs: wholesale and dealer inventory figures Outboard motors: wholesale inventory figures

## Market stocks of main products in the U.S. and Europe

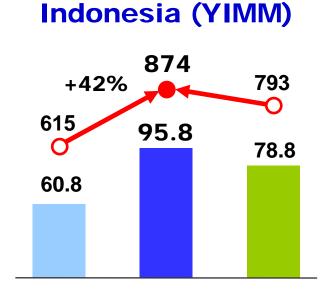


#### Main products in the U.S.

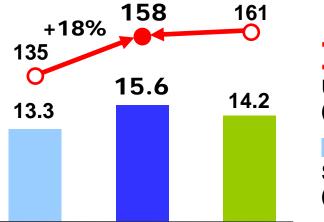


#### Sales in Asia and Latin America (2Q 3-months)



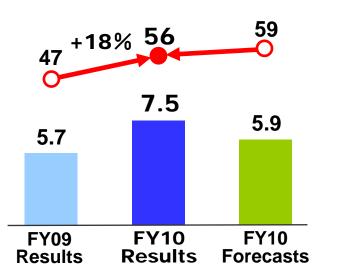


#### Vietnam (YMVN)

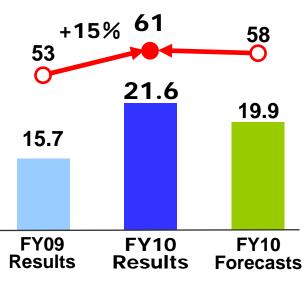


Unit sales (1,000 units) Sales amount (Billion yen)

India (IYM)



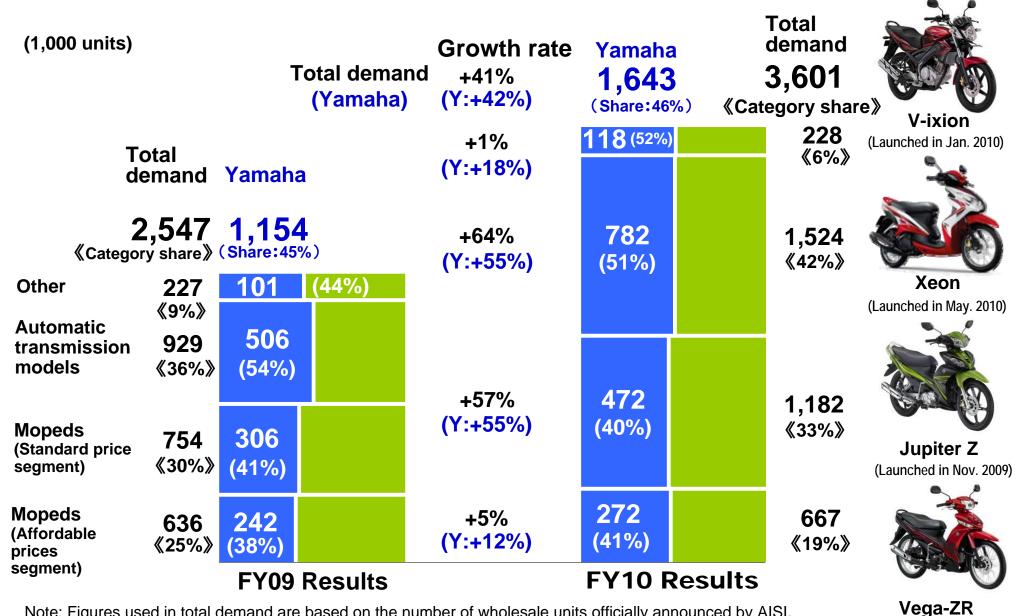




Note: Unit sales consist only of sales in each nation, while sales amount includes exports from each nation.

#### Yamaha MC Unit Sales by Category in Indonesia (6-months)





Note: Figures used in total demand are based on the number of wholesale units officially announced by AISI, and Yamaha figures are based on the number of wholesale units.

#### Impact of Exchange Rate (2Q: 6-months/ Forecast )



		2Q (6-n	nonths)		Revis	ed Foreca	sts (12-mo	nths)
(Billion yen)	US\$	EURO	Other	Total	US\$	EURO	Other	Total
Exchange rate (sales)								
<ol> <li>Impact on gross profit due to the difference of exchange rates used to translate sales</li> </ol>	-3.6	-1.9	1.1	-4.4	-7.3	-8.4	0.6	-15.1
Difference between exchange rate and purchasing rate (non-operating profits or losses)	1.4	5.3	0.1	6.8	1.9	7.6	1.2	10.7
Net impact (purchasing rate)	-2.2	3.4	1.2	2.5	-5.4	-0.8	1.8	-4.4
Exchange rate of profits/losses								
09 rate (results: yen)	96	127			94	130		
10 rate (results: yen)	91	121						
10 rate (revised forecasts: yen)					88	115		
Impact on gross profit due to the difference of exchange rates used to translate profits/losses	-0.3	-1.4	5.9	4.2	-1.0	-4.5	2.8	-2.6
①+② Total impact on gross profit	-3.8	-3.3	7.0	-0.1	-8.3	-12.8	3.4	-17.7
Impact on SG&A expenses				-1.5				4.7
Impact on operating income				-1.6				-13.0
Impact on ordinary income				5.2				-2.3
Impact of one yen fluctuation	•	US\$	EURO			US\$	EURO	
		0.9	0.4			1.4	0.6	

Notes: ① Impact on gross profit due to the difference between the exchange rate used in the year to translate foreign currency-denominated sales into Japanese yea, versus the translation exchange rate applied in the previous year.

2 Impact on gross profit due to the difference between the exchange rate used in the year to consolidate foreign currency-denominated items posted in nonconsolidated financial statements into Japanese yen, versus the consolidation exchange rate applied in the previous year.

: Impact on non-operating profits or losses due to the difference between the exchange rate used in the year to translate foreign currency-denominated sales into Japanese yen and purchasing rate of foreign currencies in the same year, versus that difference applied in the previous year. 41

# Sales and Operating Income by Business Segment (2Q: 3-months/ 6-months) I YAMAHA



#### Sales (Billion yen)

	·/						
		2	Q (6-montl	ns)		2Q (3-m	/
	FY09 Results	FY10 Forecasts	FY10 Results	vs. FY09	vs. Forecasts	FY09 Results	FY10 Results
Motorcycles	410.0	445.0	476.5	+16.2%	+7.1%	222.1	258.5
Marine products	83.2	85.0	95.8	+15.1%	+12.7%	46.3	<b>52.9</b>
Power products	47.5	47.0	44.4	-6.5%	-5.5%	24.0	24.1
Other products	38.7	48.0	59.5	+53.8%	+23.9%	20.5	30.8
Total	579.4	625.0	676.2	+16.7%	+8.2%	312.9	366.3
<b>Operating inco</b>	me (Billion	yen)					
Motorcycles	-2.0	11.5	26.0	_	+126.4%	-3.7	14.2
Marine products	-9.8	-2.5	4.2			-5.6	3.0
Power products	-20.1	-9.0	-4.2	_		-7.9	1.0
Other products	-2.0	2.0	9.0	_	+349.1%	-1.1	5.8
Total	-33.8	2.0	35.0			-18.3	24.0
Operating inco	me margi	in (%)					
Motorcycles	-0.5%	2.6%	5.5%	+6.0%	+2.9%	-1.7%	5.5%
Marine products	-11.8%	-2.9%	4.3%	+16.1%	+7.3%	-12.0%	5.6%
Power products	-42.2%	-19.1%	-9.4%	+32.9%	+9.8%	-33.0%	4.2%
Other products	-5.1%	4.2%	15.1%	+20.2%	+10.9%	-5.4%	18.7%
Total	-5.8%	0.3%	5.2%	+11.0%	+4.9%	-5.8%	6.5%
Reference: Motorcycles+ATV*s (Billion yen)							
Sales	432.5	469.0	496.9	+14.9%	+5.9%	233.9	269.9
Operating income	-23.1	1.5	21.3	_		-12.7	14.0
Operating income margin	-5.3%	0.3%	4.3%	+9.6%	+4.0%	- 5.4%	5.2%

\* ATV: All-terrain vehicle

#### Sales and Operating Income by Business Segment (Forecast)



#### Sales (Billion yen)

margin

	Full year (12-months)					
	FY09 Results	FY10 Original Forecasts	FY10 Revised Forecasts	vs. FY09	vs. Original Forecasts	
Motorcycles	817.1	880.0	910.0	+11.4%	+3.4%	
Marine products	150.1	165.0	175.0	+16.6%	+6.0%	
Power products	100.6	110.0	100.0	-0.6%	-9.1%	
Other products	85.9	95.0	115.0	+33.9%	+21.0%	
Total	1,153.6	1,250.0	1300.0	+12.7%	+4.0%	
<b>Operating inco</b>	me (Billion	yen)				
Motorcycles	-4.2	27.0	42.0		+55.5%	
Marine products	-24.3	-4.5	2.2		_	
Power products	-33.8	-18.5	-14.0	_	_	
Other products	-0.4	6.0	15.0		+150.2%	
Total	-62.6	10.0	45.0	_	+350.3%	
<b>Operating inco</b>	ome margi	i <b>n</b> (%)				
Motorcycles	-0.5%	3.1%	4.6%	+5.1%	+1.5%	
Marine products	-16.2%	-2.7%	1.2%	+17.3%	+3.9%	
Power products	-33.6%	-16.8%	-14.0%	+19.6%	+2.8%	
Other products	-0.4%	6.3%	13.1%	+13.5%	+6.7%	
Total	-5.4%	0.8%	3.5%	+8.9%	+2.7%	
Reference: Motorcycles+ATV*s (Billion yen)						
Sales	862.8	932.0	955.0	+10.7%	+2.5%	
Operating income	-37.4	7.0	28.0		+299.8%	
Operating income margin	-4.3%	0.8%	2.9%	+7.3%	+2.2%	



Capital exper	nditures,	deprecia	Interest bearing	ng debt		(Billion yen)			
	Results 1 <sup>st</sup> half	Results 1 <sup>st</sup> half	Results Full year	Original Forecasts	Revised Forecasts		End of Jun 2009	End of Dec 2009	End of Jun 2010
	2009	2009	2009	Full year 2010	Full year 2010	YMC	235.2	215.3	191.7
Consolidated						U.S.A.	139.2	96.8	63.1
Capital expenditures	26.7	13.5	46.0	39.0	37.5	Europe	57.3	12.9	21.6
Depreciation expenses	28.0	18.6	53.7	43.0	40.5	Other areas	67.2	75.0	60.0
Non-consolidat	ted					Gross interest- bearing debt	499.0	399.9	336.4
Capital expenditures	4.4	2.1	9.5	8.4	6.7	(including sales	(157.9)	(133.6)	(110.8)
Depreciation expenses	13.2	5.0	22.9	14.0	11.3	finance) Net interest-			• •
			·			bearing debt	325.7	262.6	111.3

#### Yamaha Motor non-consolidated financial results(1) (6-months)



Sales and profits (Billion ye						
	FY08 1 <sup>st</sup> half Results	FY09 1 <sup>st</sup> half Results	FY10 1 <sup>st</sup> half Results			
Sales	372.0	220.6	240.6			
Operating income	-8.3	-27.4	-4.9			
Ordinary income	7.6	-22.1	10.1			
Net income	7.0	-38.8	7.2			

#### Sales by products

(Billion yen)

	FY08 1 <sup>st</sup> half Results	FY09 1 <sup>st</sup> half Results	FY10 1 <sup>st</sup> half Results
Motorcycles	160.2	120.3	108.9
Marine Products	96.5	52.0	67.0
Power Products	59.2	17.3	19.3
Automotive engines	22.1	9.7	17.0
Intelligent Machinery	15.4	5.5	14.3
Other products	18.5	15.8	14.1
Total	372.0	220.6	240.6

Sales in Jap	(Billion yen)		
	FY08 1 <sup>st</sup> half Results	FY09 1 <sup>st</sup> half Results	FY10 1 <sup>st</sup> half Results
Japan	70.7	49.5	54.7
North America	109.4	54.0	48.4
Europe	92.1	53.2	61.7
Asia	43.1	30.3	39.0
Latin America	30.1	17.8	19.9
Other areas	26.6	15.8	16.8
Total Sales	372.0	220.6	240.6
Export ratio	81.0%	77.6%	77.3%

Breakdown of	(Billion yen)		
	FY08 1 <sup>st</sup> half Results	FY09 1 <sup>st</sup> half Results	FY10 1 <sup>st</sup> half Results
CBU for Japan	12.6	13.6	8.5
Parts for Japan	3.5	3.5	3.5
CBU for export**	112.4	76.7	66.7
KD kits***	23.9	20.0	22.5
Parts for export	7.7	6.5	7.7
Total	160.2	120.3	108.9

\*\*CBU: Complete built- up model

\*\*\* KD: Knockdown

#### Yamaha Motor non-consolidated financial results(2) (6-months)



			( 1,000 Units)
	FY08 1 <sup>st</sup> half Results	FY09 1 <sup>st</sup> half Results	FY10 1 <sup>st</sup> half Results
50cc and under	47	56	32
51cc – 125cc	11	6	9
126cc – 250cc	6	6	4
251cc and over	7	5	2
Total	70	73	48

# Motorcycle unit sales by displacement category

#### Motorcycle export units by market

( 1,000 Units)

	FY08 1 <sup>st</sup> half Results	FY09 1 <sup>st</sup> half Results	FY10 1 <sup>st</sup> half Results
North America	72	54	22
Latin America	43	15	34
Europe	97	56	73
Asia	10	7	5
Other areas	25	18	21
Total	247	152	154

#### Motorcycle KD\* kits by market

(1,000 Units)

	FY08 1 <sup>st</sup> half Results	FY09 1 <sup>st</sup> half Results	FY10 1 <sup>st</sup> half Results
Latin America	177	77	126
Europe	126	62	83
Asia	2,089	1,598	2,634
Total	2,391	1,737	2,842

#### Marine product sales by product segment (Billion yen)

	FY08 1 <sup>st</sup> half Results	FY09 1 <sup>st</sup> half Results	FY10 1 <sup>st</sup> half Results
Outboard motors	60.9	25.1	45.0
Boats	4.0	2.4	2.7
Personal watercrafts	19.2	14.1	8.0
Pools	2.0	2.2	2.4
Other marine products	10.5	8.2	8.9
Total	96.5	52.0	67.0

#### Power product sales by product segment (Billion yen)

	FY08 1 <sup>st</sup> half Results	FY09 1 <sup>st</sup> half Results	FY10 1 <sup>st</sup> half Results
ATVs**	43.0	12.7	16.0
Snowmobiles	5.6	1.6	2.2
Golf cars	7.2	0	0
Other power products	3.4	3.0	1.0
Total	59.2	17.3	19.3

\*\*ATVs: All terrain vehicles

\*KD: Knockdown



# You are also welcome to review the IR information on Yamaha Motor's website.

Yamaha Motor website (Global site: English)

http://www.yamaha-motor.co.jp/global/

# For investorshttp://www.yamaha-motor.co.jp/global/ir/Investor meeting presentation<br/>IR materialshttp://www.yamaha-motor.co.jp/global/ir/explanation/<br/>http://www.yamaha-motor.co.jp/global/ir/material/