

FY2003 Interim Period Performance Outline

YAMAHA CORPORATION
(billions of yen)

	Initial Projection (May.17,2002) 1H/2003	Results 1H/2003	Results 1H/2002	Initial Projection (May.17,2002) FY2003	Forecast FY2003	Results FY2002
Net Sales	250.0	253.7	248.7	530.0	530.0	504.4
JAPAN Sales	140.5 (56.2%)	152.2 (60.0%)	148.3 (59.6%)	295.0 (55.7%)	303.2 (57.2%)	290.0 (57.5%)
Overseas Sales	109.5 (43.8%)	101.5 (40.0%)	100.4 (40.4%)	235.0 (44.3%)	226.8 (42.8%)	214.4 (42.5%)
Operating Income	9.0 (3.6%)	13.1 (5.2%)	7.7 (3.1%)	21.0 (4.0%)	24.5 (4.6%)	11.0 (2.1%)
Recurring Profit	8.0 (3.2%)	14.2 (5.6%)	7.5 (3.0%)	18.5 (3.5%)	25.0 (4.7%)	7.6 (1.5%)
Net Income	6.5 (2.6%)	10.0 (4.0%)	7.2 (2.9%)	14.0 (2.6%)	18.5 (3.5%)	-10.3 (-2.0%)
Currency Exchange Rate (=yen)	130/US\$ 115/EUR	122/US\$ 115/EUR	122/US\$ 106/EUR	130/US\$ 115/EUR	121/US\$ 115/EUR	124/US\$ 107/EUR
ROE(%)	3.2%	4.9%	3.7%	6.7%	8.9%	-5.2%
ROA(%)	1.3%	1.9%	1.4%	2.7%	3.6%	-2.0%
Earnings per share	31.5yens	48.9yens	35.0yens	67.8yens	89.7yens	-49.7yens
Capital Expenditure	9.5	8.5	8.2	19.0	18.0	16.6
Depreciation	9.5	9.1	9.5	18.5	18.7	18.7
R&D Expenditure	11.5	11.4	10.9	24.0	23.0	22.5
Loans & Equivalents(*1)	67.0	69.5	81.5	53.0	52.9	55.1
Free Cash Flow						
Operating Activities	-1.0	-0.3	-0.2	22.5	26.0	29.0
Investing Activities	-9.0	-11.4	-8.4	-17.5	-20.5	-10.4
Total	-10.0	-11.7	-8.6	5.0	5.5	18.6
Inventories at year-end	91.0	90.7	104.5	81.6	80.0	84.3
No. of Employees						
JAPAN	11,850	12,089	12,097	11,700	11,940	11,846
Overseas	12,150	12,176	12,252	11,500	11,620	11,174
Total (*2)	24,000	24,265	24,349	23,200	23,560	23,020
(Newly consolidated)	(250)	(146)	(990)	(250)	(145)	(1,027)
Sales by Business segment						
Musical Instruments	145.0 (58.0%)	146.2 (57.6%)	144.6 (58.1%)	302.0 (57.0%)	297.5 (56.1%)	286.9 (56.9%)
AV・IT	39.0 (15.6%)	38.5 (15.2%)	41.5 (16.7%)	96.0 (18.1%)	91.3 (17.2%)	95.2 (18.9%)
Life Related	24.5 (9.8%)	23.6 (9.3%)	23.8 (9.6%)	47.0 (8.9%)	46.6 (8.8%)	45.7 (9.1%)
Electronic Equipment	22.5 (9.0%)	24.9 (9.8%)	18.4 (7.4%)	44.0 (8.3%)	52.7 (9.9%)	36.6 (7.3%)
Recreation	11.0 (4.4%)	10.3 (4.1%)	10.8 (4.3%)	22.0 (4.1%)	21.6 (4.1%)	21.6 (4.3%)
Others	8.0 (3.2%)	10.3 (4.1%)	9.6 (3.9%)	19.0 (3.6%)	20.3 (3.8%)	18.4 (3.6%)
Operating income by Business segment						
Musical Instruments	4.3	6.0	3.8	10.4	9.8	4.7
AV・IT	0.7	1.0	1.2	3.5	3.5	3.0
Life Related	1.0	0.5	1.0	1.6	0.9	1.0
Electronic Equipment	3.7	5.9	2.6	6.2	10.7	4.4
Recreation	-0.6	-0.8	-0.8	-0.6	-0.8	-1.7
Others	-0.1	0.5	-0.1	-0.1	0.4	-0.4
Non Consolidated Basis						
Net Sales	165.0	172.0	172.9	320.0	330.0	316.7
Operating Income	4.0 (2.4%)	10.5 (6.2%)	7.6 (4.4%)	5.0 (1.6%)	11.0 (3.3%)	5.6 (1.8%)
Recurring Profit	4.5 (2.7%)	10.9 (6.4%)	8.6 (5.0%)	5.5 (1.7%)	11.5 (3.5%)	6.5 (2.2%)
Net Income	4.0 (2.4%)	7.6 (4.5%)	8.6 (5.0%)	4.0 (1.3%)	8.0 (2.4%)	-25.3 (-8.0%)

* 1 Loans & Equivalents=Loans(Short term , Long term)+Convertible Bonds—Cash & Bank Deposit

* 2 No. of Employees =No. of Full-time Staff at year-end+Average No. of Temp. Staff