

## FY2008.3 Performance Outline

YAMAHA CORPORATION

(billions of yen)

|  | Results<br>(Previous Year)<br>FY2007.3 | Projections<br>(Feb. 6, 2008)<br>FY2008.3 | Results<br>FY2008.3 | Projections<br>(Full Year)<br>FY2009.3 | Projections<br>(Interim Period)<br>FY2009.3 |
|--|--|---|---------------------|--|---|
| Net Sales                                  | 550.4                                  | 554.0                                     | 548.8               | 540.0                                  | 260.3                                       |
| Japan Sales                                | 291.3 (52.9%)                          | 277.2 (50.0%)                             | 276.7 (50.4%)       | 269.9 (50.0%)                          | 132.3 (50.8%)                               |
| Overseas Sales                             | 259.1 (47.1%)                          | 276.8 (50.0%)                             | 272.1 (49.6%)       | 270.1 (50.0%)                          | 128.0 (49.2%)                               |
| Operating Income                           | 27.7 (5.0%)                            | 33.5 (6.0%)                               | 32.8 (6.0%)         | 35.0 (6.5%)                            | 19.4 (7.5%)                                 |
| Recurring Profit                           | 42.6 (7.7%)                            | 33.0 (6.0%)                               | 32.6 (5.9%)         | 32.0 (5.9%)                            | 18.3 (7.0%)                                 |
| Net Income                                 | 27.9 (5.1%)                            | 39.0 (7.0%)                               | 39.6 (7.2%)         | 20.5 (3.8%)                            | 12.0 (4.6%)                                 |
| Currency Exchange<br>Rate (=yen)           | 117/US\$<br>144/EUR                    | 117/US\$<br>158/EUR                       | 116/US\$<br>159/EUR | 100/US\$<br>155/EUR                    | 100/US\$<br>155/EUR                         |
| ROE  | 8.4%                                   | 10.9%                                     | 11.5%               | 6.1%                                   | 7.2% (*1)                                   |
| ROA  | 5.2%                                   | 6.8%                                      | 7.2%                | 3.8%                                   | 4.5% (*2)                                   |
| Earnings per Share                         | 135.2yens                              | 189.0yens                                 | 191.8yens           | 99.4yens                               | 58.2yens                                    |
| Capital Expenditure<br>(Depreciation)      | 25.2<br>(20.0)                         | 23.5<br>(20.2)                            | 24.4<br>(20.3)      | 32.0<br>(21.0)                         | 17.0<br>(9.9)                               |
| R&D Expenditure                            | 24.2                                   | 24.5                                      | 24.9                | 25.5                                   | 12.7  |
| Free Cash Flow                             |  |   |                     |  |   |
| Operating Activities                       | 39.7                                   | 34.6                                      | 37.2                | 31.0                                   | -6.2  |
| Investing Activities                       | -22.4                                  | 43.4                                      | 42.0                | -25.4                                  | -12.1                                       |
| Total                                      | 17.3                                   | 78.0                                      | 79.2                | 5.6                                    | -18.3                                       |
| Inventories at End of Period               | 82.2                                   | 78.2                                      | 76.3                | 75.7                                   | 86.7  |
| Number of Employees                        |  |   |                     |  |   |
| Japan                                      | 11,644                                 | 10,834                                    | 10,699              | 10,949                                 | 11,105                                      |
| Overseas                                   | 14,348                                 | 15,777                                    | 15,843              | 16,542                                 | 17,539                                      |
| Total (*3)<br>(Newly Consolidated)         | 25,992                                 | 26,611<br>(-1,082)                        | 26,542<br>(-1,082)  | 27,491<br>(33)                         | 28,644<br>(35)                              |
| Sales by Business Segment                  |  |   |                     |  |   |
| Musical Instruments                        | 326.0 (59.2%)                          | 343.0 (61.9%)                             | 340.0 (62.0%)       | 342.5 (63.4%)                          | 168.3 (64.7%)                               |
| AV/IT                                      | 72.8 (13.2%)                           | 72.0 (13.0%)                              | 70.8 (12.9%)        | 70.0 (13.0%)                           | 31.1 (12.0%)                                |
| Electronic Equipment and<br>Metal Products | 54.8 (10.0%)                           | 45.5 (8.2%)                               | 45.0 (8.2%)         | -                                      | -   |
| Electronic Devices (*4)                    | -                                      | -   | -                   | 37.0 (6.8%)                            | 16.7 (6.4%)                                 |
| Lifestyle-Related Products                 | 46.6 (8.5%)                            | 46.0 (8.3%)                               | 45.5 (8.3%)         | 48.0 (8.9%)                            | 23.8 (9.1%)                                 |
| Recreation                                 | 17.8 (3.2%)                            | 11.5 (2.1%)                               | 11.4 (2.1%)         | -                                      | -   |
| Others (*5)                                | 32.4 (5.9%)                            | 36.0 (6.5%)                               | 36.1 (6.5%)         | 42.5 (7.9%)                            | 20.4 (7.8%)                                 |
| Operating Income by Business<br>Segment    |  |   |                     |  |   |
| Musical Instruments                        | 22.0                                   | 29.5                                      | 27.9                | 28.5                                   | 17.0  |
| AV/IT                                      | 2.1                                    | 1.0                                       | 1.8                 | 1.5                                    | 0.2   |
| Electronic Equipment and<br>Metal Products | 3.1                                    | 1.5                                       | 1.9                 | -                                      | -   |
| Electronic Devices (*4)                    | -                                      | -   | -                   | 1.5                                    | 0.5   |
| Lifestyle-Related Products                 | 1.2                                    | 0.5                                       | 0.6                 | 1.5                                    | 0.5   |
| Recreation                                 | -1.5                                   | -1.0                                      | -1.1                | -                                      | -   |
| Others (*5)                                | 0.8                                    | 2.0                                       | 1.7                 | 2.0                                    | 1.2   |

### Non-Consolidated Basis

|                  |             |              |
|------------------|-------------|--------------|
| Net Sales        | 323.0       | 315.6        |
| Operating Income | 12.6 (3.9%) | 12.3 (3.9%)  |
| Recurring Profit | 19.9 (6.2%) | 17.9 (5.7%)  |
| Net Income       | 11.3 (3.5%) | 62.0 (19.6%) |

\* 1, 2 The ROE and ROA projections of the interim period for FY2009.3 are calculated on an annually adjusted basis.

\* 3 Number of Employees = Number of full-time staff at end of period + Number of temporary staff at end of period

\* 4 As a result of the sale of Electronic Metal Products business, Electronic Equipment and Metal Products segment will be classified as Electronic Devices segment starting from FY2009.3.

\* 5 Following the sale of the portion of the resort facilities, figures of Others segment from FY2009.3 include that of Recreation segment.

The forward-looking statements in this document contain inherent risks and uncertainties insofar as they are based on future projections and plans that may differ materially from the actual results achieved.