

**Yamaha Corporation  
Analyst and Investor Briefing on  
the Third Quarter of Fiscal Year  
Ending March 31, 2015 (FY2015.3)**

**February 5, 2015**



# Overview of Performance in the Third Quarter (October-December)

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## Results Summary

- **Sales and income increased year-on-year and exceeded previous projections.**
  - **Musical instrument sales were generally robust.**
  - **In the audio equipment segment, although professional audio equipment sales grew, AV products continued to struggle.**
  - **Electronic device sales fell sharply year-on-year, but were in line with previous projections.**
  
- **Increased income from musical instruments drove a rise in operating income for the company as a whole.**
  - **Ordinary income and net income were up year-on-year and exceeded previous projections.**

# Performance in the Third Quarter of FY2015.3 (Three Months)



(Billions of yen)

	FY2014.3 3Q results	FY2015.3 3Q results	Changes from same period of the previous year	FY2015.3 3Q previous projections	Changes from the previous projection
<b>Net Sales</b>	<b>111.0</b>	<b>116.9</b>	<b>+5.3%</b>	116.6	+0.2%
<b>Operating Income</b> (Operating Income Ratio)	<b>9.1</b> (8.2%)	<b>10.6</b> (9.1%)	<b>+16.8%</b>	9.9 (8.5%)	+7.4%
<b>Ordinary Income</b> (Ordinary Income Ratio)	<b>8.9</b> (8.0%)	<b>10.9</b> (9.3%)	<b>+22.8%</b>	8.9 (7.6%)	+22.4%
<b>Net Income</b> (Net Income Ratio)	<b>6.5</b> (5.9%)	<b>9.9</b> (8.5%)	<b>+51.7%</b>	7.7 (6.6%)	+28.8%

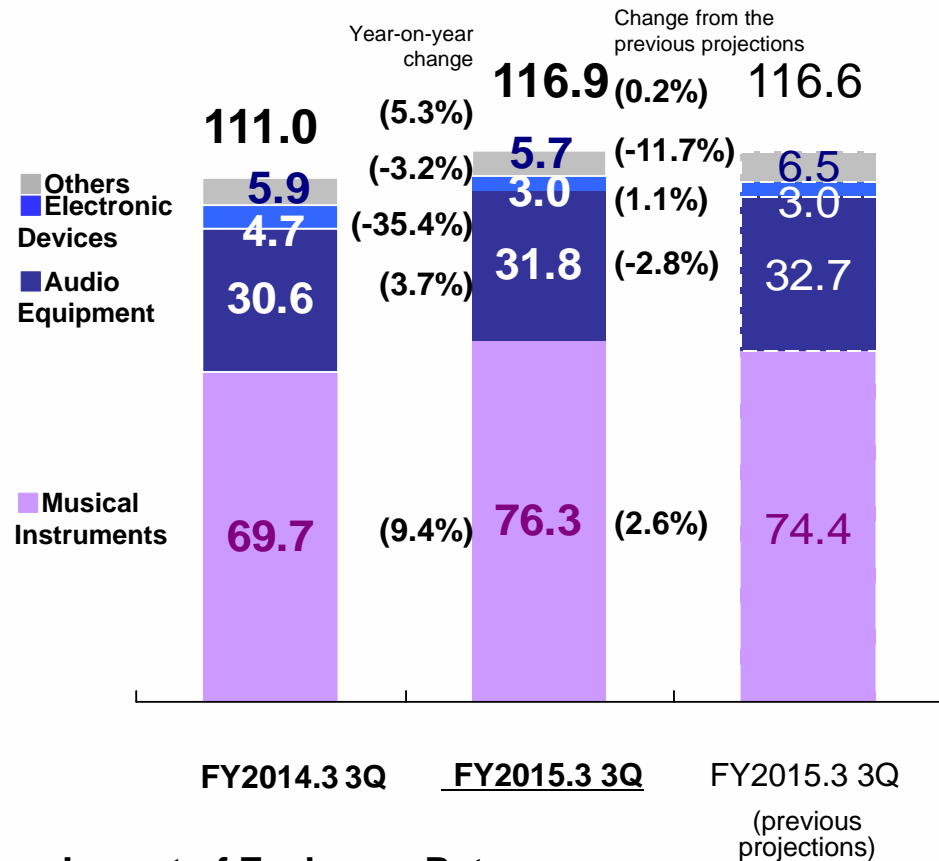
## Exchange Rate (yen)

<b>Net Sales</b>	<b>US\$</b>	<b>100</b>	<b>114</b>	105
	<b>EUR</b>	<b>137</b>	<b>143</b>	135
<b>Operating Income</b>	<b>US\$</b>	<b>99</b>	<b>112</b>	105
	<b>EUR</b>	<b>131</b>	<b>138</b>	135

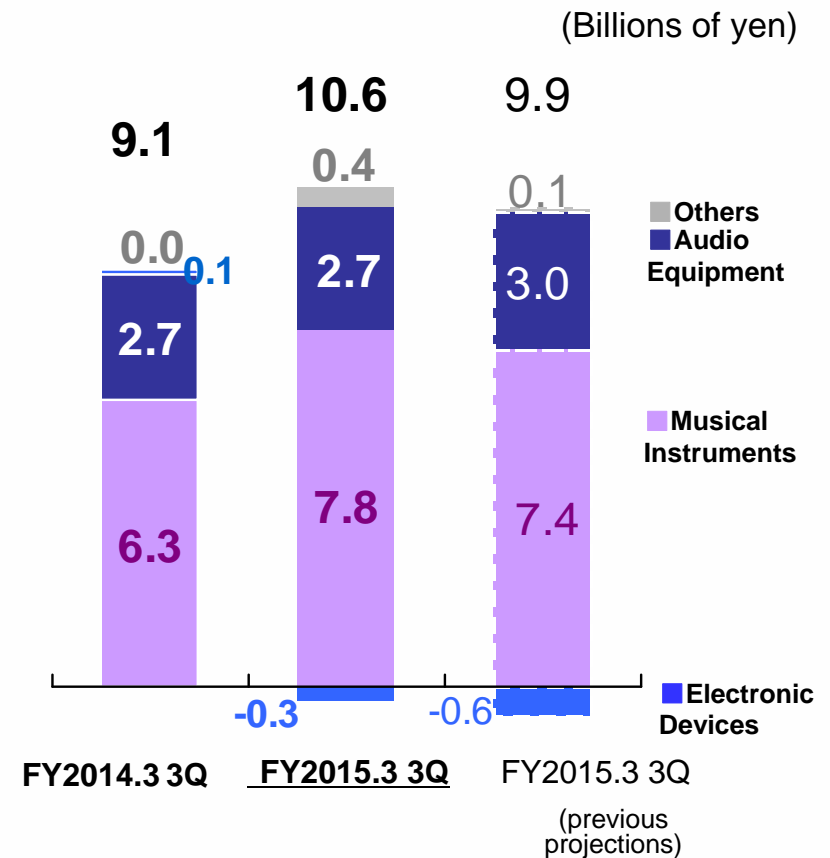
# Performance by Business Segment in the Third Quarter of FY2015.3 (Three Months)



## Net Sales



## Operating Income



### Impact of Exchange Rates

**Year-on-Year** **+¥5.8 billion**  
 (musical instruments +¥3.9 billion, audio equipment +¥1.8 billion, electronic devices +¥0.1 billion)

**Versus previous projections** **+¥5.3 billion**  
 (musical instruments +¥3.5 billion, audio equipment +¥1.7 billion)

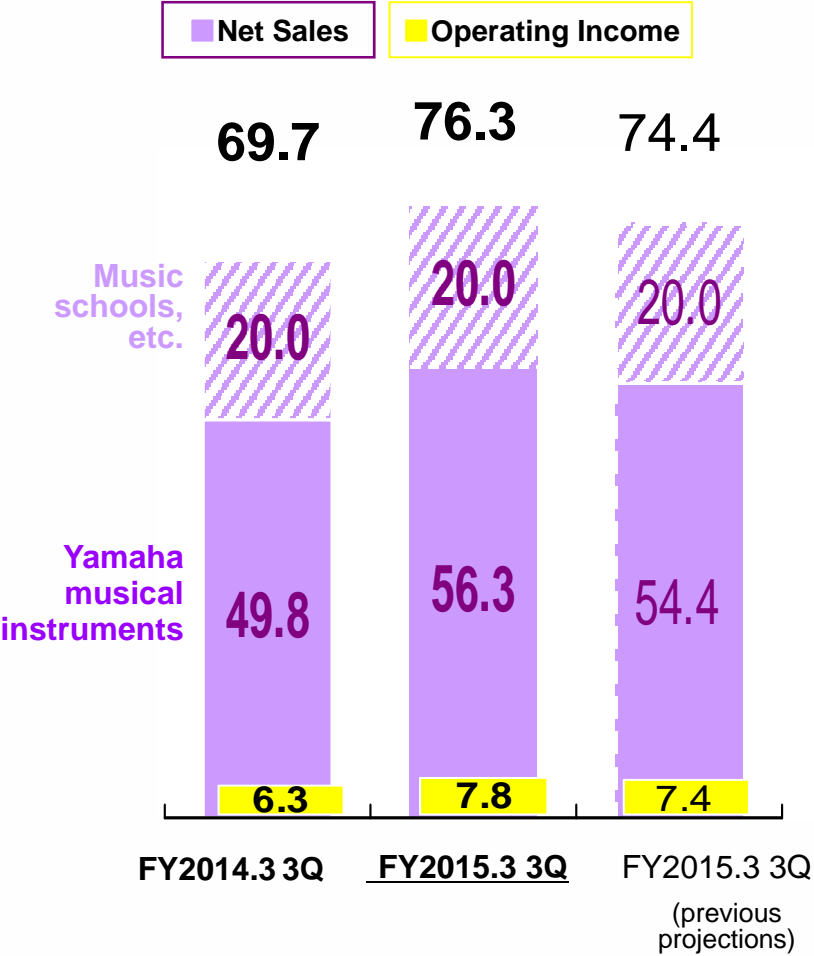
**+¥1.3 billion**  
 (musical instruments +¥1.0 billion, audio equipment +¥0.3 billion)

**+¥1.2 billion**  
 (musical instruments +¥0.9 billion, audio equipment +¥0.4 billion)

# Musical Instruments 3Q (Three Months) YAMAHA

**3Q**

(Billions of yen)



## 3Q Overview

- Sales and income increased year-on-year and exceeded previous projections
- Discounting the impact of exchange rates, sales increased year-on-year in all regions
- Piano sales in Japan were slow to recover following the consumption tax hike
- Sales of digital musical instruments and wind instruments were robust, and in the string and percussion instrument segment guitar sales were also brisk

# Audio Equipment 3Q (Three Months)

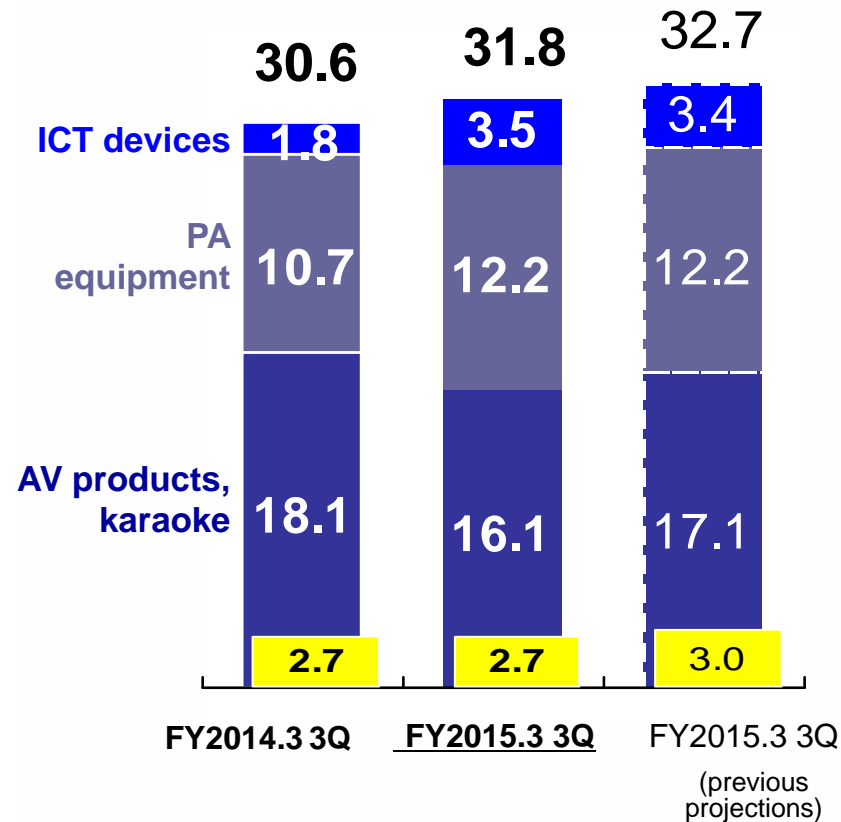


3Q

(Billions of yen)

Net Sales

Operating Income



## 3Q Overview

- Sales increased year-on-year, but were lower than previous projections
- AV products continued to struggle, and karaoke equipment sales were lower than previous projections
- Although sales of professional audio equipment rose year-on-year, actual sales discounting the effect of exchange rates were below previous projections
- Router sales were strong

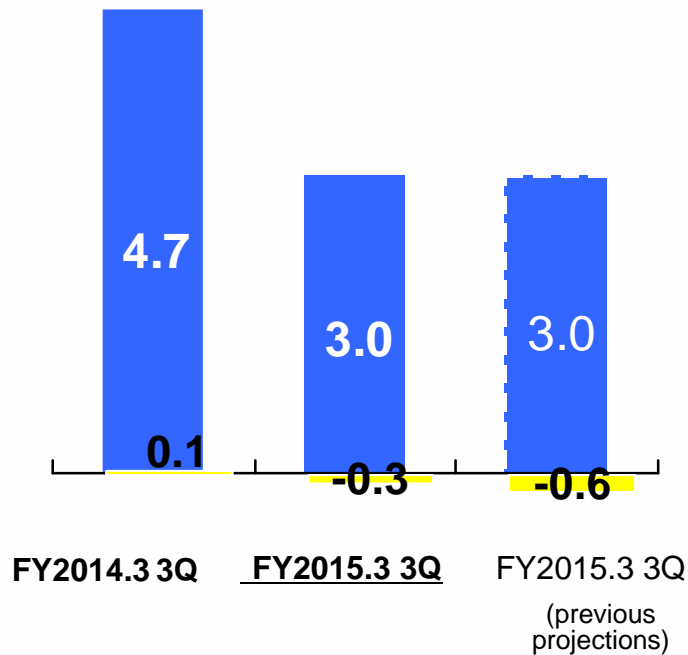
# Electronic Devices 3Q (Three Months)



3Q

(Billions of yen)

■ Net Sales ■ Operating Income



## 3Q Overview

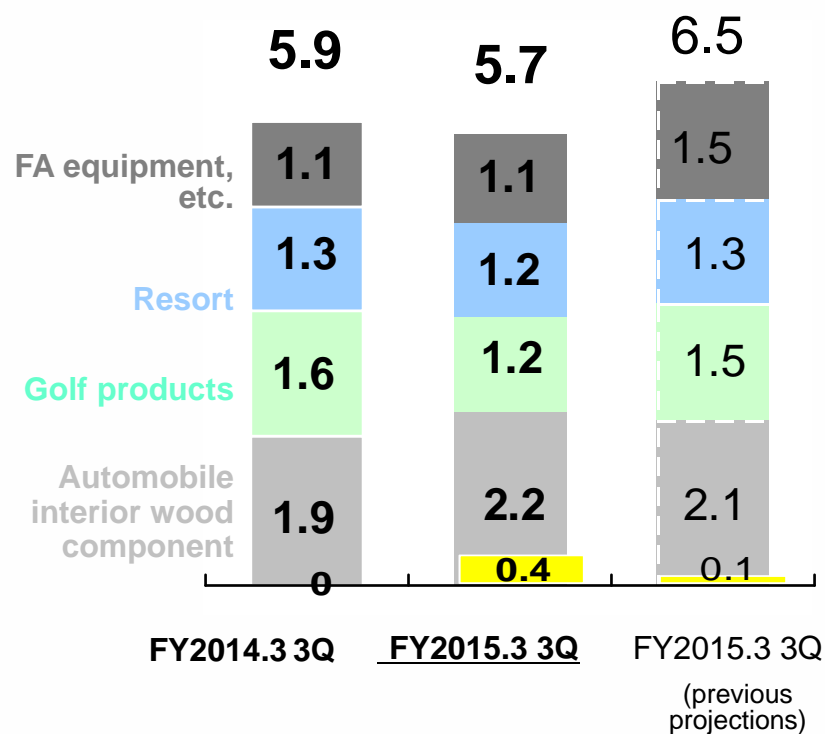
- Sales fell sharply year-on-year, but were in line with previous projections
- Market conditions remained challenging for amusement equipment and geomagnetic sensors
- Deferment of development expenditure resulted in a slightly smaller operating loss than previously projected

# Others 3Q (Three Months)



3Q

(Billions of yen)



## 3Q Overview

- Sales declined year-on-year and were below previous projections
- Sales of automobile interior wood components increased from the same period of the previous year
- Golf product sales fell year-on-year in the face of fiercer competition and struggling overseas markets
- Resort sales were lower than the same period of the previous year due to a decline in guest numbers
- Strong sales of automobile interior wood components pushed operating income higher than the previous year and previous projections



# Performance in the First Three Quarters of FY2015.3 (Nine Months)



(Billions of yen)

	FY2014.3 1-3Q results	FY2015.3 1-3Q results	Changes from same period of the previous year	FY2015.3 1-3Q previous projections	Changes from the previous projection
<b>Net Sales</b>	<b>308.7</b>	<b>323.2</b>	<b>+4.7%</b>	323.0	+0.1%
<b>Operating Income</b> (Operating Income Ratio)	<b>22.8</b> (7.4%)	<b>25.7</b> (8.0%)	<b>+12.9%</b>	25.0 (7.7%)	+2.8%
<b>Ordinary Income</b> (Ordinary Income Ratio)	<b>22.3</b> (7.2%)	<b>26.0</b> (8.0%)	<b>+16.2%</b>	24.0 (7.4%)	+8.1%
<b>Net Income</b> (Net Income Ratio)	<b>19.0</b> (6.2%)	<b>20.7</b> (6.4%)	<b>+8.7%</b>	18.5 (5.7%)	+11.9%

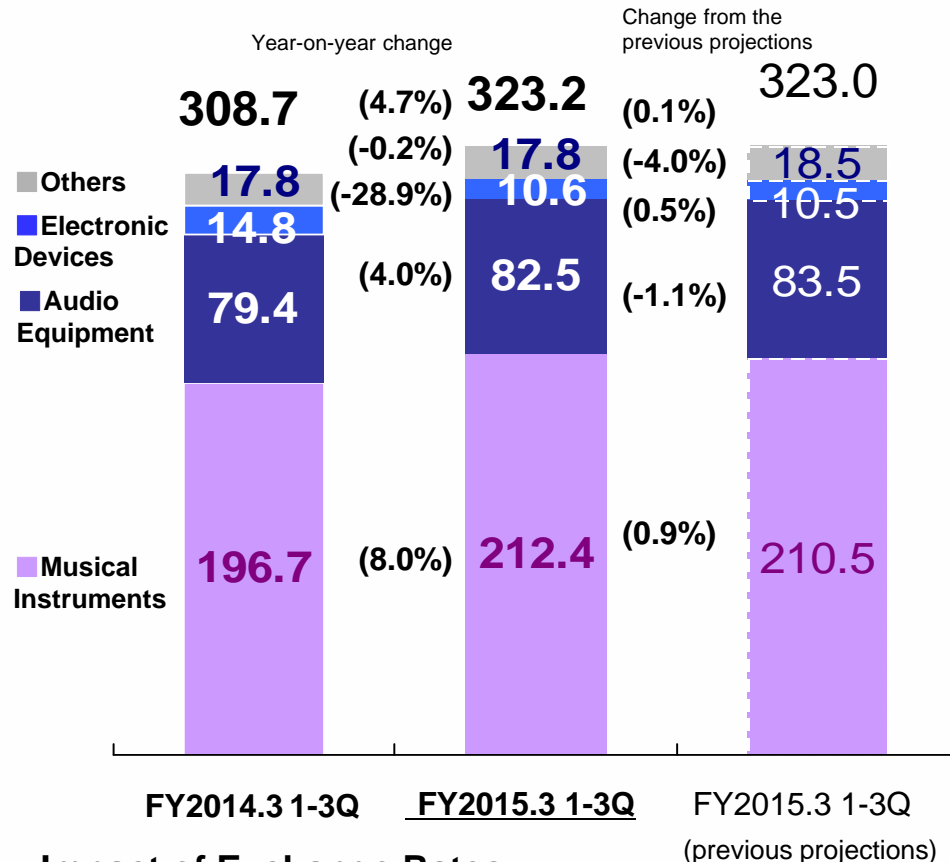
## Exchange Rate (yen)

<b>Net Sales</b>	<b>US\$</b>	<b>99</b>	<b>107</b>	104
	<b>EUR</b>	<b>132</b>	<b>140</b>	138
<b>Operating Income</b>	<b>US\$</b>	<b>98</b>	<b>105</b>	103
	<b>EUR</b>	<b>127</b>	<b>140</b>	139

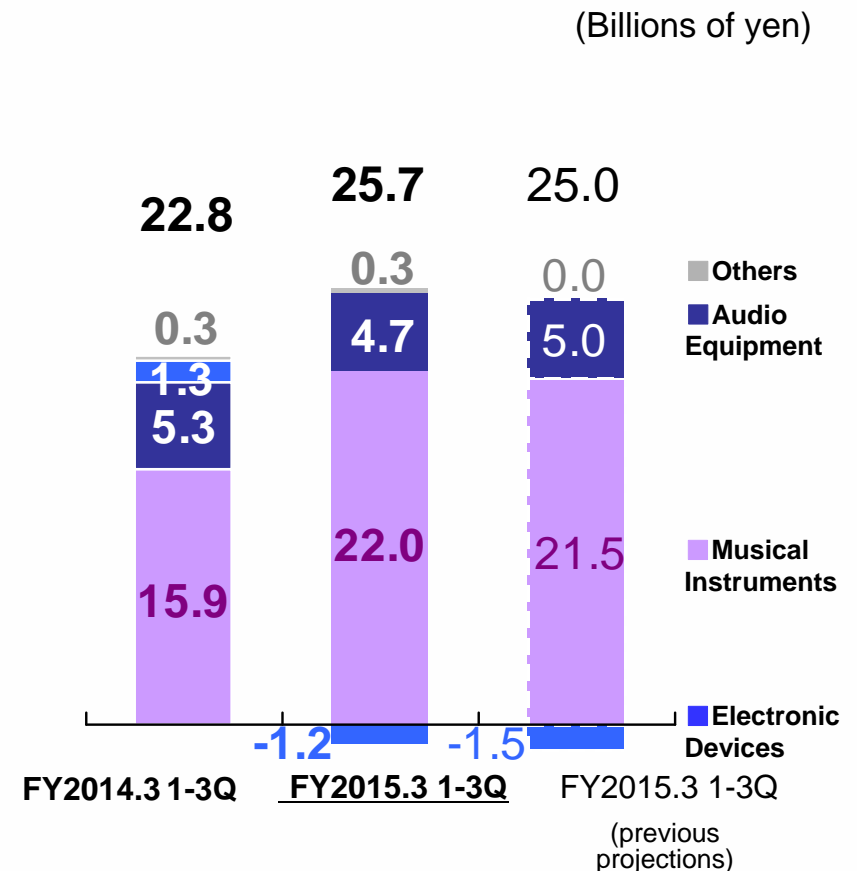
# Performance by Business Segment in the First Three Quarters of FY2015.3 (Nine Months)



## Net Sales



## Operating Income



### Impact of Exchange Rates

**Year-on-Year** +¥10.8 billion  
(musical instruments +¥7.2 billion, audio equipment +¥3.5 billion, electronic devices +¥0.1 billion)

**Versus previous projections** +¥5.3 billion  
(musical instruments +¥3.5 billion, audio equipment +¥1.7 billion)

**Year-on-Year** +¥5.3 billion  
(musical instruments +¥4.0 billion, audio equipment +¥1.4 billion)

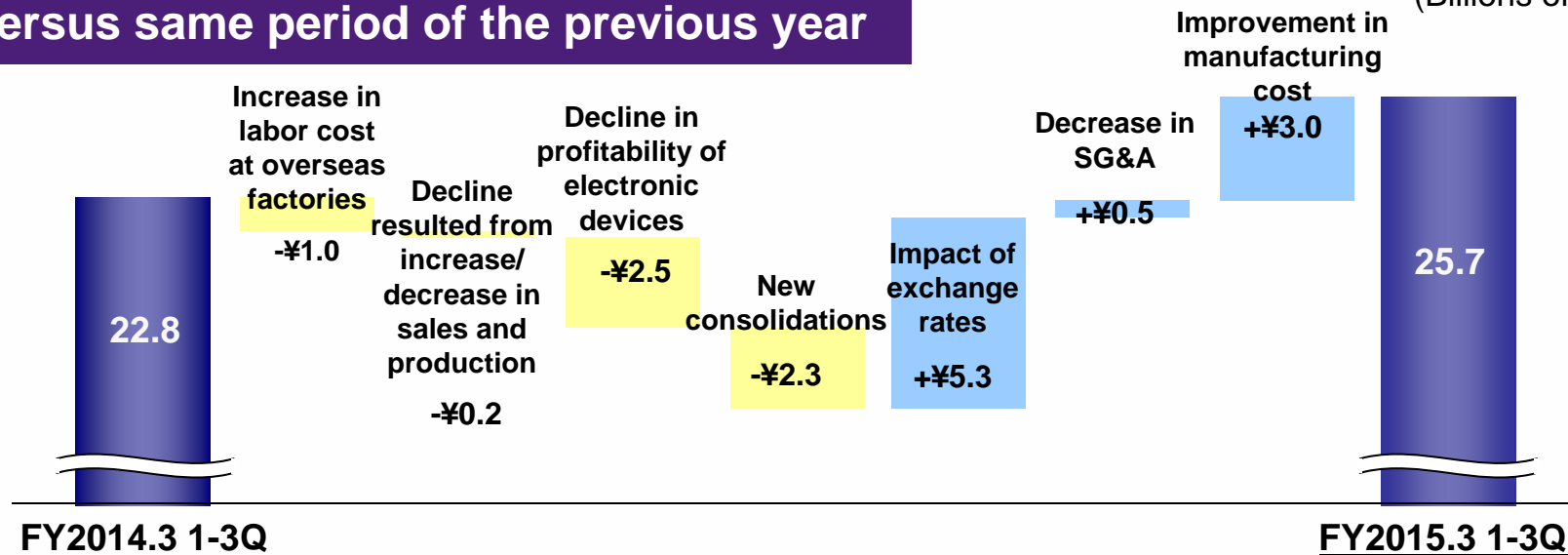
**Versus previous projections** +¥1.2 billion  
(musical instruments +¥0.9 billion, audio equipment +¥0.4 billion)

# FY2015.3 1-3Q Operating Income Analysis (Nine Months)

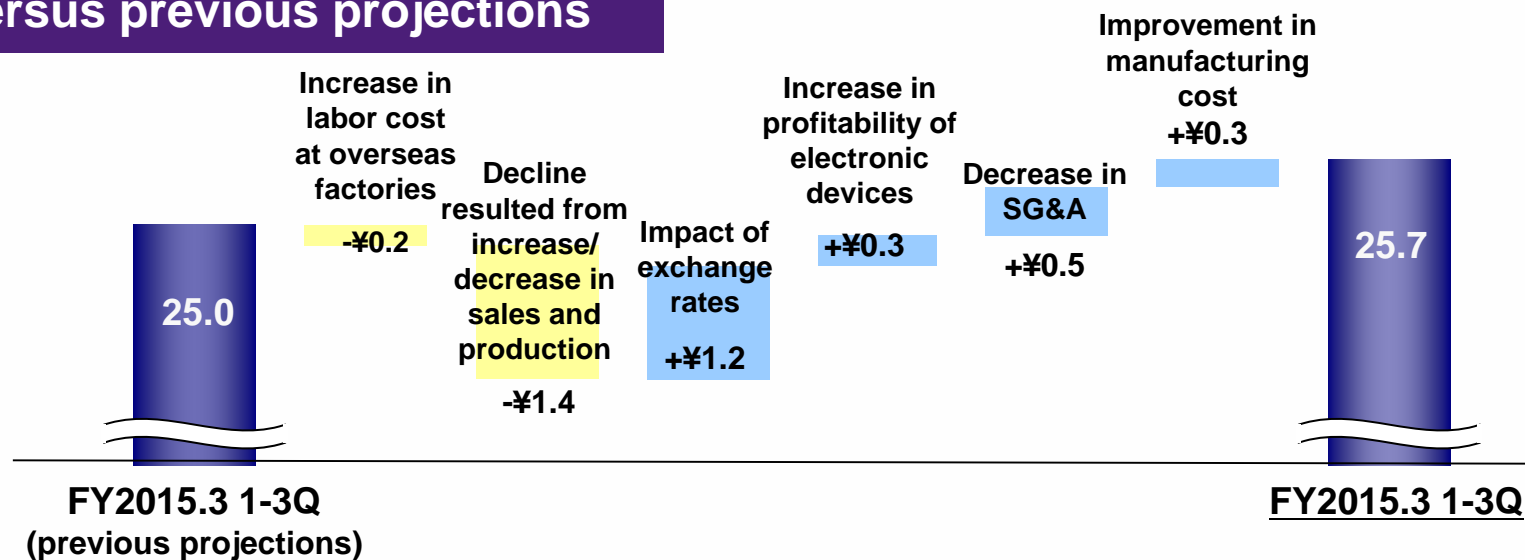


## Versus same period of the previous year

(Billions of yen)



## Versus previous projections



# Outlook for Fourth Quarter and Full Year YAMAHA

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## Outlook for 4Q

- Although musical instrument sales are likely to be robust in North America and show a trend toward recovery in Other Markets, the outlook remains cautious for Japan and Europe.
- In the audio equipment segment, professional audio equipment sales are projected to rise, but AV products will continue to face headwinds.
- Operating losses in the electronic devices segment are expected to worsen due to reduced sales and higher expenses.
- Fourth quarter exchange rates have been revised (previous projection of USD=¥105, EUR=¥135 revised to USD=¥115, EUR=¥140).

## Full Year Outlook

Although a cautious outlook is required for the audio equipment, electronic devices, and “others” segments, taking into account strong sales of musical instruments, full year projections have been revised to ¥430 billion for net sales and ¥30 billion for operating income.

# Forecast for Performance in FY2015.3 (Full Year)



(Billions of yen)

	FY2014.3			FY2015.3			Change from previous year results	FY2015.3 full year previous projections	Change from previous projections
	1-3Q	4Q	Full Year	1-3Q	4Q projections	Full Year New Projections			
<b>Net Sales</b>	<b>308.7</b>	<b>101.6</b>	<b>410.3</b>	<b>323.2</b>	<b>106.8</b>	<b>430.0</b>	<b>+4.8%</b>	<b>430.0</b>	-
<b>Operating Income</b> (Operating Income Ratio)	<b>22.8</b> (7.4%)	<b>3.2</b> (3.2%)	<b>26.0</b> (6.3%)	<b>25.7</b> (8.0%)	<b>4.3</b> (4.0%)	<b>30.0</b> (7.0%)	<b>+15.4%</b>	<b>29.0</b> (6.7%)	<b>+3.4%</b>
<b>Ordinary Income</b> (Ordinary Income Ratio)	<b>22.3</b> (7.2%)	<b>3.8</b> (3.7%)	<b>26.1</b> (6.4%)	<b>26.0</b> (8.0%)	<b>4.0</b> (3.7%)	<b>30.0</b> (7.0%)	<b>+14.7%</b>	<b>28.0</b> (6.5%)	<b>+7.1%</b>
<b>Net Income</b> (Net Income Ratio)	<b>19.0</b> (6.2%)	<b>3.9</b> (3.8%)	<b>22.9</b> (5.6%)	<b>20.7</b> (6.4%)	<b>0.3</b> (0.3%)	<b>21.0</b> (4.9%)	<b>-8.3%</b>	<b>19.0</b> (4.4%)	<b>+10.5%</b>

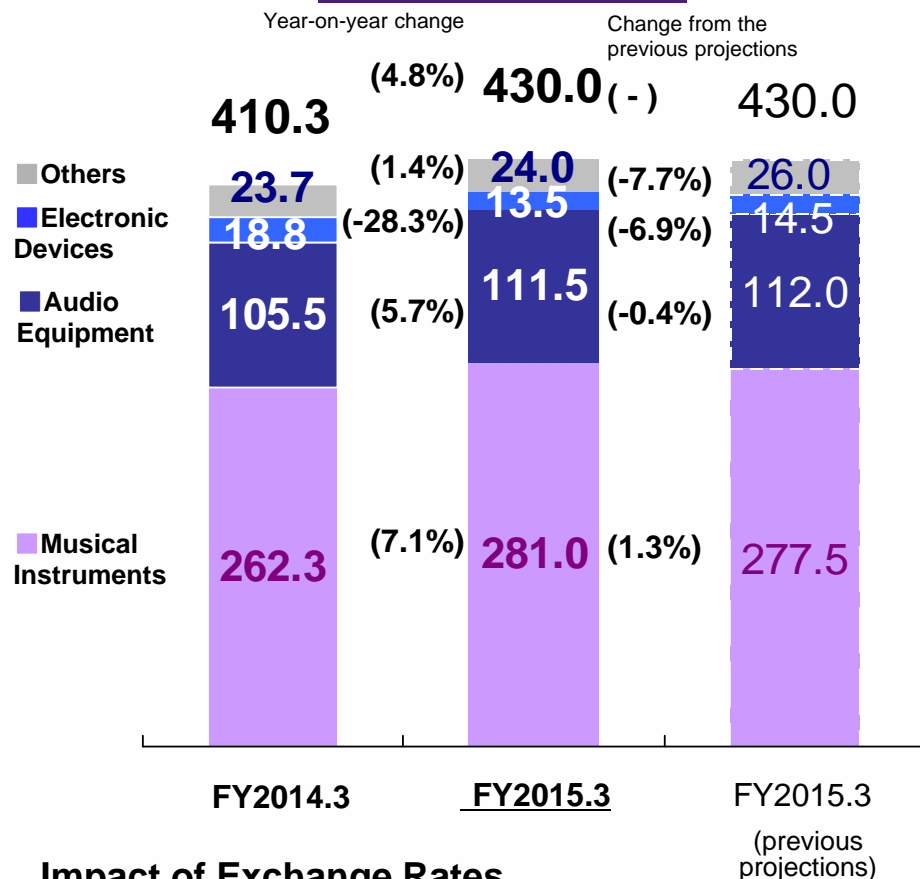
## Exchange Rate (yen)

<b>Net Sales</b>	US\$	<b>99</b>	<b>103</b>	<b>100</b>	<b>107</b>	<b>115</b>	<b>109</b>	<b>104</b>
	EUR	<b>132</b>	<b>141</b>	<b>134</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>137</b>
<b>Operating Income</b>	US\$	<b>98</b>	<b>103</b>	<b>100</b>	<b>105</b>	<b>115</b>	<b>108</b>	<b>104</b>
	EUR	<b>127</b>	<b>137</b>	<b>129</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>138</b>

# FY2015.3 Full Year Forecast for Performance by Business Segment

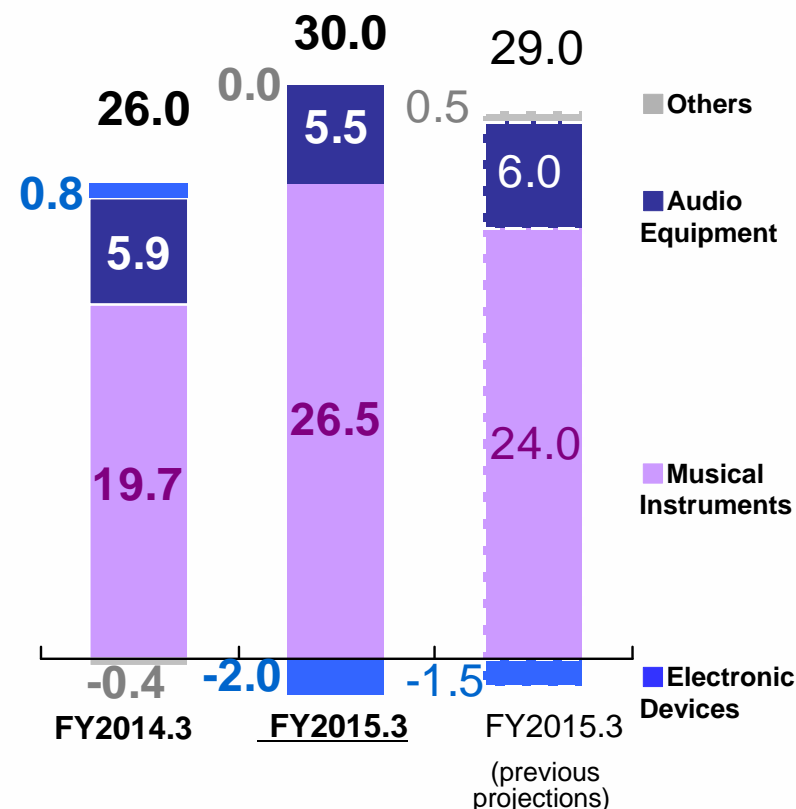


## Net Sales



## Operating Income

(Billions of yen)



### Impact of Exchange Rates

**Year-on-Year**      **+¥14.7 billion**  
 (musical instruments +¥9.8 billion, audio equipment +¥4.8 billion, electronic devices +¥0.2 billion)

**Versus previous projections**      **+¥9.6 billion**  
 (musical instruments +¥6.4 billion, audio equipment +¥3.2 billion, electronic devices +¥0.1 billion)

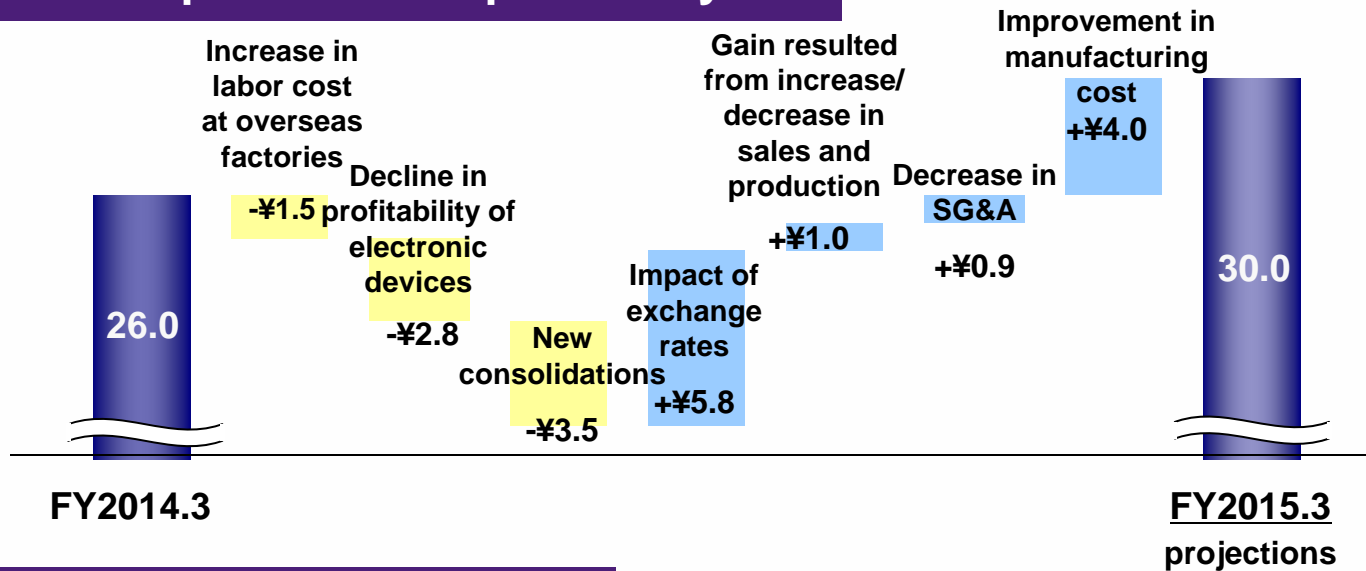
**+¥5.8 billion**  
 (musical instruments +¥4.5 billion, audio equipment +¥1.4 billion, electronic devices -¥0.1 billion)

**+¥2.1 billion**  
 (musical instruments +¥1.6 billion, audio equipment +¥0.6 billion, electronic devices -¥0.1 billion)

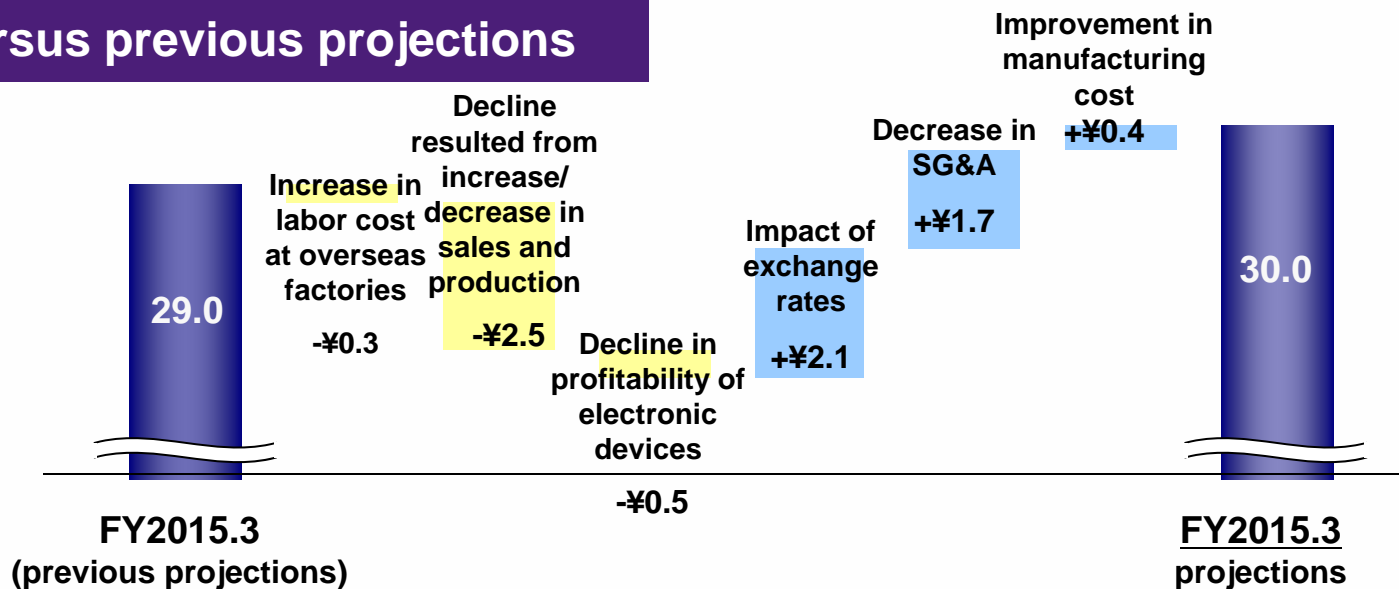
# FY2015.3 Full Year Operating Income Analysis

(Billions of yen)

## Versus same period of the previous year



## Versus previous projections



# Musical Instruments

## 4Q and Full Year Projections

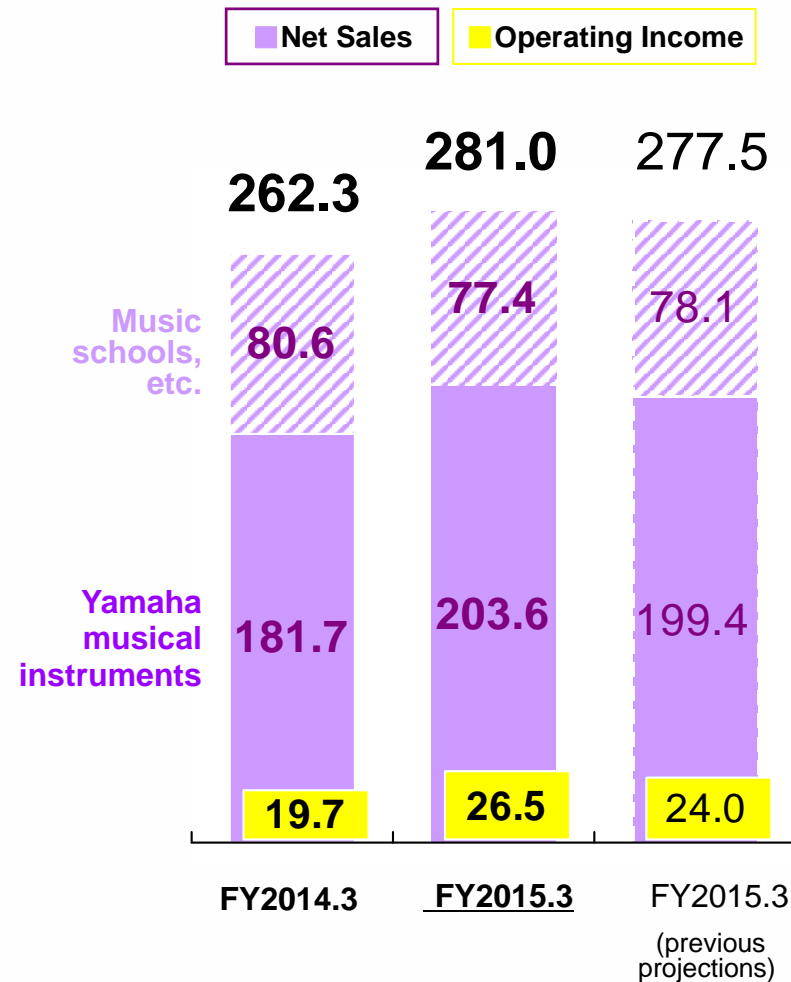


### Full Year

(Billions of yen)

### 4Q Projections

- Sales in the Japanese market are expected to decline from the same period of the previous year, when demand was particularly high prior to the consumption tax hike
- Guitar sales are projected to recover from production hitches in the previous period



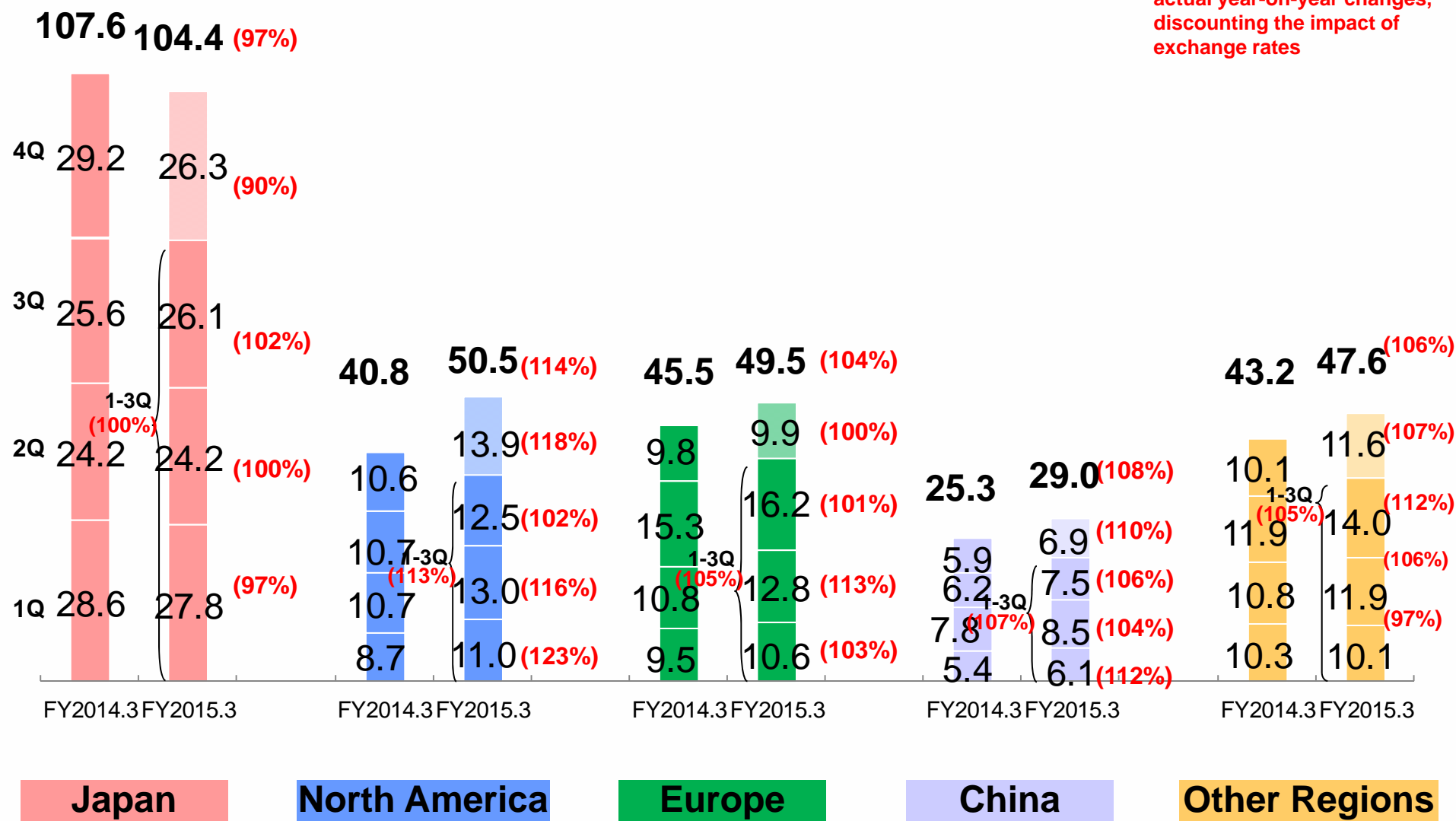


# Musical Instruments: Sales by Region



(Billions of yen)

Figures in parentheses show actual year-on-year changes, discounting the impact of exchange rates



# Audio Equipment 4Q and Full Year Projections

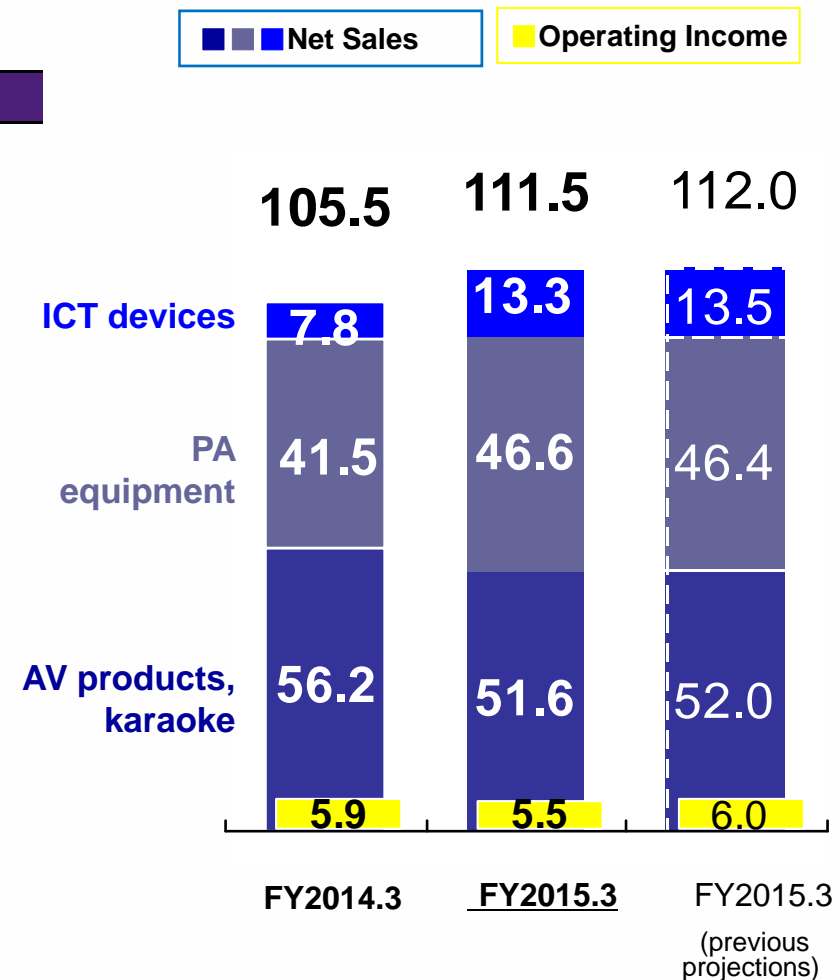


## Full Year

(Billions of yen)

### 4Q Projections

- Conditions will remain challenging for AV products
- Installation of commercial audio equipment is expected to drive higher sales of professional audio equipment
- Router sales are likely to slow as distributors adjust their inventories

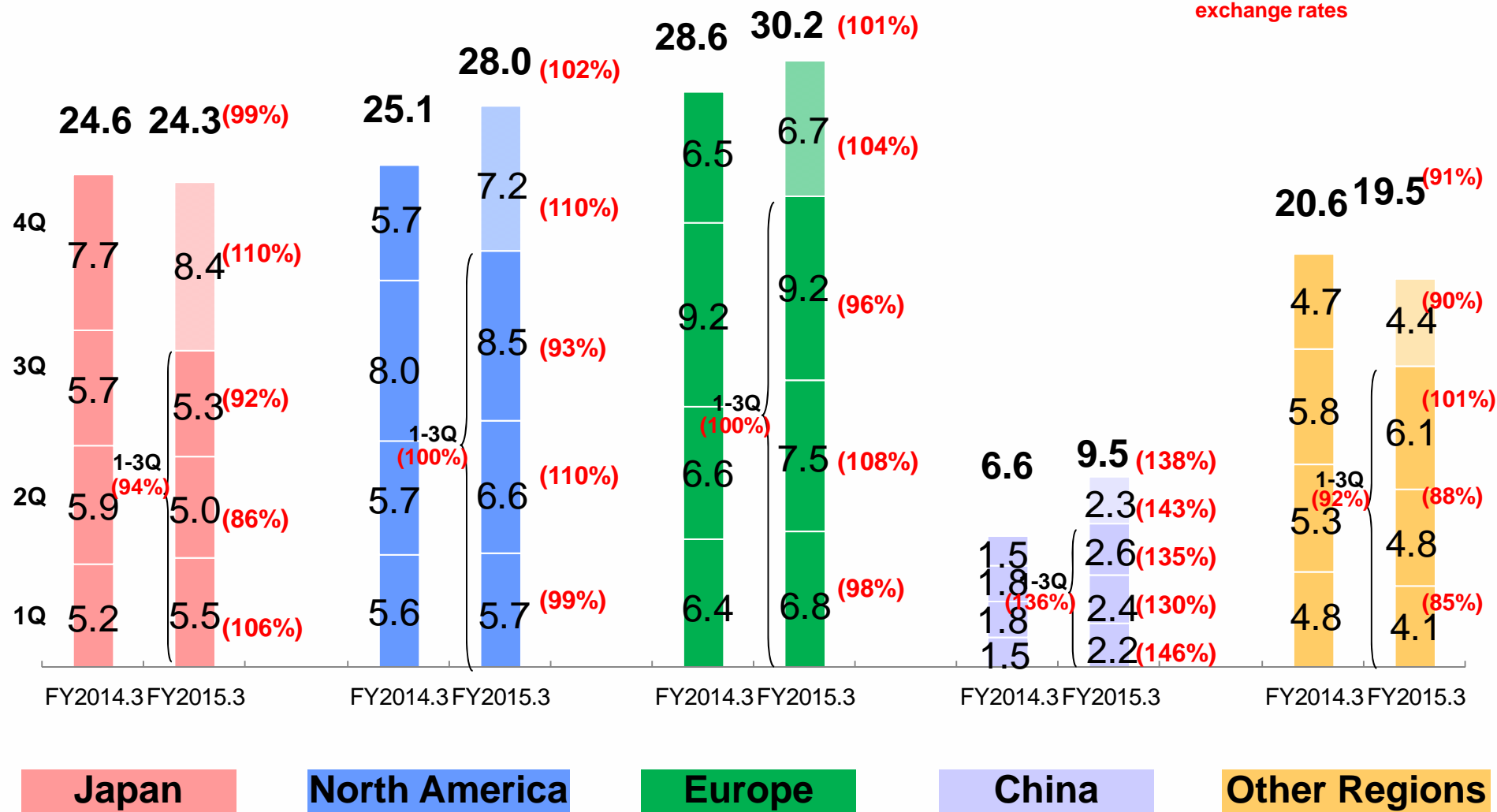


# Audio Equipment: Sales by Region



(Billions of yen)

Figures in parentheses show actual year-on-year changes, discounting the impact of exchange rates

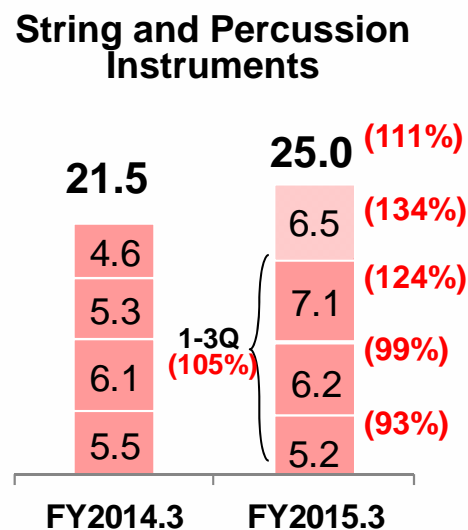
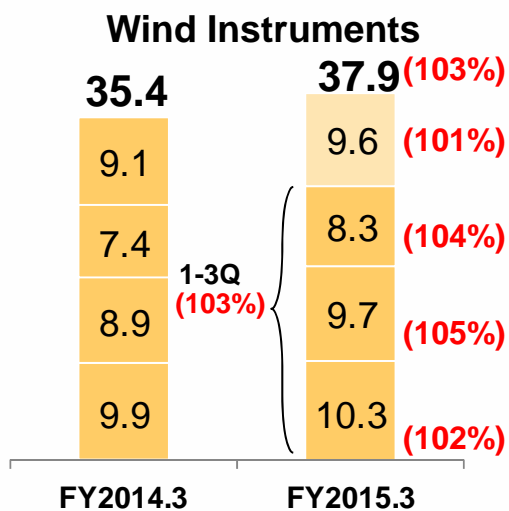
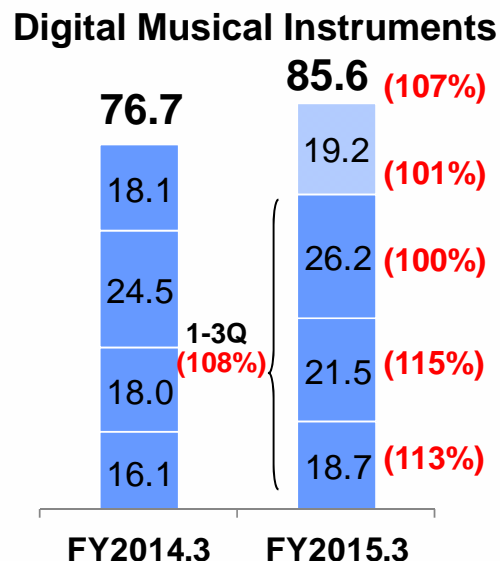
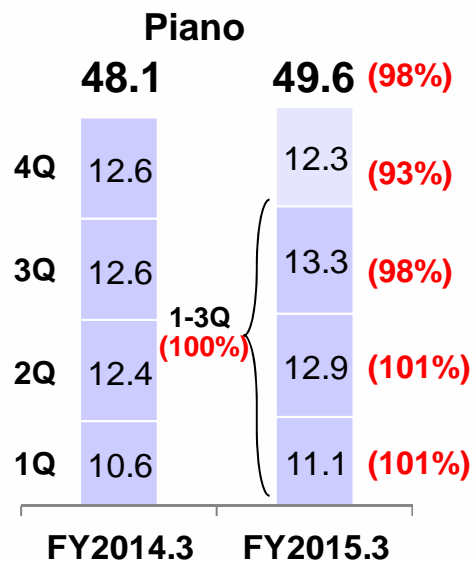


# Musical Instruments/Audio Equipment: Sales by Major Product Category (Yamaha branded products)



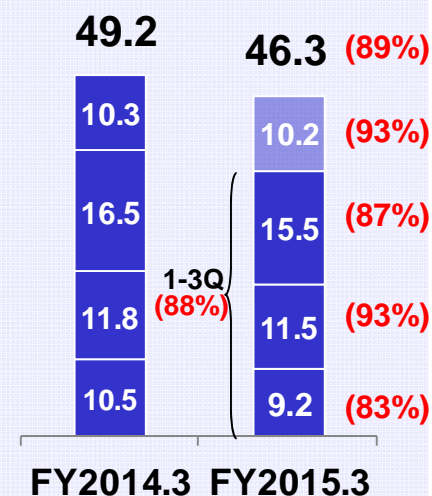
(Billions of yen)

## Musical Instruments

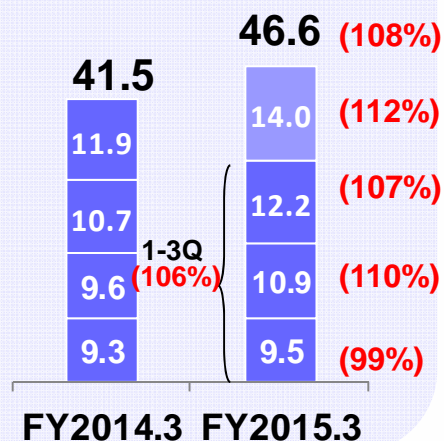


## Audio Equipment

### AV Products (excl. parts)



### PA Equipment



Figures in parentheses show actual year-on-year changes, discounting the impact of exchange rates

# Electronic Devices 4Q and Full Year Projections

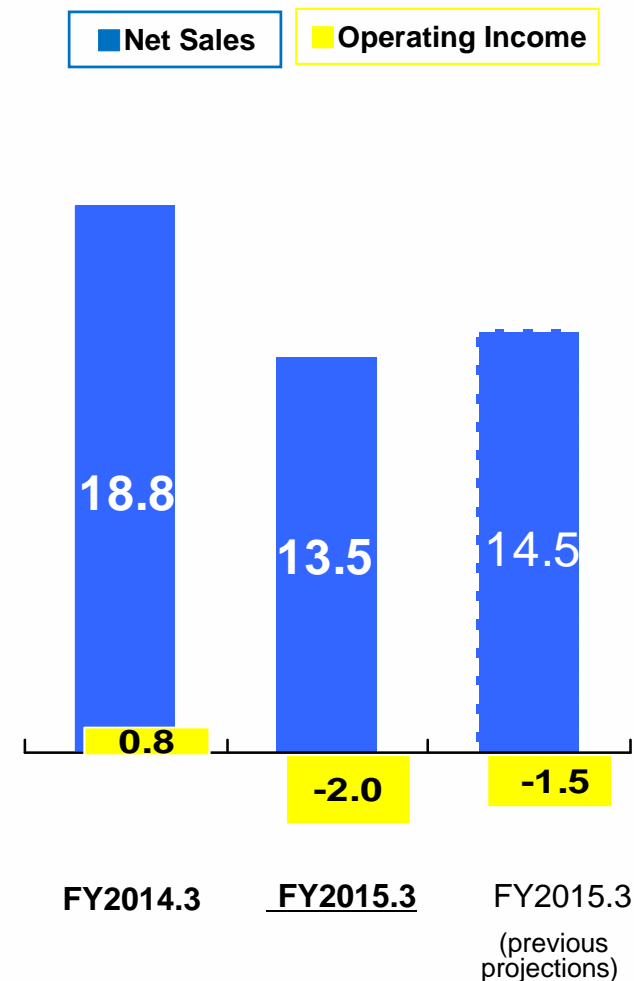


## Full Year

(Billions of yen)

### 4Q Projections

- Sales are expected to be lower than previous projections
- Further delay is anticipated in recovery of the amusement equipment market
- Sluggish customer sales are projected to constrain demand for geomagnetic sensor and codec products for smartphones
- Development expenditure deferred from earlier periods is likely to be incurred



# Others

## 4Q and Full Year Projections

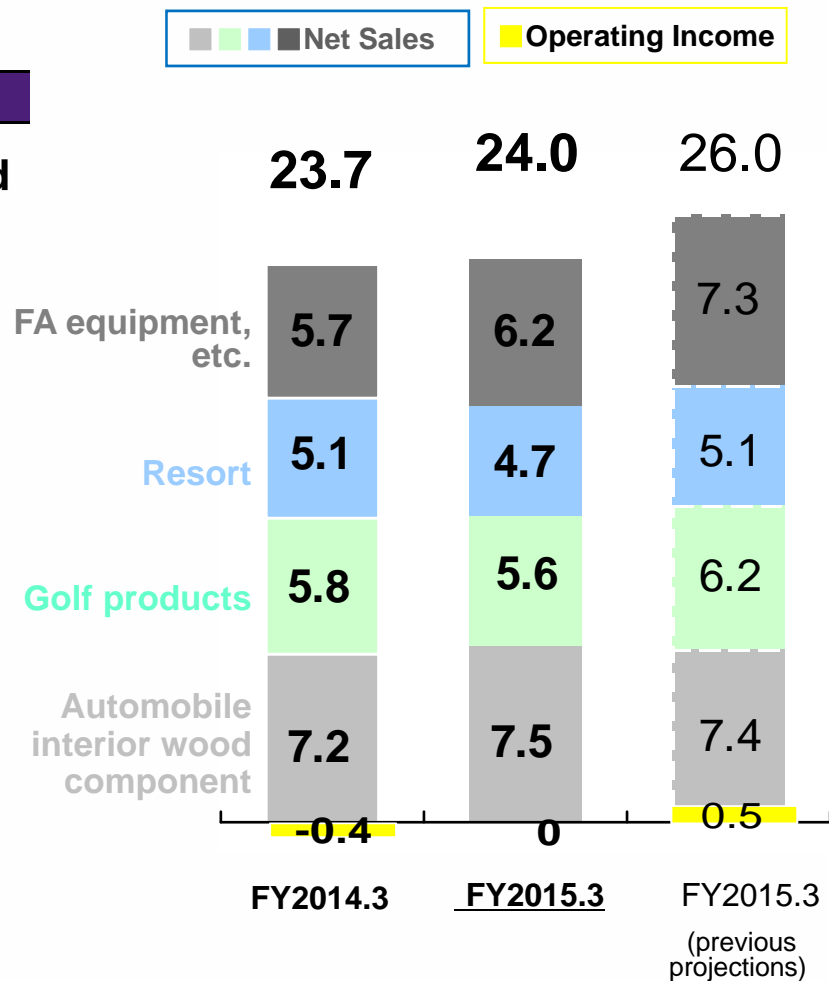


### Full Year

(Billions of yen)

### 4Q Projections

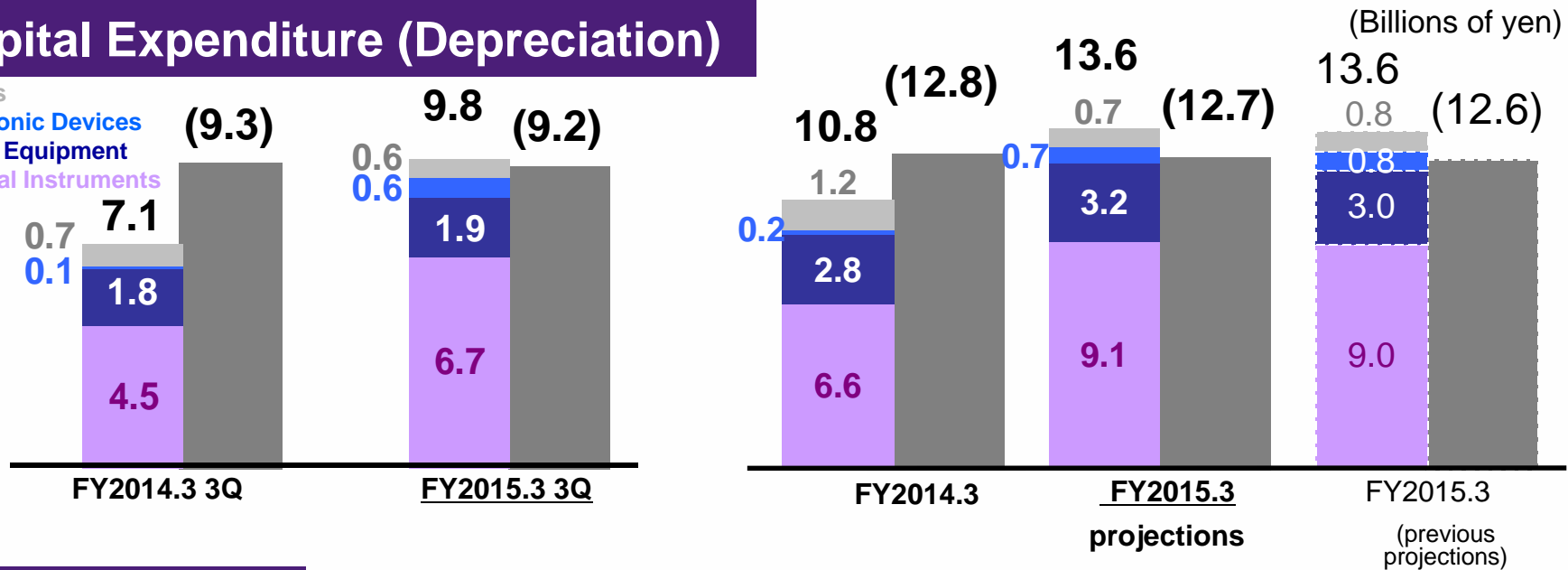
- Golf product and resort sales are expected to be lower than previous projections amid ongoing headwinds
- Factory automation equipment sales are also likely to undershoot previous projections, due to a decline in orders



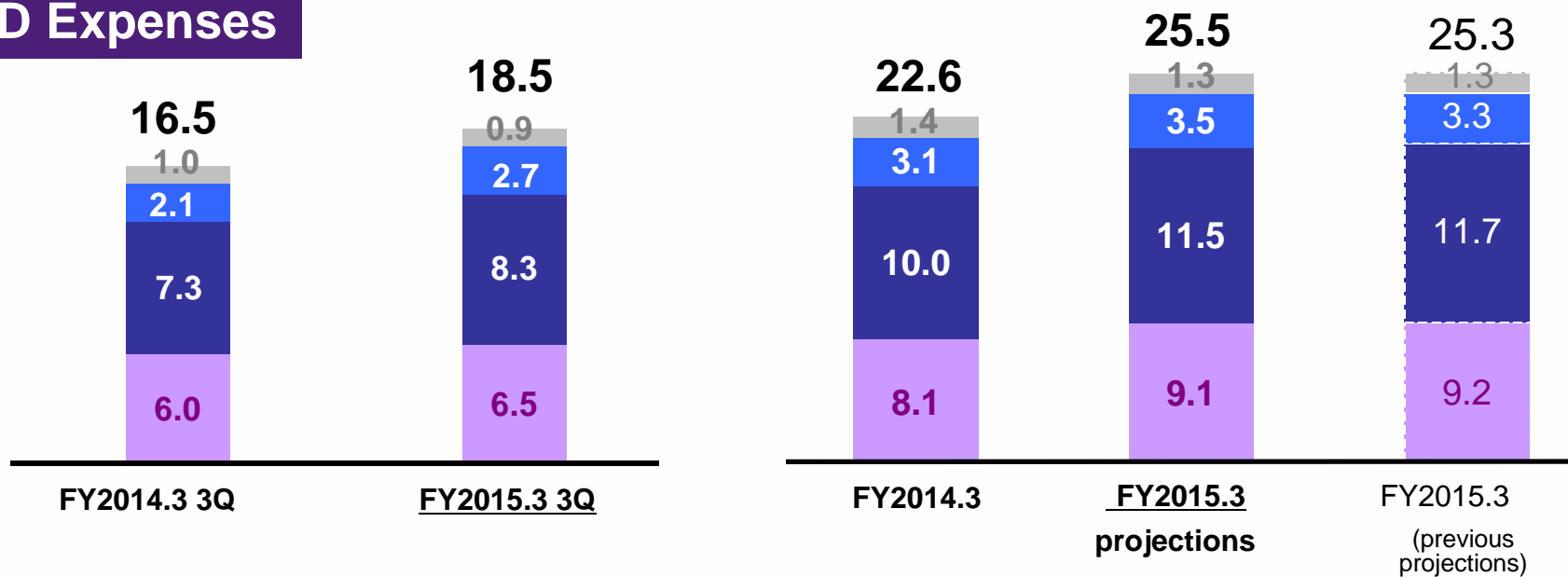
# Capital Expenditure/Depreciation/R&D Expenses

## Capital Expenditure (Depreciation)

- Others
- Electronic Devices
- Audio Equipment
- Musical Instruments



## R&D Expenses



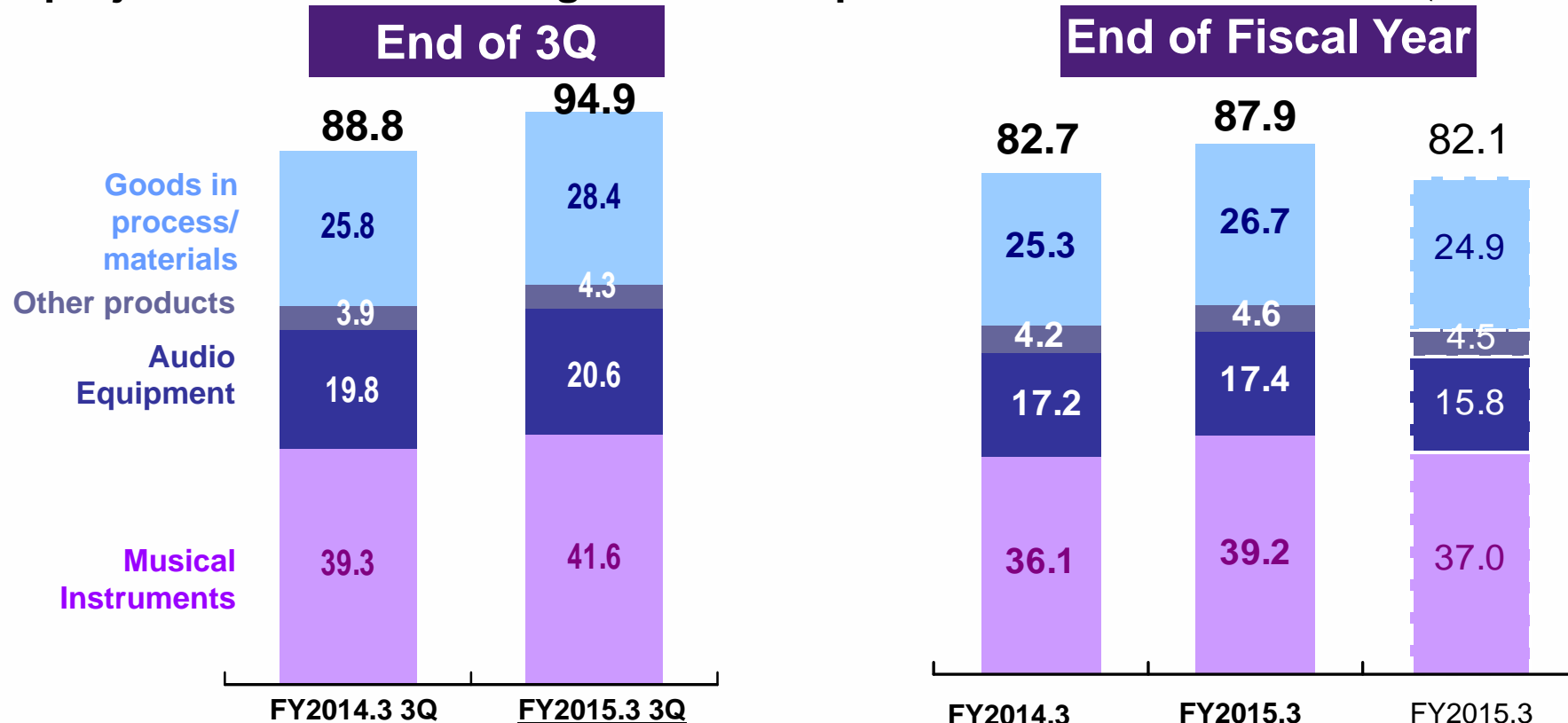
# Inventories



➤ Inventories at the end of the third quarter (Dec. 31, 2014) amounted to ¥94.9 billion including the year-on-year forex impact of +¥4.9 billion

➤ Inventories at the end of the fiscal year is forecast to be ¥87.9 billion. The actual inventories will increase by +¥1.8 billion versus previous projection when excluding the forex impact

(Billions of yen)



## Impact of Exchange Rates

Year-on-Year	+¥4.9 billion
Versus previous projections	-

projections	+¥3.4 billion
	+¥4.0 billion



# Balance Sheet Summary



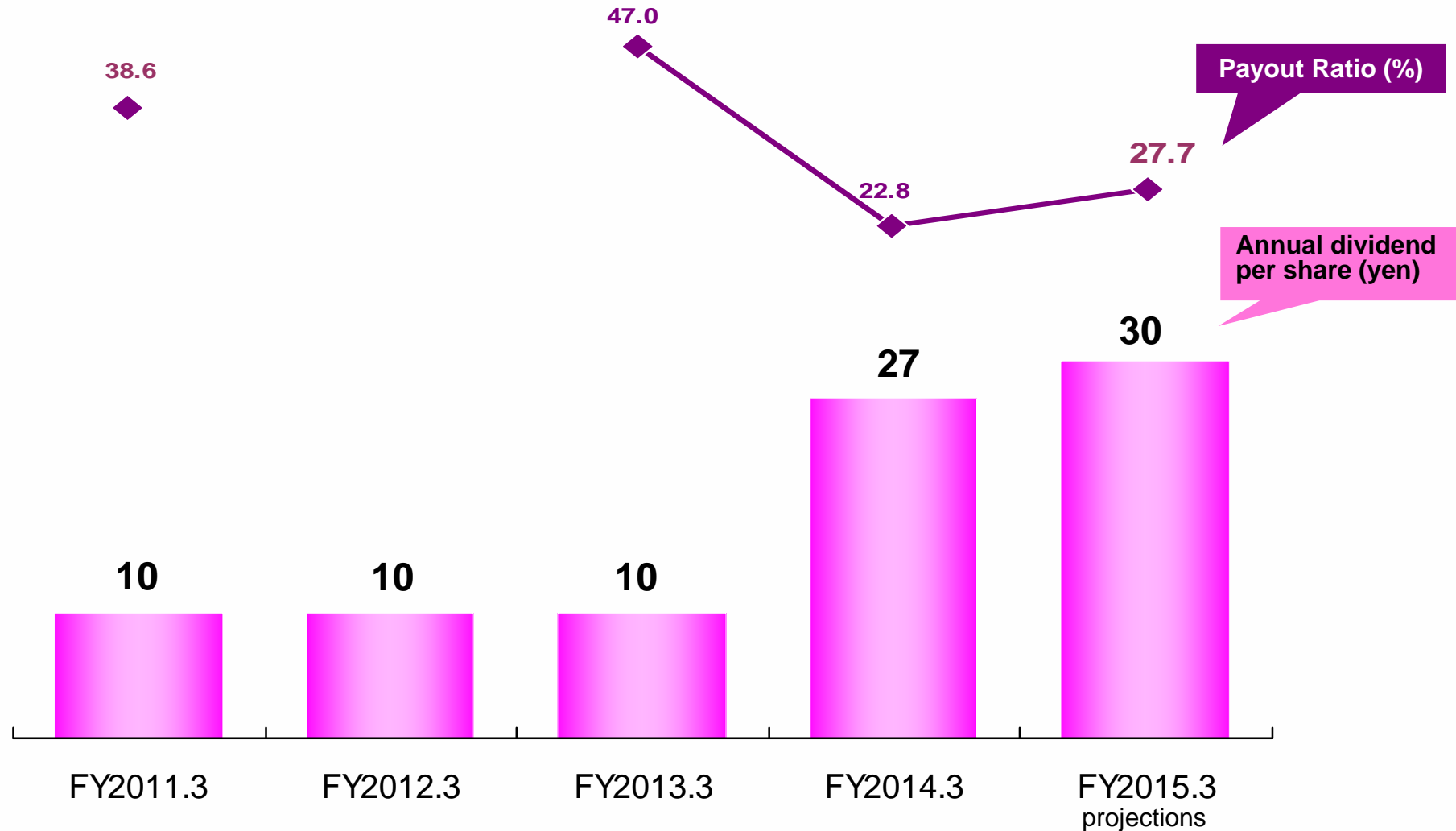
(Billions of yen)

	As of end of 3Q			As of fiscal year end		
	As of Dec. 31, 2013	As of Dec. 31, 2014	Change	As of Mar. 31, 2014	As of Mar. 31, 2015 projections	Change
Cash and deposits	68.1	74.5	+6.4	60.6	74.7	+14.1
Notes and accounts receivable	64.8	68.2	+3.4	56.7	58.8	+2.1
Inventories	88.8	94.9	+6.1	82.7	87.9	+5.2
Other current assets	14.0	19.5	+5.5	14.5	17.5	+3.0
Fixed assets	209.4	262.0	+52.6	224.4	259.7	+35.3
<b>Total assets</b>	<b>445.1</b>	<b>519.0</b>	<b>+73.9</b>	<b>438.9</b>	<b>498.6</b>	<b>+59.7</b>
Notes and accounts payable	21.0	23.0	+2.0	21.6	22.3	+0.7
Short- and long-term loans	17.6	19.9	+2.3	8.8	9.8	+1.0
Other liabilities	138.6	146.4	+7.8	133.7	144.1	+10.4
Total net assets	267.9	329.8	+61.9	274.8	322.4	+47.6
<b>Total liabilities and net assets</b>	<b>445.1</b>	<b>519.0</b>	<b>+73.9</b>	<b>438.9</b>	<b>498.6</b>	<b>+59.7</b>

# 配当 Return to Shareholders



➤ Annual dividends for FY2015.3 is forecast to be ¥30



# Appendix

# Forecast for Performance in the Fourth Quarter of FY2015.3 (Three Months)



(Billions of yen)

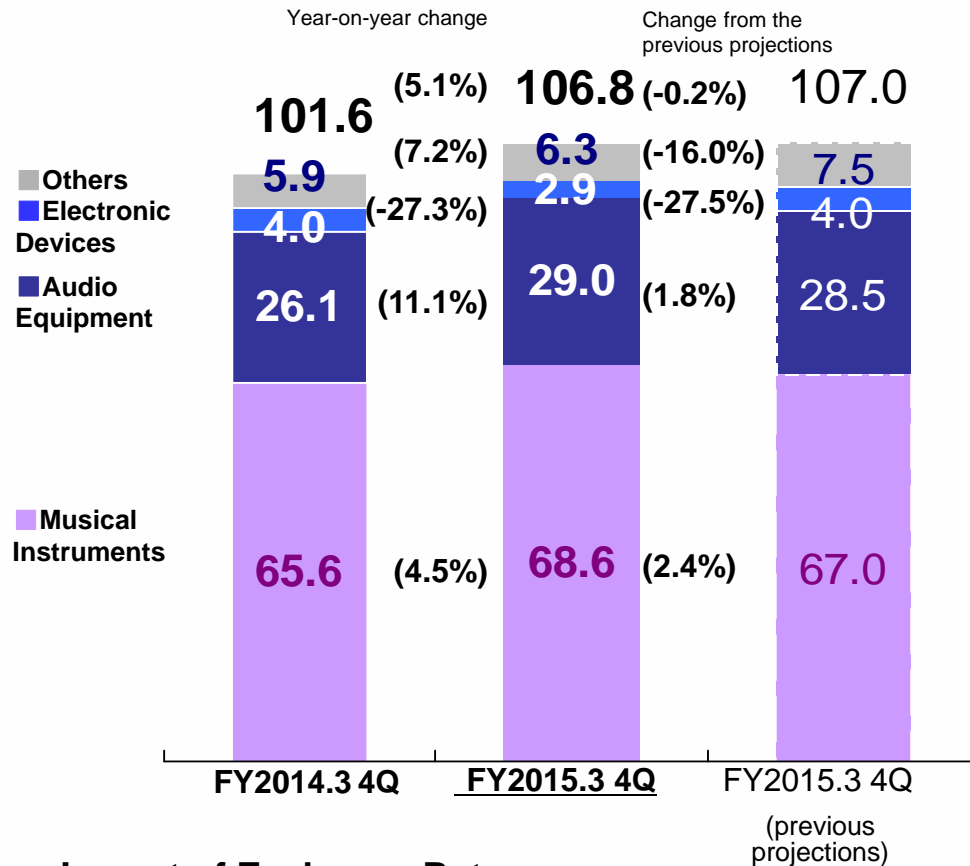
	FY2014.3 4Q results	FY2015.3 4Q projections	Changes from same period of the previous year	FY2015.3 4Q previous projections	Changes from the previous projection
<b>Net Sales</b>	<b>101.6</b>	<b>106.8</b>	<b>+5.1%</b>	107.0	-0.2%
<b>Operating Income</b> (Operating Income Ratio)	<b>3.2</b> (3.2%)	<b>4.3</b> (4.0%)	<b>+33.6%</b>	4.0 (3.7%)	+7.5%
<b>Ordinary Income</b> (Ordinary Income Ratio)	<b>3.8</b> (3.7%)	<b>4.0</b> (3.7%)	<b>+5.2%</b>	4.0 (3.7%)	-
<b>Net Income</b> (Net Income Ratio)	<b>3.9</b> (3.8%)	<b>0.3</b> (0.3%)	<b>-92.2%</b>	0.5 (0.5%)	-40.0%

## Exchange Rate (yen)

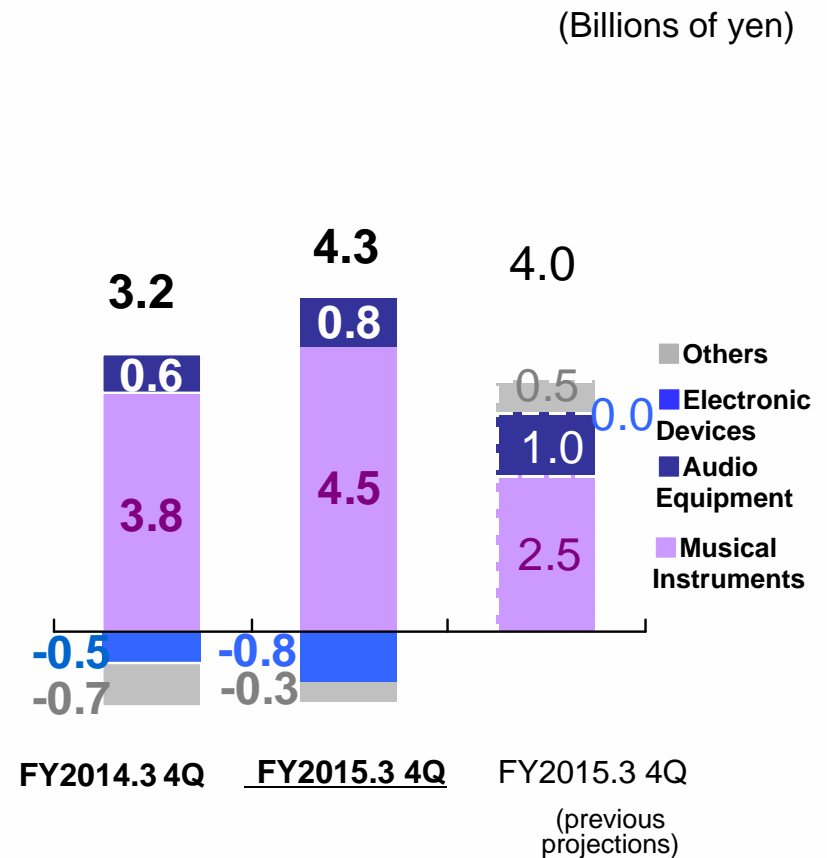
<b>Net Sales</b>	<b>US\$</b>	<b>103</b>	<b>115</b>	105
	<b>EUR</b>	<b>141</b>	<b>140</b>	135
<b>Operating Income</b>	<b>US\$</b>	<b>103</b>	<b>115</b>	105
	<b>EUR</b>	<b>137</b>	<b>140</b>	135

# Forecast for Performance by Business Segment in the Fourth Quarter of FY2015.3 (Three Months)

## Net Sales



## Operating Income



### Impact of Exchange Rates

**Year-on-Year**      **+¥3.9 billion**  
 (musical instruments +¥2.6 billion, audio equipment +¥1.2 billion, electronic devices +¥0.1 billion)

**Versus previous projections**      **+¥4.4 billion**  
 (musical instruments +¥2.9 billion, audio equipment +¥1.4 billion)

**+¥0.5 billion**  
 (musical instruments +¥0.5 billion)

**+¥0.9 billion**  
 (musical instruments +¥0.7 billion, audio equipment +¥0.2 billion)

# Third Quarter Non-Operating Income/Loss & Extraordinary Income/Loss (Nine Months)



(Billions of yen)	FY2014.3 1-3Q	FY2015.3 1-3Q	FY2015.3 1-3Q previous projections
<b>Non-Operating Income/Loss</b>			
Net financial income	1.0	1.3	1.2
Other	-1.5	-1.0	-2.2
<b>Total</b>	<b>-0.5</b>	<b>0.3</b>	<b>-1.0</b>
<b>Extraordinary Income/Loss</b>			
Income from (loss on) disposal of fixed assets	0.4	0	-0.1
Other	-0.2	-0.7	0.1
<b>Total</b>	<b>0.2</b>	<b>-0.7</b>	<b>0</b>
<b>Income Taxes and Other Expenses</b>			
Income taxes -current	4.9	5.7	5.6
Income taxes -deferred	-1.6	-1.3	-0.2
Minority interests in income	0.2	0.2	0.1
<b>Total</b>	<b>3.5</b>	<b>4.6</b>	<b>5.5</b>

Patent income +¥0.6

-Gain on sales of investment securities +¥1.0  
 -Business structural reform expenses -¥0.6  
 -Expenses related to YMMI production closure etc. -¥0.6

# Full Year Non-Operating Income/Loss & Extraordinary Income/Loss



(Billions of yen)	FY2014.3 full year	FY2015.3 full year projections	FY2015.3 full year previous projections
<b>Non-Operating Income/Loss</b>			
Net financial income	2.6	2.2	1.8
Other	-2.5	-2.2	-2.8
<b>Total</b>	<b>0.1</b>	<b>0</b>	<b>-1.0</b>
<b>Extraordinary Income/Loss</b>			
Income from (loss on) disposal of fixed assets	0.3	0	-0.1
Other	-0.6	-3.0	-1.9
<b>Total</b>	<b>-0.3</b>	<b>-3.0</b>	<b>-2.0</b>
<b>Income Taxes and Other Expenses</b>			
Income taxes -current	5.8	7.3	6.8
Income taxes -deferred	-3.1	-1.5	0.1
Minority interests in income	0.2	0.2	0.1
<b>Total</b>	<b>2.9</b>	<b>6.0</b>	<b>7.0</b>

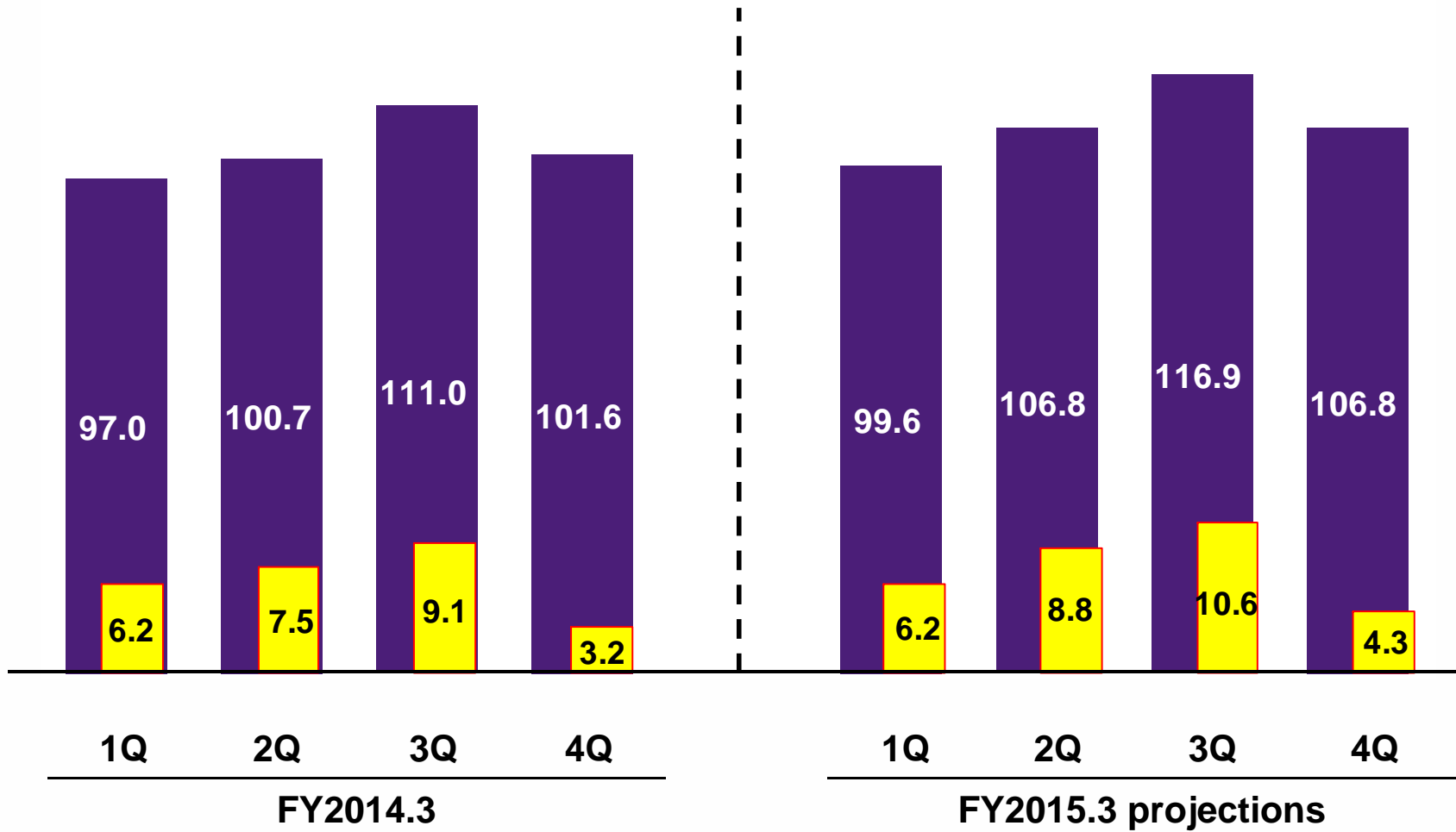
-Gain on sales of investment securities +¥1.0  
 -Business structural reform expenses -¥0.9  
 -Expenses related to YMMI production closure etc. -¥0.7

-Business structural reform expenses -¥1.8  
 -Other extraordinary loss -¥1.2

# Quarterly Sales and Income



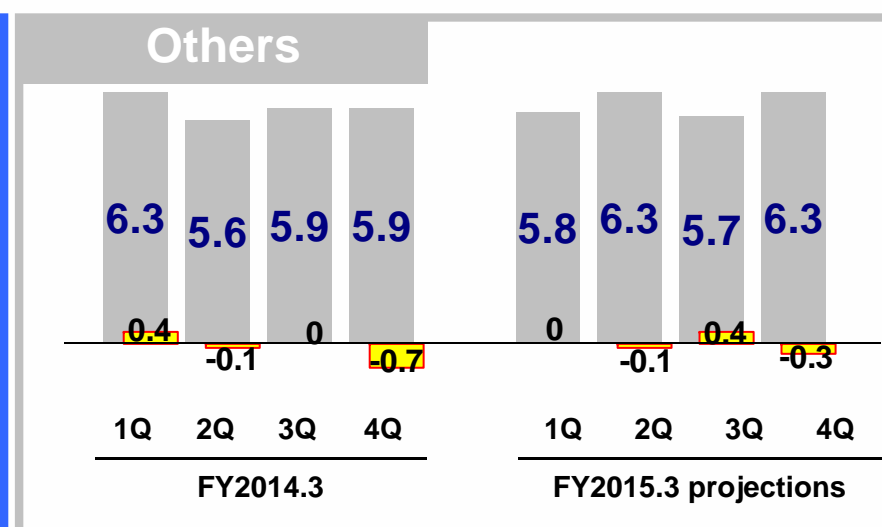
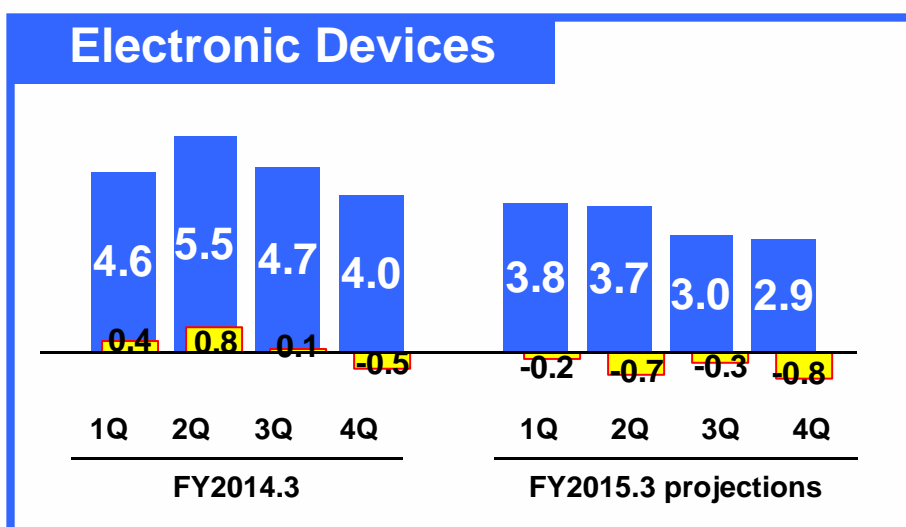
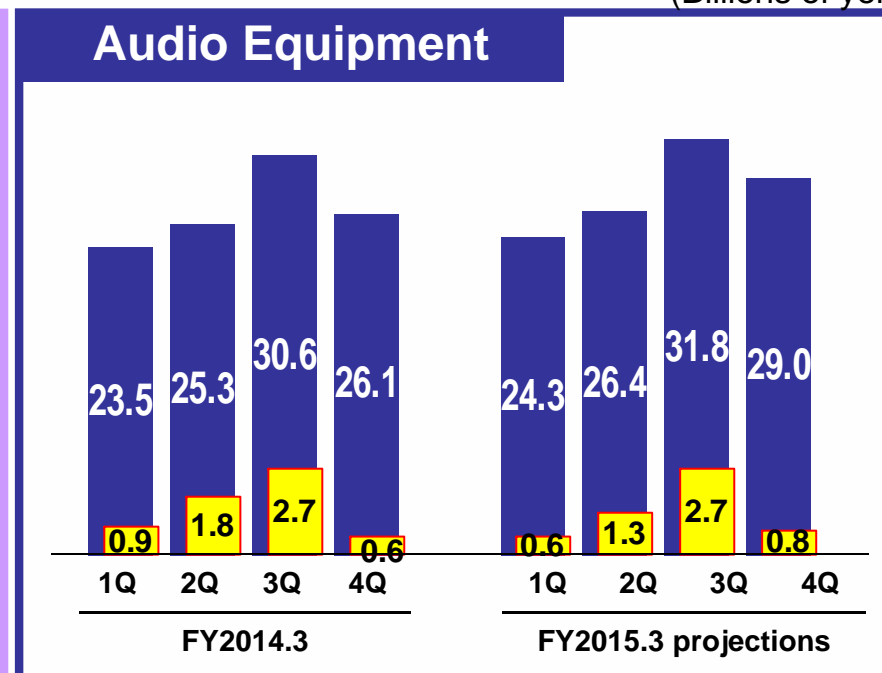
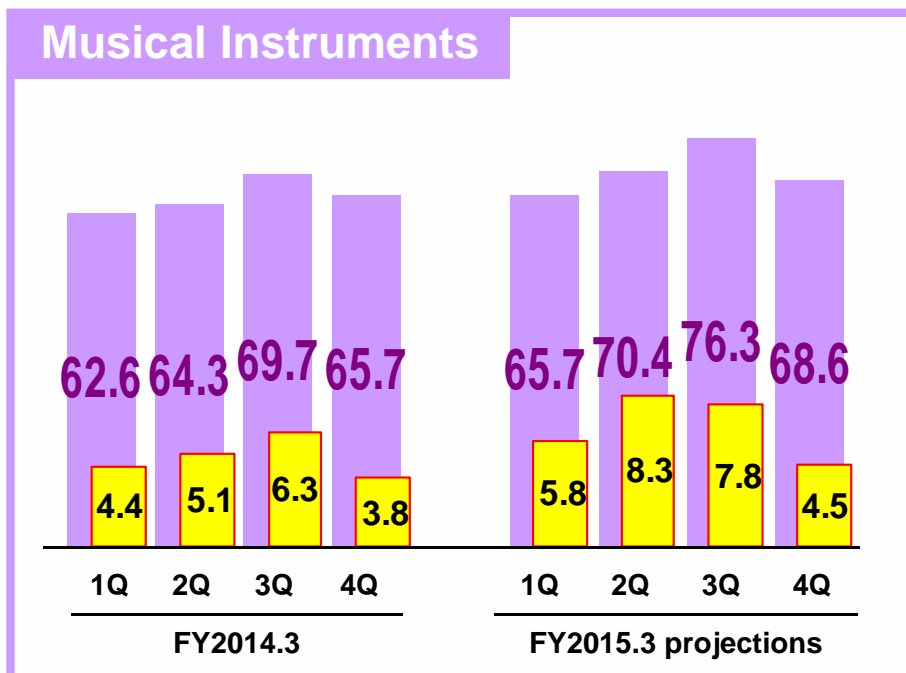
(Billions of yen)





# Quarterly Sales and Income by Segment

(Billions of yen)



**In this report, the figures forecast for the Company's future performance have been calculated on the basis of information currently available to Yamaha and the Yamaha Group. Forecasts are, therefore, subject to risks and uncertainties.**

**Accordingly, actual performance may differ greatly from our predictions depending on changes in the economic conditions surrounding our business, demand trends, and the value of key currencies, such as the U.S. dollar and the euro.**