

FY2004 Performance Outline (1)

YAMAHA CORPORATION

(billions of yen)

	1Q Results FY2004	1H Forecast (Interim period) FY2004	1H Results (Interim period) FY2003	Forecast (Full Year) FY2004	Results (Full Year) FY2003
Net Sales	126.1	264.0	253.7	541.0	524.7
JAPAN Sales	81.5 (64.6%)	157.3 (59.6%)	152.2 (60.0%)	308.9 (57.1%)	312.1 (59.5%)
Overseas Sales	44.6 (35.4%)	106.7 (40.4%)	101.5 (40.0%)	232.1 (42.9%)	212.6 (40.5%)
Operating Income	11.8 (9.4%)	20.5 (7.8%)	13.1 (5.2%)	34.0 (6.3%)	32.0 (6.1%)
Recurring Profit	13.4 (10.6%)	21.5 (8.1%)	14.2 (5.6%)	37.0 (6.8%)	33.8 (6.4%)
Net Income	12.6 (10.0%)	19.0 (7.2%)	10.0 (4.0%)	31.0 (5.7%)	17.9 (3.4%)
Currency Exchange Rate (=yen)	119/US\$ 124/EUR	120/US\$ 125/EUR	122/US\$ 115/EUR	120/US\$ 125/EUR	122/US\$ 116/EUR
ROE(%)	5.7%	8.4%	4.9%	13.5%	8.6%
ROA(%)	2.5%	3.6%	1.9%	6.0%	3.5%
Earnings per share	61.4yens	92.2yens	48.9yens	150.4yens	86.7yens
Capital Expenditure	4.2	13.0	8.5	24.0	16.9
Depreciation	4.4	9.4	9.1	19.5	17.6
R&D Expenditure	5.5	11.3	11.4	22.5	22.4
Loans & Equivalents(*1)	50.0	47.9	69.5	33.1	46.0
Free Cash Flow					
Operating Activities	3.4	12.0	-0.3	51.2	33.0
Investing Activities	-5.4	-12.8	-11.4	-26.0	-21.6
Total	-2.0	-0.8	-11.7	25.2	11.4
Inventories at year-end	88.5	88.8	90.7	73.1	80.1
No. of Employees					
JAPAN	12,230	12,235	12,089	12,037	11,887
Overseas	12,484	12,611	12,176	12,179	11,676
Total(*2)	24,714	24,846	24,265	24,216	23,563
(No of newly consolidated)	(719)	(723)		(720)	
Sales by Business segment					
Musical Instruments	72.6 (57.6%)	149.0 (56.4%)	146.2 (57.6%)	302.0 (55.8%)	292.6 (55.8%)
AV/IT	14.2 (11.3%)	35.5 (13.4%)	38.5 (15.2%)	86.0 (15.9%)	83.7 (16.0%)
Life Related	11.3 (9.0%)	23.0 (8.7%)	23.6 (9.3%)	45.5 (8.4%)	46.0 (8.8%)
Electronic Equipment	16.9 (13.4%)	33.0 (12.5%)	24.9 (9.8%)	61.5 (11.4%)	60.6 (11.5%)
Recreation	4.8 (3.8%)	10.5 (4.0%)	10.3 (4.1%)	21.5 (4.0%)	20.9 (4.0%)
Others	6.3 (5.0%)	13.0 (4.9%)	10.3 (4.1%)	24.5 (4.5%)	20.9 (4.0%)
Operating Income by Business segment					
Musical Instruments	5.5	7.0	6.0	12.0	9.8
AV/IT	0.2	1.5	1.0	3.7	3.2
Life Related	0.4	0.8	0.5	0.8	0.5
Electronic Equipment	6.1	11.5	5.9	17.7	19.3
Recreation	-0.4	-0.4	-0.8	-0.5	-1.1
Others	0.0	0.1	0.5	0.3	0.4

Non Consolidated Basis

Net Sales	86.9	174.0	172.0	334.0	334.0
Operating Income	10.1 (11.6%)	15.0 (8.6%)	10.5 (6.2%)	16.5 (4.9%)	21.8 (6.5%)
Recurring Profit	10.7 (12.3%)	15.0 (8.6%)	10.9 (6.4%)	16.0 (4.8%)	22.1 (6.6%)
Net Income	10.8 (12.4%)	14.0 (8.0%)	7.6 (4.5%)	14.0 (4.2%)	7.7 (2.3%)

*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