



Revs Your Heart

Integrated Report 2024

Fiscal year ended December 31, 2023



First Half of FY2024 Earnings Presentation

August 6, 2024

Yamaha Motor Co., Ltd.
(Ticker symbol: 7272)

Integrated Report 2024 issued
<https://global.yamaha-motor.com/ir/integrated-report/integrated2024/>



Business Results for the First Half of the Fiscal Year Ending December 31, 2024

**President, CEO and
Representative Director**

HIDAKA, Yoshihiro

Director

SHITARA, Motofumi

Forecast Consolidated Results

The forecast consolidated results stated herein are based on management's assumptions and beliefs in light of information currently available and involve risks and uncertainties. Please be advised that actual results may differ significantly from those discussed in the Forecast 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

The Company has voluntarily adopted International Financial Reporting Standards (IFRS) from the first quarter of fiscal 2024, and as such, the following pages have been prepared in line with those standards for both fiscal 2023 and fiscal 2024.

FY2024 First Half Key Points

Summary

Increased revenues and profits

- Revenue of 1,348.4 billion yen (110% YoY), operating income of 154.4 billion yen (109% YoY)
- **Motorcycles:** Higher revenues and profits thanks to increased shipments of premium segment models
- **Marine Products:** Revenues and profits fell due to lower outboard motor shipments and production adjustments
- **Robotics:** Despite higher demand for generative AI, revenues and profits fell due to lower surface moulder sales and higher expenses

Future Outlook

Business environment

- External environment uncertainties, e.g., foreign exchange rate trends, rising global prices, interest rates
- Intensifying competitive environment due to supply improvements, etc., enacted by our competitors

Our businesses

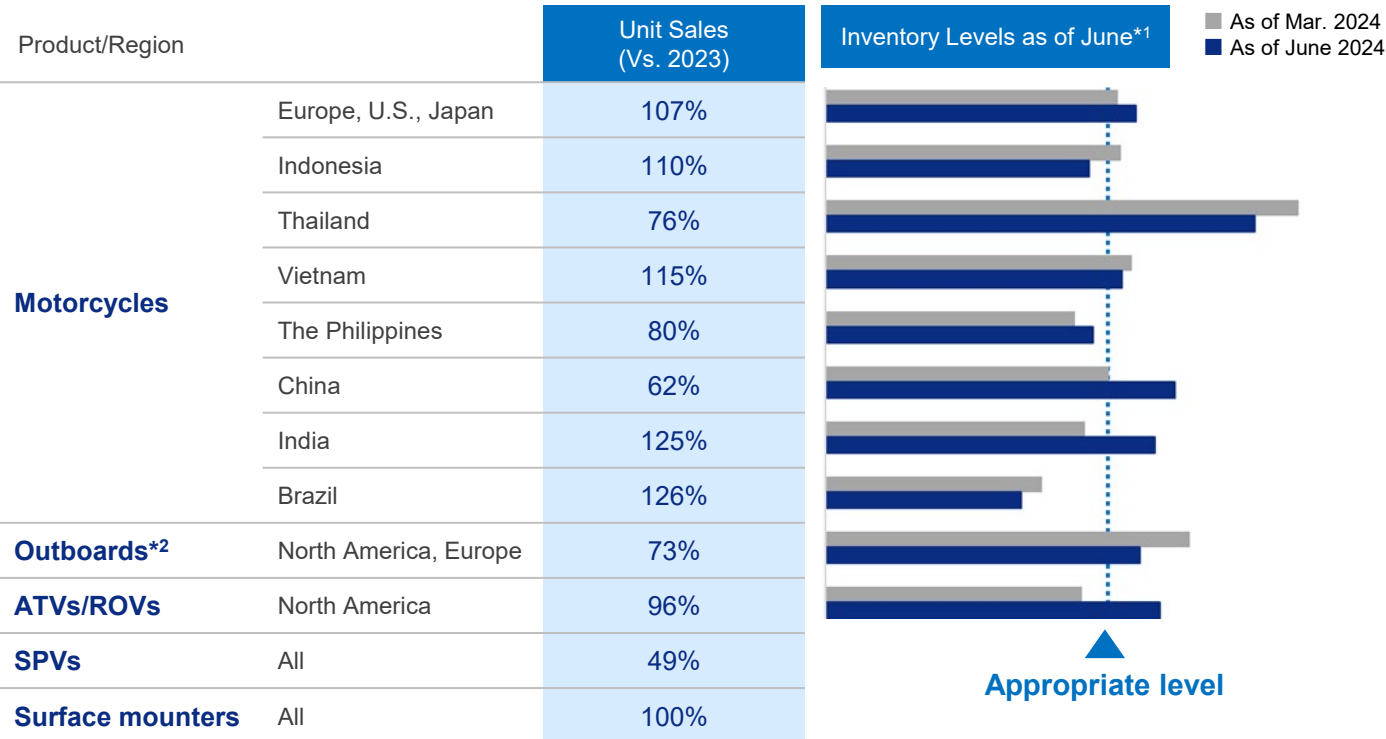
- Ocean freight rates to trend upward and raw material costs to be generally in line with forecasts, excluding the effects foreign exchange rates
- Motorcycle sales remain strong, but inventory adjustments of RVs and SPVs lead to ongoing production cutbacks
- New outboard motor models perform well, but demand falls in Europe and the U.S.

Strengthen profitability

- Demand recovery expected for the Robotics market in the second half
- Tighten manufacturing and sales cost control and improve production efficiency
- Drive the premium segment strategy to stand above a price war
- Structural improvements for businesses incurring losses

Unit Sales and Inventory Levels by Main Products (First Half)

Brazil, India, and Indonesia continue to perform well and Vietnam has bottomed out. Planning production adjustments for regions and product categories exceeding appropriate inventory levels.



*1 Calculated from distribution inventory (motorcycles and ATVs + ROVs are forecasts, outboard motors are past results)

*2 Outboard motor inventory levels only in the U.S.

FY2024 First Half Business Results

Revenues and profits increased due to higher sales of motorcycles and the added positives of a depreciating yen.

(¥ Bil.)	2023 First half	2024 First half	Vs. 2023	2024 Original Forecast
Revenue	1,226.4	1,348.4	110%	2,600.0
Operating Income	141.5	154.4	109%	260.0
Operating Income Ratio	11.5%	11.4%	-0.1 pts.	10.0%
Net Income*1	103.3	113.1	109%	175.0
EPS(¥)*2	102.01	114.85	113%	178.33
(\$/€)	135/146	152/165	—	140/150

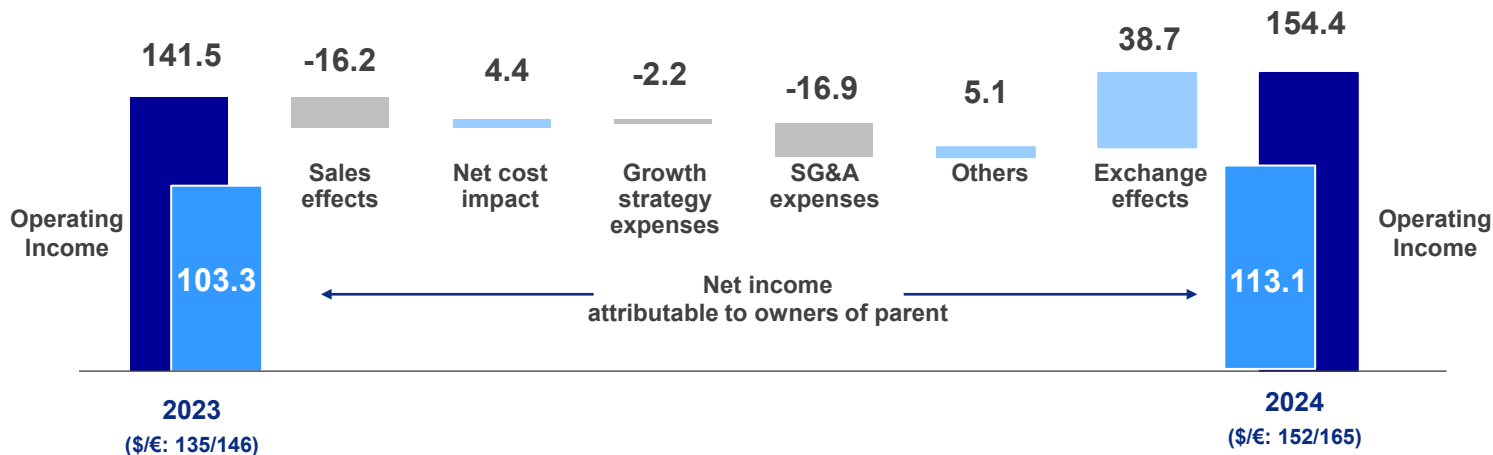
*1 Net income attributable to owners of parent.

*2 The Company conducted a 3-for-1 stock split of common stock on January 1, 2024. The EPS is calculated based on the total number of shares issued excluding treasury stock after the stock split. The original plan for 2024 was revised from 176.49 yen to 178.33 yen following the completion of the share buyback.

FY2024 First Half Operating Income Factors

Profits rose due to foreign exchange effects and cost reduction efforts.

(¥ Bil.)

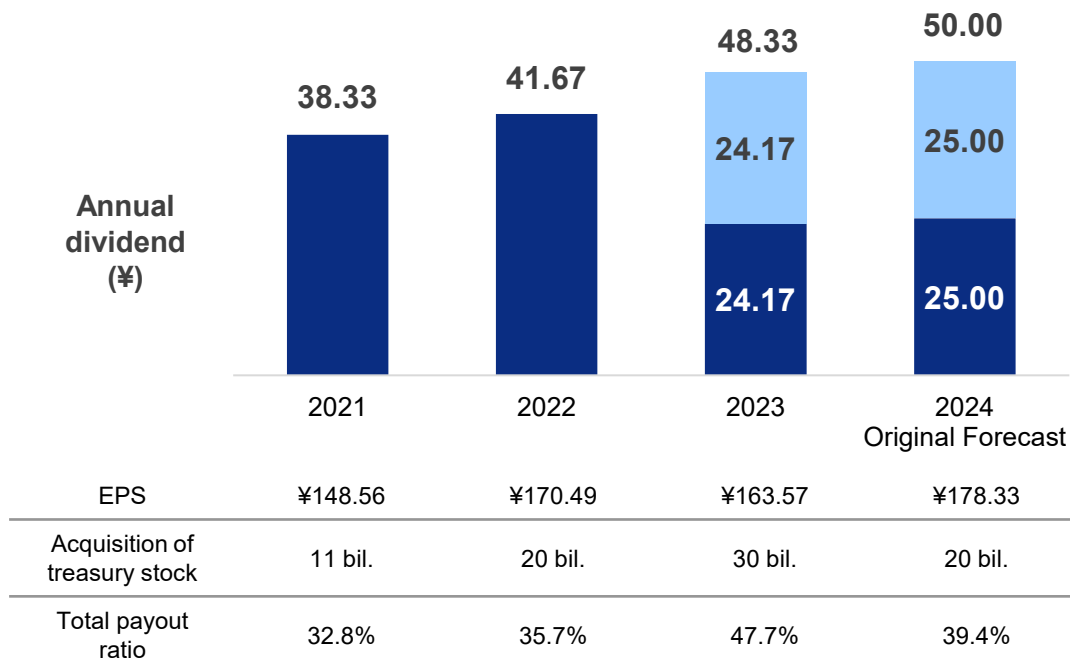


Breakdown of sales effects		Breakdown of net cost impact		Breakdown of SG&A expenses		Breakdown of Others	
Scale effects	-0.5	Pricing	2.5	Labor costs	-12.2	Equity in earnings (losses) of affiliates	-1.3
Others	-43.2	Unrealized profits	21.2	Logistics costs	-1.6	Others	6.4
		Financial Services	3.7	Operating expenses	-2.3		
				Others	-0.9		

Shareholder Returns

Plan to pay an interim dividend of ¥25 per share and an annual dividend of ¥50 per share in 2024.

Dividend per share



The Company conducted a 3-for-1 stock split of common stock on January 1, 2024. The EPS is calculated based on the total number of shares issued excluding treasury stock after the stock split. The original plan of EPS and total payout ratio for 2024 was revised following the completion of the share buyback.

Medium- to Long-Term Measures Progress Report

Initiatives to Strengthen Business Foundations

Yamaha E-Ride Base Opened

Secure human resources in the Tokyo metropolitan area, accelerate the development of advanced technologies and the search for new businesses, and strengthen brand communication capabilities



Display example



Test ride example

Initiatives for Carbon Neutrality

New Hydrogen Energy Verification Testing Facility to be Established



Facility (3D depiction)

[New Hydrogen Energy Verification Testing Facility to be Established \(yamaha-motor.com\)](https://www.yamaha-motor.com)

Mangrove Planting Project Launched



Silvo-fishery-based afforestation example

[Yamaha Motor Launches Mangrove Planting Project \(yamaha-motor.com\)](https://www.yamaha-motor.com)

Details by Business Segment

Revenue and Operating Income by Business (First Half)

Revenue

(¥ Bil.)	2023 First half	2024 First half	Vs. 2023
Land Mobility	797.5	896.1	112%
Motorcycle	709.3	824.4	116%
RV	63.3	52.3	83%
SPV	24.9	19.4	78%
Marine Products	299.0	297.7	100%
Robotics	46.2	45.9	99%
Financial Services	38.5	55.9	145%
Other Products	45.2	52.9	117%
All	1,226.4	1,348.4	110%

Operating Income

(¥ Bil.)	2023 First half	2024 First half	Vs. 2023
Land Mobility	67.9	90.7	134%
Motorcycle	60.2	103.0	171%
RV	6.1	-6.7	-
SPV	1.6	-5.6	-
Marine Products	65.9	53.2	81%
Robotics	0.5	-4.0	-
Financial Services	6.6	10.8	163%
Other Products	0.6	3.6	574%
All	141.5	154.4	109%

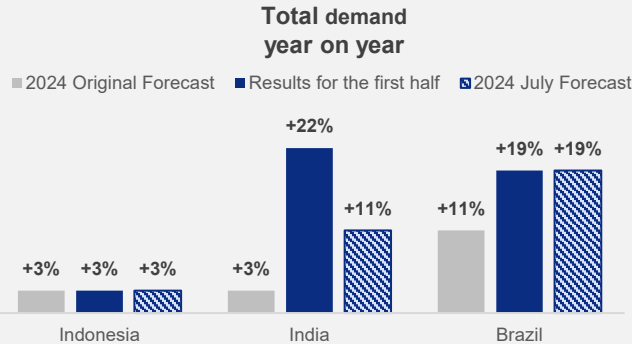
(\$/€)

FY2023 (135/146)

FY2024 (152/165)

- **Result: Revenues and profits increased due to the effects of cost past-throughs and improved supply of premium segment models**
- **Forecast: Higher than original forecast, driven by performance in Brazil, India, and Indonesia**

— Markets —



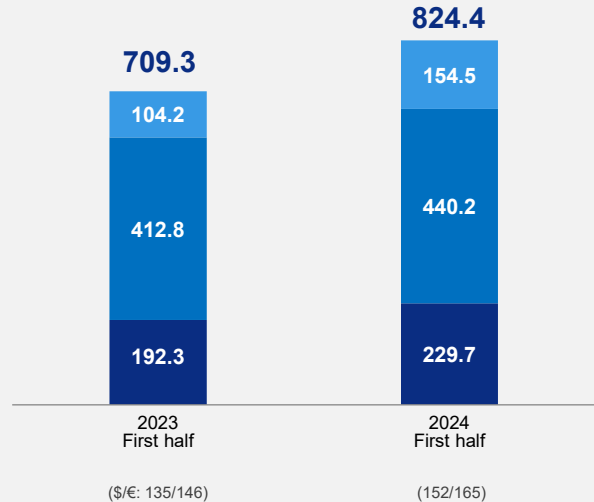
Operating Income Ratio

8.5%

12.5%

Revenue (¥ Bil.)

Developed markets Asia Latin America & Others



— Yamaha Motor —

Result

- Shipments increased in developed markets, primarily in the U.S., and in emerging markets, especially in Brazil, India, and Indonesia
- Improved profitability due to increased sales of premium segment models

Forecast

- Brazil and India, where demand is increasing, drive business performance
- Indonesia remains stable

New NMAX Model Launched in Indonesia

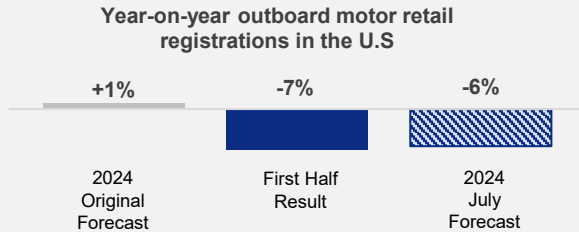


SE **NMAX** IN DI DEPAN
YANG LAIN BARU NGE GAS
KITA UDAH **TANCAP GAS**

NMAX

- **Result:** New outboard motor models performed well, but revenues and profits fell due to lower demand and production cutbacks accompanying inventory adjustments
- **Forecast:** Poor showing in the second fiscal half due to declining demand and production adjustments

— Markets —



Operating Income Ratio

22.0%

17.9%

Revenue (¥ Bil.)

Outboard motors in N. America and Europe

Outboard motors in other regions
Water Vehicles/Boats, etc.

299.0

297.7

141.1

147.2

42.5

48.4

115.4

102.0

2023 First half

2024 First half

(\$/€: 135/146)

(152/165)

— Yamaha Motor —

Result

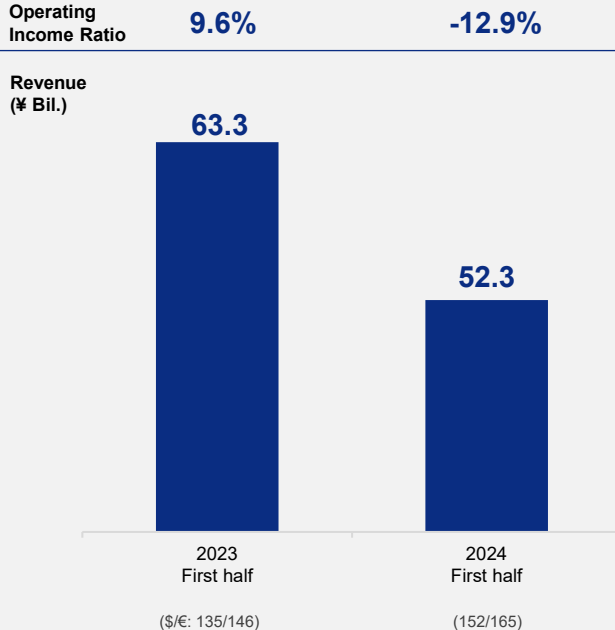
- Outboard motor sales decreased mainly in Europe and the U.S. despite strong sales of new models
- Personal watercraft sales higher than last year, despite declining demand
- Torqeedo included in consolidated results from Q2

Forecast

- Total outboard motor demand drops below original forecast
- Continue production adjustments and cost controls

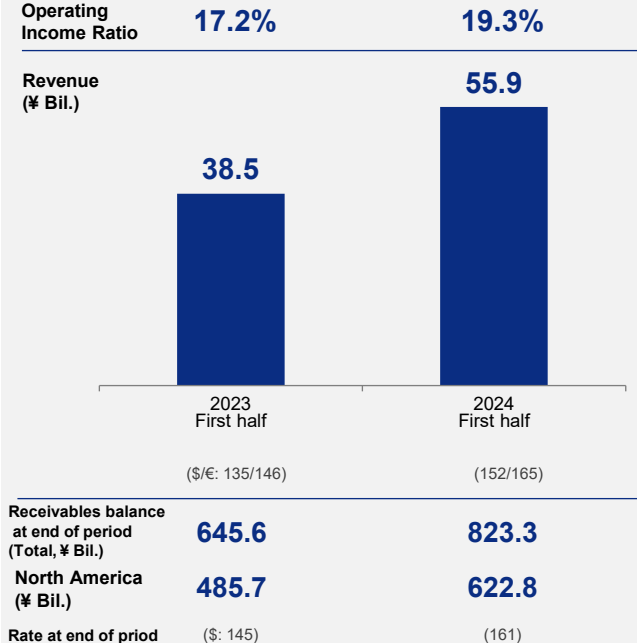
Recreational Vehicles Business

- Result: Decrease in revenues and profits due to a worsening model mix and higher SG&A expenses
- Forecast: Losses expected despite cost and production adjustments



Financial Services Business

- Result: Revenues and profits increased due to an increase in receivables
- Forecast: Higher interest income and improved gross margin lead to results exceeding original forecast

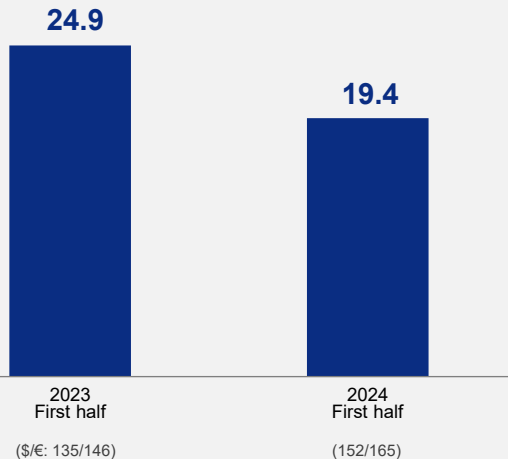


SPV Business

- Result: Ongoing inventory adjustments and lower unit sales pushed down revenues and profits
- Forecast: Despite production adjustments, inventory adjustments continue and deficits are expected

Operating Income Ratio **6.6%** **-28.6%**

Revenue
(¥ Bil.)

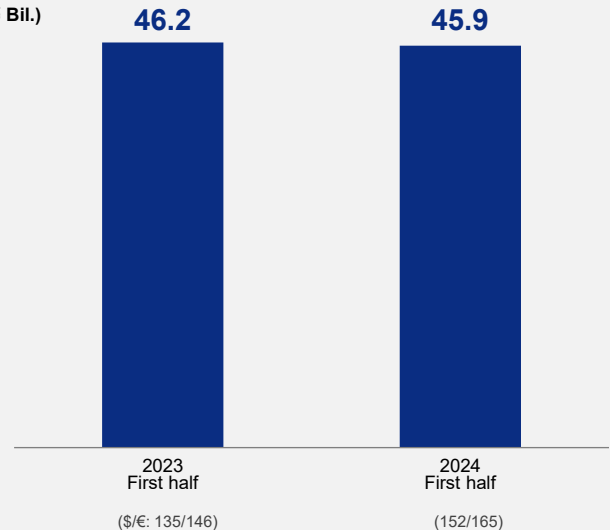


Robotics Business

- Result: Decrease in revenues and profits due to lower sales and higher SG&A expenses
- Forecast: Return to profitability through cost controls and higher sales from a recovery in demand in the second half

Operating Income Ratio **1.0%** **-8.7%**

Revenue
(¥ Bil.)





Unit Sales/Revenues by Region (First Half-Year)

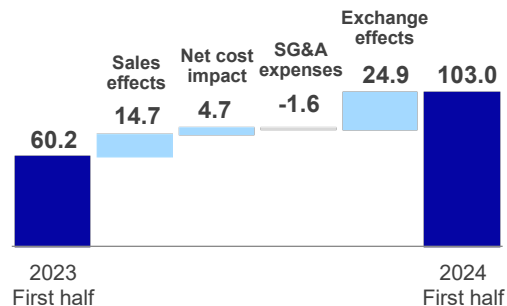
Motorcycle Unit Sales

(1,000 units)	2023 First half	2024 First half	Vs. 2023
Japan	38	36	95%
N. America	45	51	113%
Europe	121	133	110%
Asia	1,961	1,908	97%
Others	297	363	122%
All	2,462	2,491	101%

Motorcycle Revenue

(¥ Bil.)	2023 First half	2024 First half	Vs. 2023
Japan	23.5	21.7	92%
N. America	41.7	56.1	135%
Europe	119.1	142.9	120%
Asia	412.8	440.2	107%
Others	112.2	163.5	146%
All	709.3	824.4	116%

Breakdown of Profit Improvement



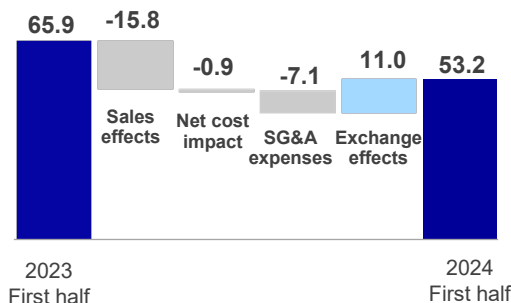
(\$/€) FY2023 (135/146) FY2024 (152/165)

Unit Sales/Net Sales by Region (First Half-Year)

Marine Products Revenue

(¥ Bil.)	2023 First half	2024 First half	Vs. 2023
Japan	16.0	20.7	129%
N. America	187.6	175.8	94%
Europe	39.6	38.5	97%
Asia	20.4	23.1	113%
Others	35.3	39.6	112%
All	299.0	297.7	100%

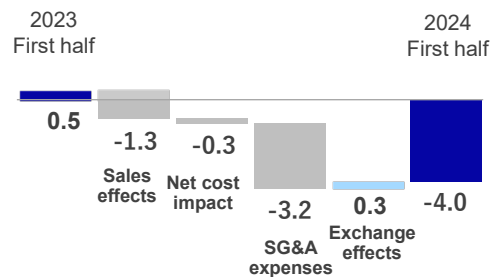
Breakdown of Profit Results



Robotics Revenue

(¥ Bil.)	2023 First half	2024 First half	Vs. 2023
Japan	12.8	11.3	88%
N. America	2.0	2.9	148%
Europe	5.0	3.0	61%
Asia	26.1	28.2	108%
Others	0.4	0.4	119%
All	46.2	45.9	99%

Breakdown of Profit Results



(\$/€) FY2023 (135/146) FY2024 (152/165)

Financial Condition

(¥ Bil.)	2023 First half	2024 First half
Cash flows from operating	50.9	99.7
Cash flows from investing	-52.3	-69.7
Free cash flow	-1.4	30.1
Cash flows from financing	13.0	-65.1
Capital expenditures	37.8	45.6
Depreciation	33.3	41.1
R&D expenditures*1	51.9	61.2

(¥ Bil.)	End of December 2023	End of June 2024
Cash and cash equivalents at end of period	347.0	338.1
Interest-bearing debt*2 balance at end of period	843.8	925.5
Net cash	-496.8	-587.3
Net cash (excluding the Financial Services business)	-22.6	7.8

*1 First half of 2023 is R&D expenditures under J-GAAP standards

*2 Excluding lease debt

Foreign Exchange Effects (Vs. 2023)

(¥ Bil.)	First half (6 months)				FY2024 forecast			
	US\$	EURO	Others	Total	US\$	EURO	Others	Total
Foreign exchange effects on gross income (Headquarter)	14.6	8.0	2.6	25.2	-1.1	-2.2	0.2	-3.1
Conversion effects on gross income (overseas subsidiaries)	7.5	5.0	13.7	26.2	-0.7	-1.2	7.0	5.1
Conversion effects on SG&A expenses (overseas subsidiaries)	-6.9	-4.0	-4.1	-15.0	0.5	0.9	-3.8	-2.4
Other conversion effects (overseas subsidiaries)	0.0	0.0	2.3	2.3	0.0	0.0	0.1	0.1
Foreign exchange effects on operating income	15.2	9.0	14.6	38.7	-1.3	-2.6	3.5	-0.4

(¥ Bil.)	US\$	EURO	US\$	EURO
Foreign Exchange Sensitivity				
Effects on operating income per yen of foreign exchange fluctuation		0.8	0.4	1.6
				1.1

