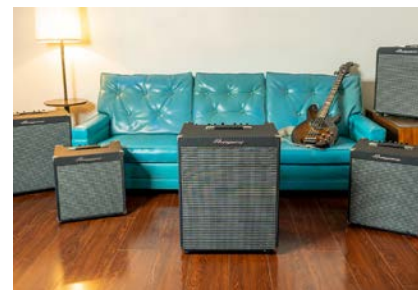


Analyst and Investor Briefing on FY2021.3

(Fiscal year ended March 31, 2021)



SCHOOL PROJECT



May 11, 2021

Yamaha Corporation

FY2021.3 Full Year Highlights

Overview

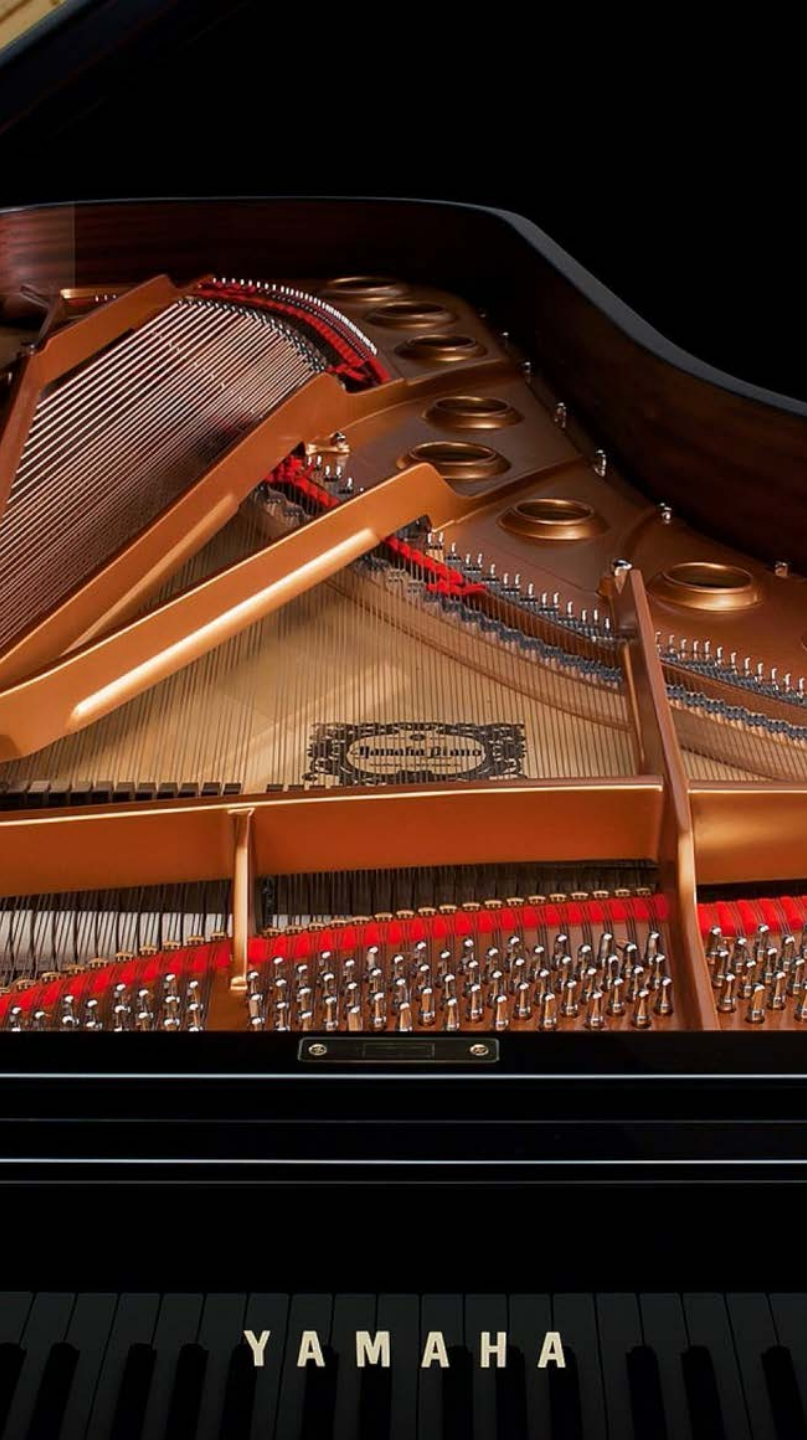
Performance in FY2021.3

- Revenue and profit both declined despite exceeding the previous forecast. This was mainly attributed to lower demand and supply shortages due to the impact of COVID-19
- Revenue declined, with the recovery trend in revenue led by China unable to make up for the lower revenue in 1H
- Core operating profit saw success mainly due to cost reductions
- Recording ¥2.3 billion loss from suspension of operations, and ¥3.6 billion in impairment loss for fixed assets on directly managed retail shops, music schools, etc. in Japan due to the impact of COVID-19

Outlook

Full Year Forecasts for FY2022.3

- Although the uncertainty of the business environments remains high, revenue is forecast to increase based on anticipation of a recovery in market conditions
- Core operating profit ¥47.0 billion (+15%), core operating ratio 11.8% (+0.9p)



1. Performance Summary

FY2021.3 Summary

(billions of yen)

	FY2020.3	FY2021.3	Change (YoY)	
Revenue	414.2	372.6	-41.6	-10.0% ^{*2}
Core Operating Profit (Core Operating Profit Ratio)	46.4 (11.2%)	40.7 (10.9%)	-5.6	-12.2%
Net Profit ^{*1}	34.6	26.6	-8.0	-23.1%

Exchange Rate (yen)

Revenue (Average rate during the period)	US\$	109	106
	EUR	121	124
Profit (Settlement rate)	US\$	109	106
	EUR	122	121

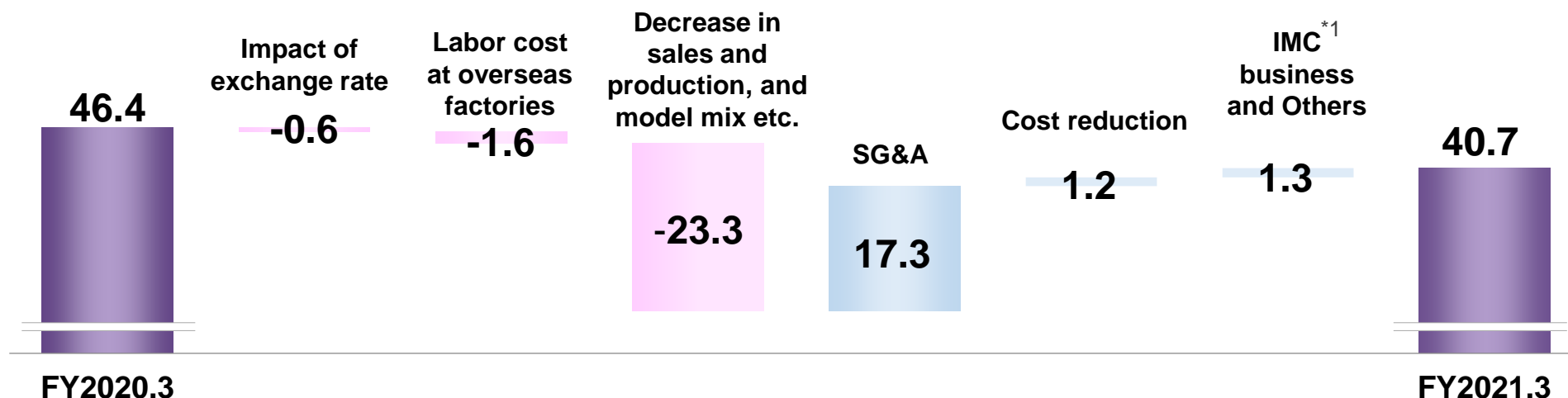
^{*2} -9.5%
(Excluding the impact of exchange rate)

*1 Net profit is presented as profit attributable to owners of the parent on the consolidated financial statements.

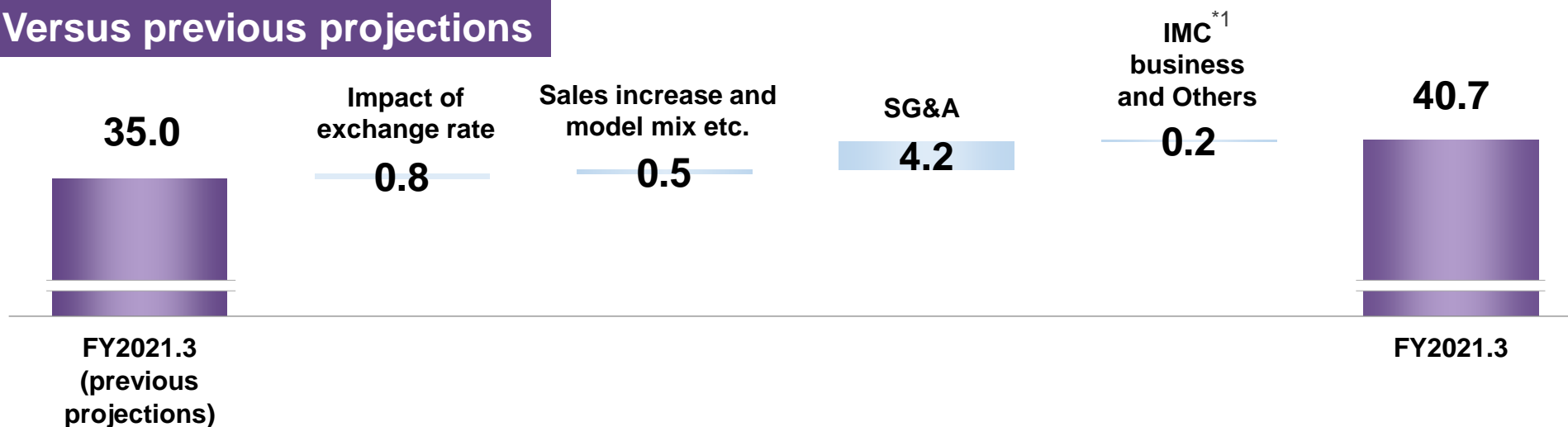
Core Operating Profit Analysis

Versus previous year

(billions of yen)



Versus previous projections



Performance by Business Segment

(billions of yen)

		FY2020.3	FY2021.3	Change	Exchange rate impact
Musical Instruments	Revenue	269.4	239.0	-30.4	-1.7
	Core Operating Profit	37.8	32.4	-5.3	-0.8
	Core Operating Profit Ratio	14.0%	13.6%	-0.4P	
Audio Equipment	Revenue	114.4	103.8	-10.6	-0.4
	Core Operating Profit	8.6	7.1	-1.5	0.2
	Core Operating Profit Ratio	7.5%	6.8%	-0.7P	
IMC ^{*1} Business and Others	Revenue	30.5	29.8	-0.6	-0.3
	Core Operating Profit	0	1.2	1.2	-0.1
	Core Operating Profit Ratio	0.1%	4.1%	+4.0P	

*1 Industrial Machinery and Components

FY2022.3 Outlook

(billions of yen)

	FY2021.3	FY2022.3 (projections)	Change (YoY)	
Revenue	372.6	400.0	27.4	7.3% ^{*2}
Core Operating Profit (Core Operating Profit Ratio)	40.7 (10.9%)	47.0 (11.8%)	6.3	15.4%
Net Profit ^{*1}	26.6	41.0	14.4	54.0%

Exchange Rate (yen)

Revenue (Average rate during the period)	US\$	106	105
	EUR	124	125
Profit (Settlement rate)	US\$	106	105
	EUR	121	125

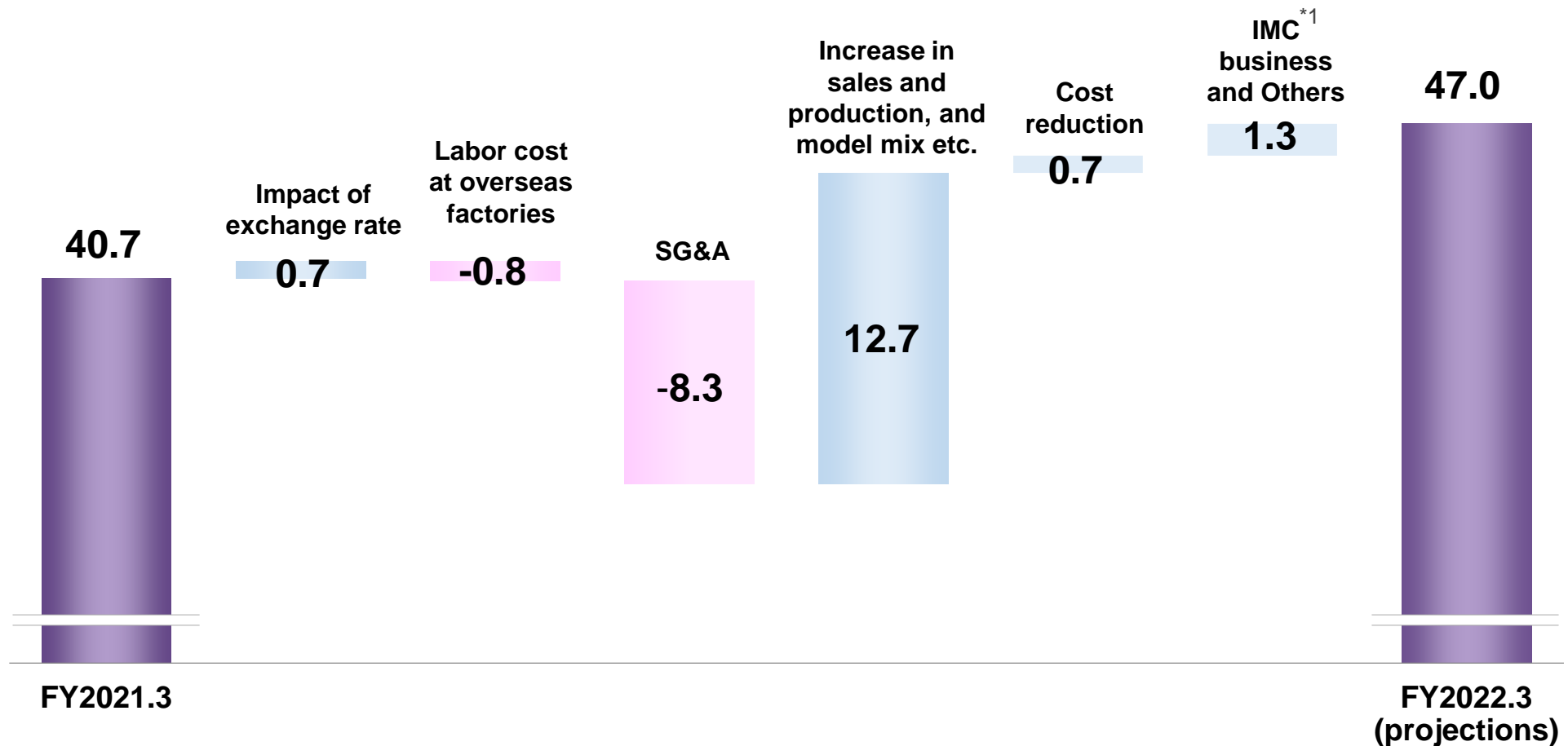
^{*2} 7.9%
(Excluding the impact
of exchange rate)

*1 Net profit is presented as profit attributable to owners of the parent on the consolidated financial statements.

Core Operating Profit Analysis

Versus previous year

(billions of yen)



*1 Industrial Machinery and Components

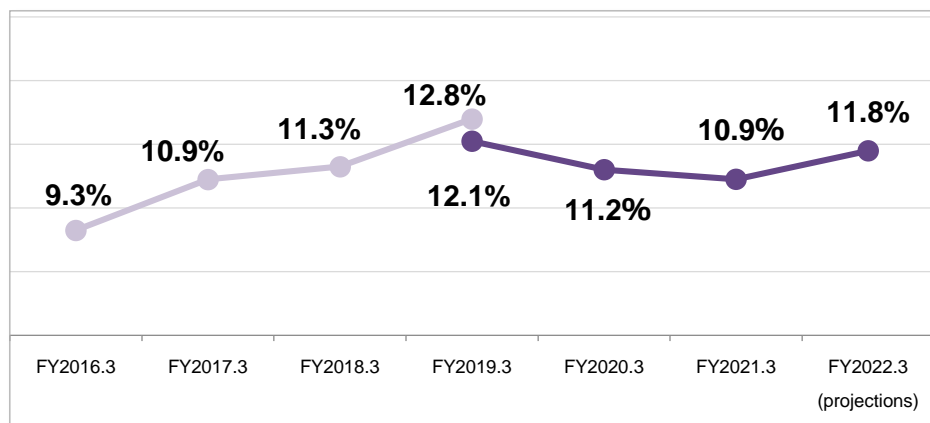
Outlook by Business Segment

(billions of yen)

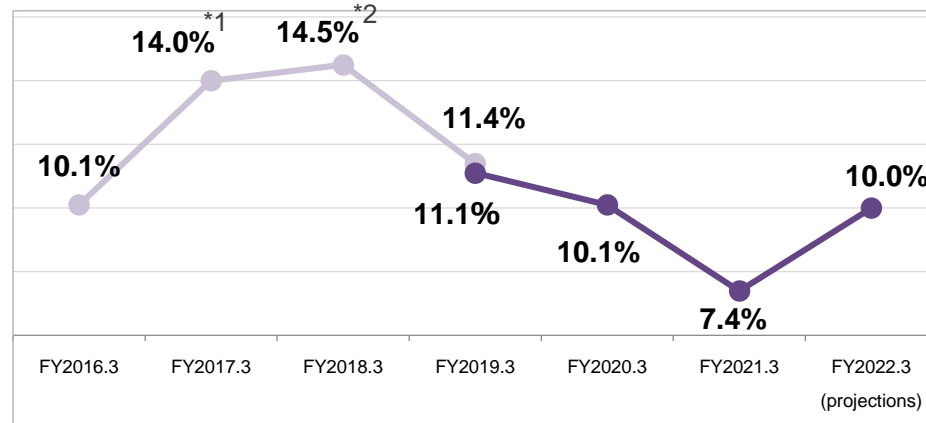
		FY2021.3	FY2022.3 (projections)	Change	Exchange rate impact
Musical Instruments	Revenue	239.0	258.0	19.0	-1.7
	Core Operating Profit	32.4	36.5	4.1	0.2
	Core Operating Profit Ratio	13.6%	14.1%	+0.5P	
Audio Equipment	Revenue	103.8	108.0	4.2	-0.4
	Core Operating Profit	7.1	8.0	0.9	0.5
	Core Operating Profit Ratio	6.8%	7.4%	+0.6P	
*1 IMC Business and Others	Revenue	29.8	34.0	4.2	-0.1
	Core Operating Profit	1.2	2.5	1.3	-0
	Core Operating Profit Ratio	4.1%	7.4%	+3.3P	

Key Management Figures

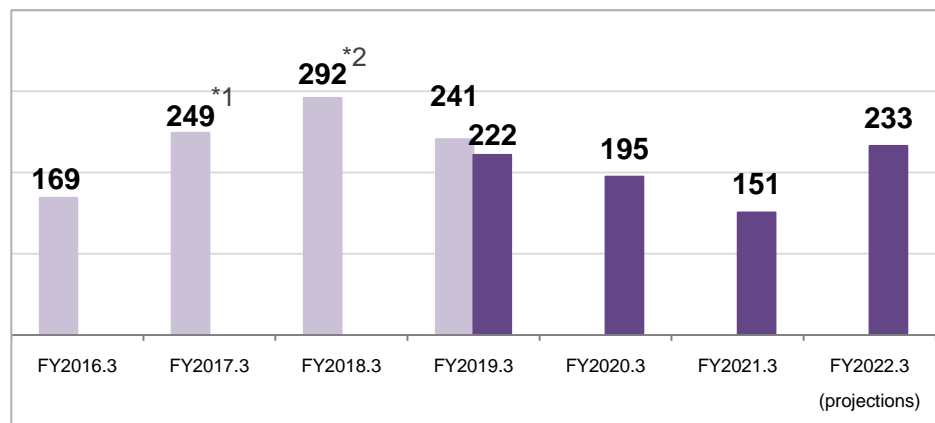
Operating Income/Core Operating Profit Ratio



ROE

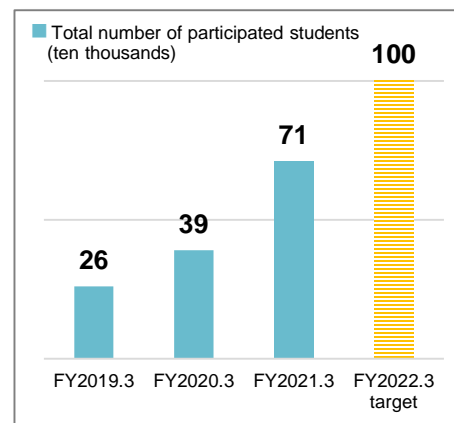


Earnings per Share (yen)

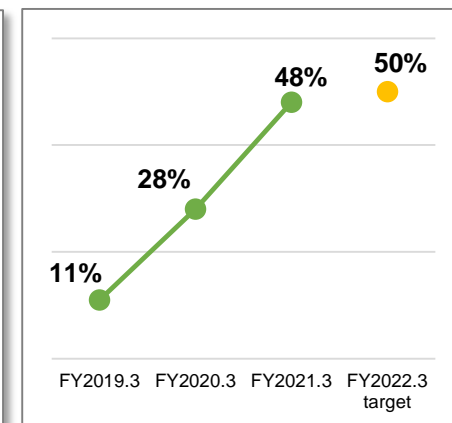


■ J-GAAP: FY2016.3-FY2019.3
■ IFRS: FY2019.3 onwards

Promoting musical instrument education in school music lessons

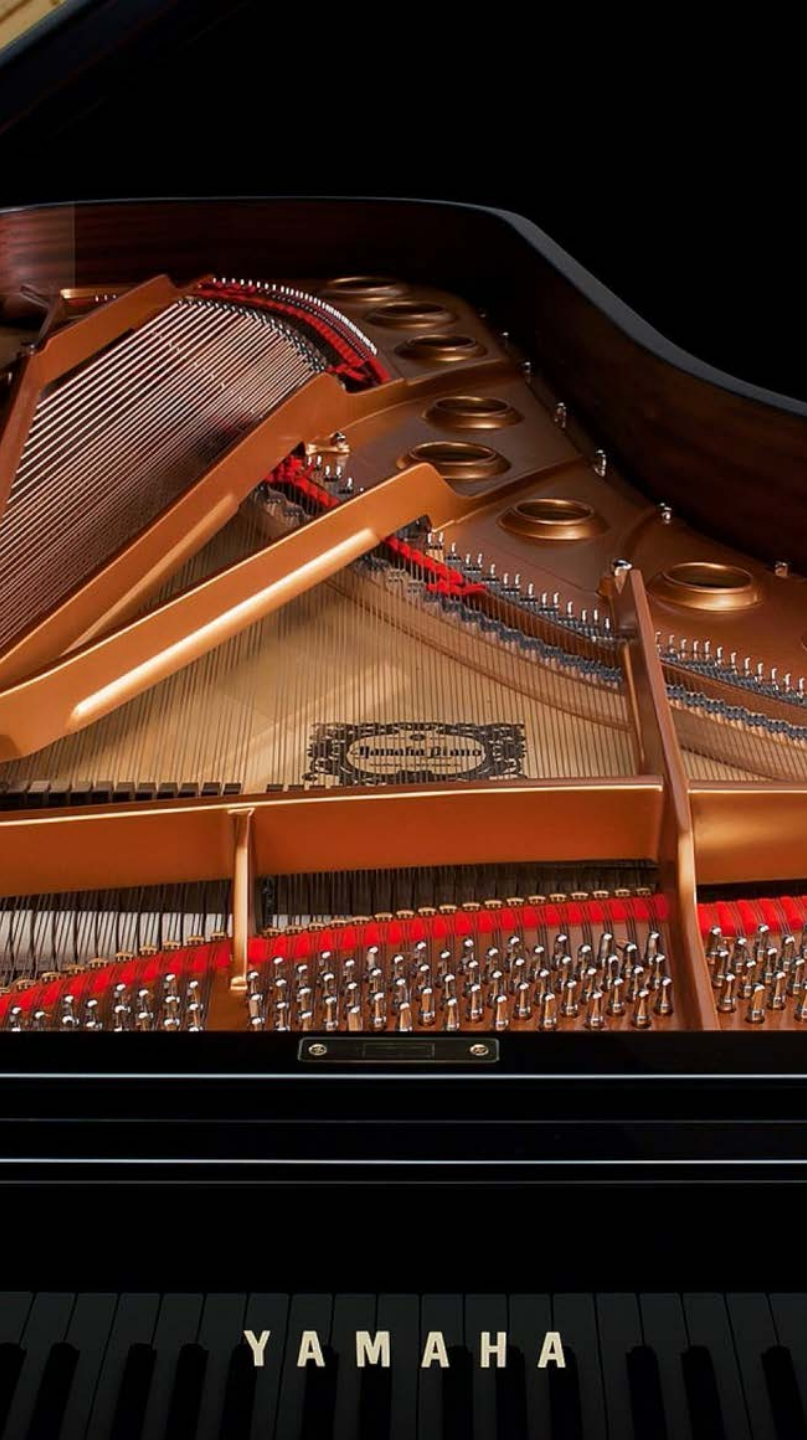


Expanding the utilization rate of certified timber



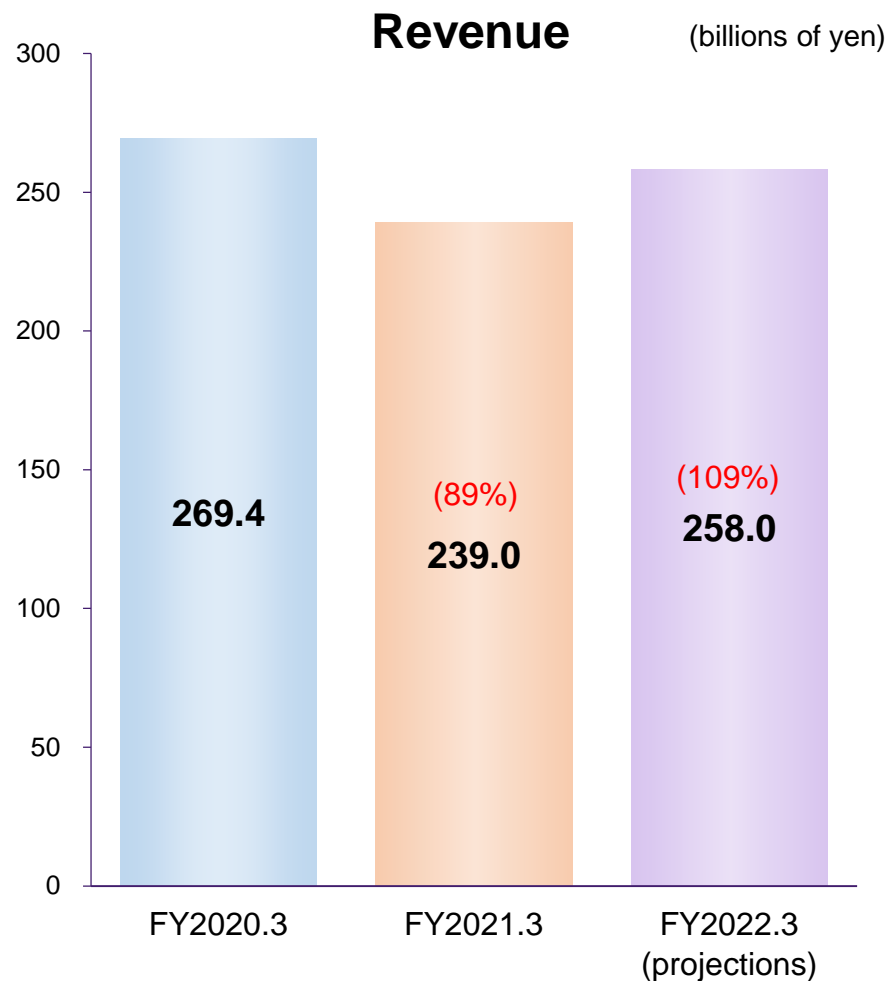
*1 Figure includes deferred tax assets

*2 Figure includes gains from a partial sale of shares in Yamaha Motor Co., Ltd.



2. Segment Overview & Updates

Segment Revenue and Core Operating Profit

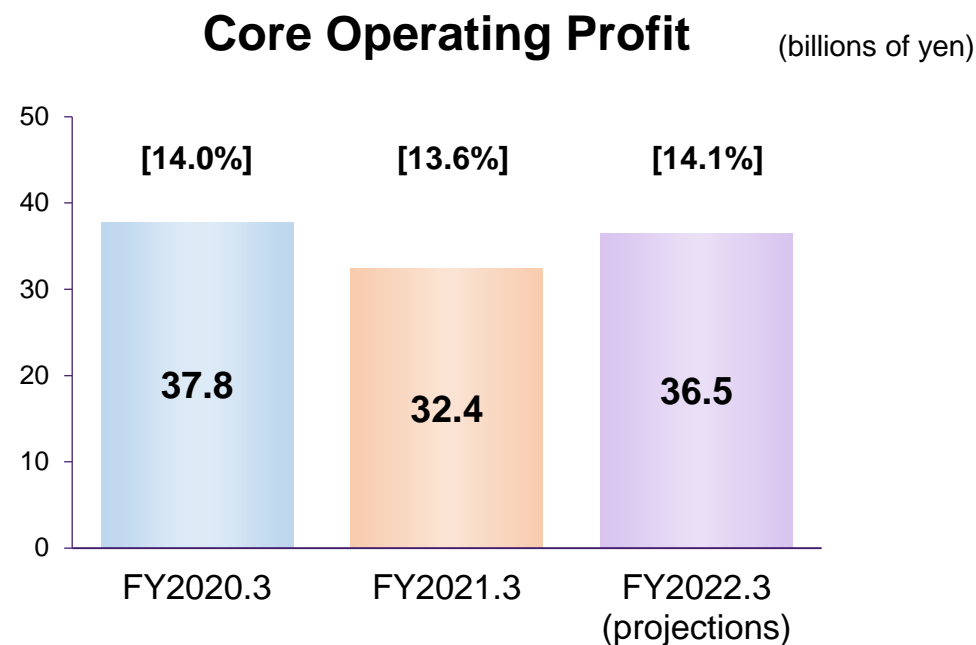


FY2021.3 Overview: Revenue and profit both declined due to the impact of COVID-19 and shortage of supply

- Sales of pianos and digital musical instruments declined due to supply shortages despite a return to growth in China and a recovery trend in all regions. Sales of wind, string and percussion instruments declined due to ongoing suspension of school band activities while guitar sales increased due to firm demand
- Sales increased in China with the recovery in market conditions, while other regions are in the process of recovery

FY2022.3 Outlook: Forecasting increased revenue and profit due to a recovery in market conditions

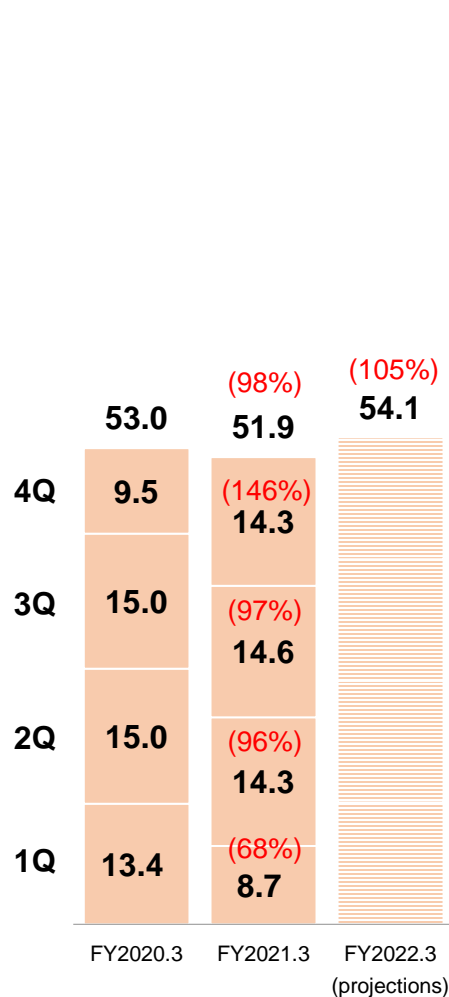
- Revenue is expected to increase in all categories due to the recovery in market conditions, despite the uncertain outlook for the impact of COVID-19, semiconductor procurement and other factors
- All regions are expected to recover



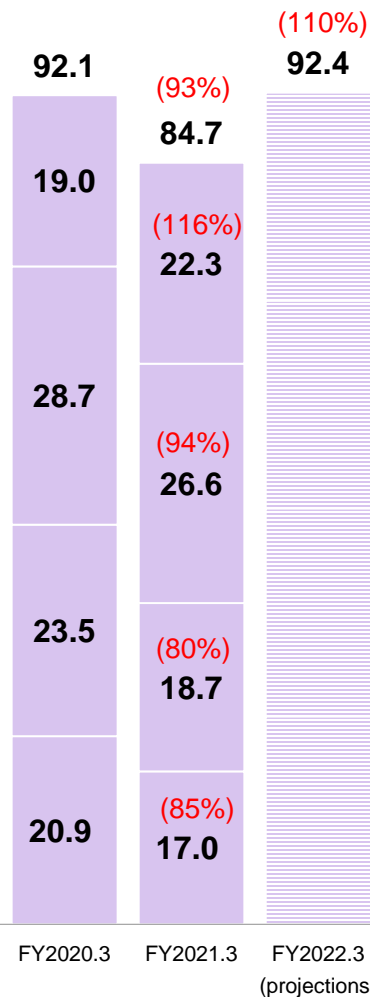
Revenue by Major Product Category

(billions of yen)

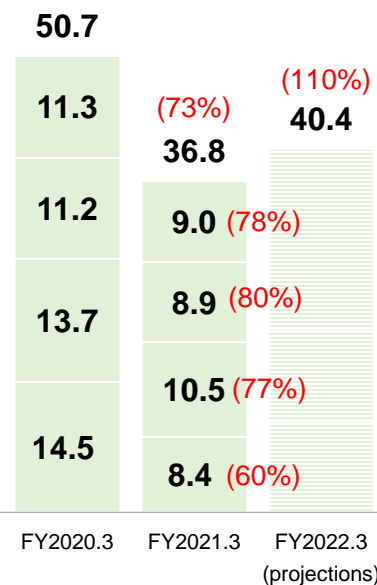
Pianos



Digital Musical Instruments

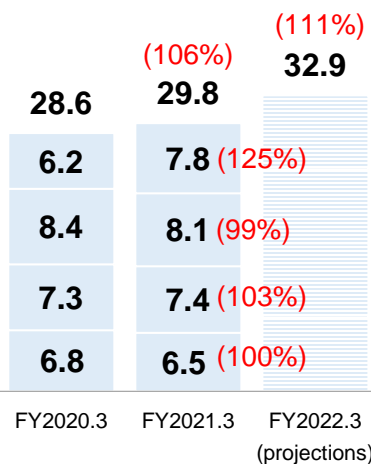


Winds, Strings and Percussion



Guitars

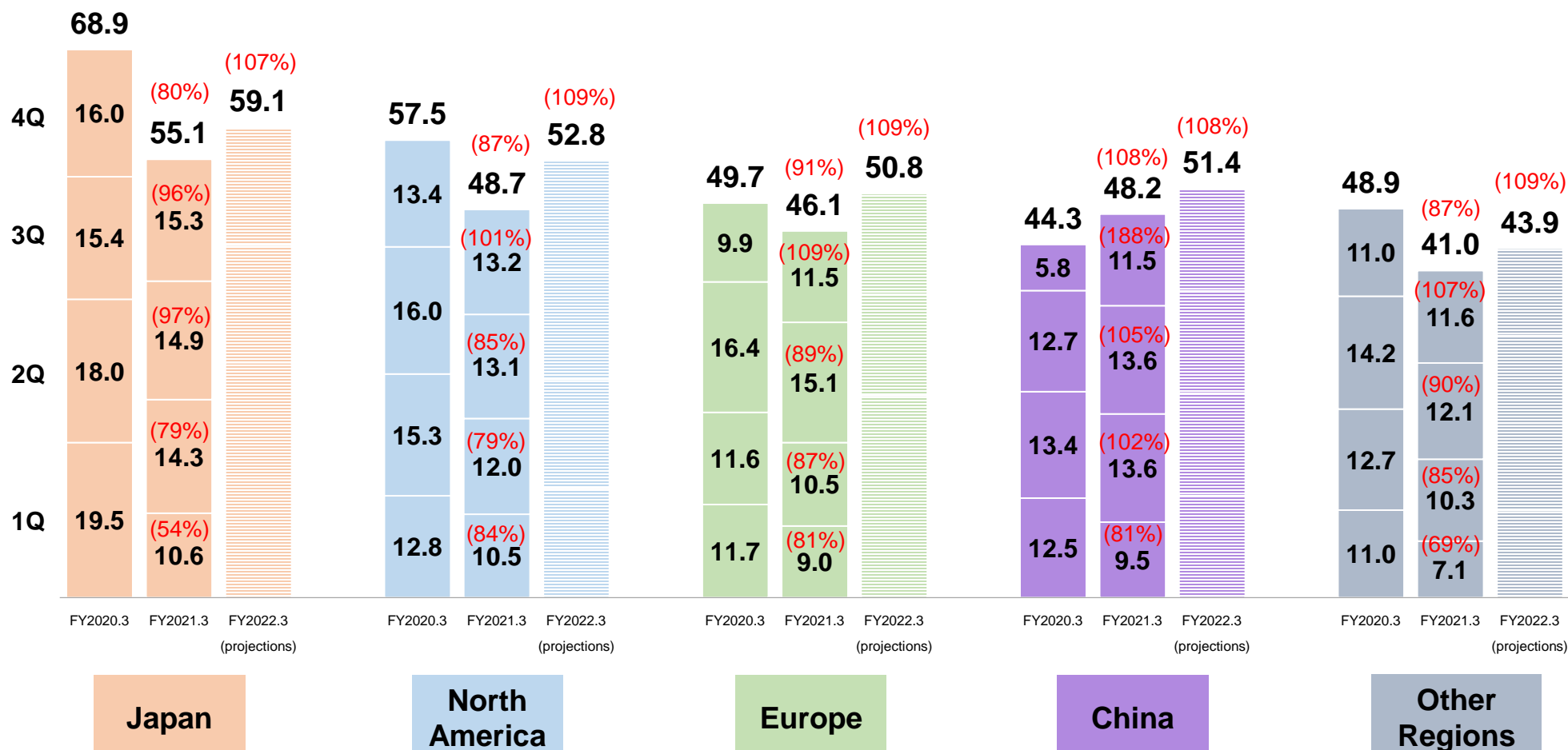
Guitars includes Line 6 and Ampeg products



Red figures show actual YoY changes discounting impact of exchange rates

Revenue by Region

(billions of yen)



* Software products and music schools included
 Red figures show actual YoY changes discounting impact of exchange rates

Develop Products with Distinctive Individuality

Distinctive product line-up fusing a wide range of technologies

Grand Pianos
C3X *espressivo*



A high-end grand piano that inherits the spirits of premium piano manufacturing

Stage Keyboards
YC88 and YC73



The first 88-key and 73-key models of the YC series

Electric Guitars
Pacifica 612VIIIX



A new Pacifica models featuring striking new finishes and updated hardware

Line 6
Amp and Effects Processors
POD Go Wireless



A new wireless model of all-in-one POD Go guitar processor

Ampeg
Bass Amplifiers
Rocket Bass Series



Rocket Bass combos deliver exceptional performance, eye-catching '60s-style looks, and robust feature sets in lightweight and portable package

Electronic Drums
DTX6 Series



The DTX6 series features the innovative KIT MODIFIER, which sparks creativity and delivers superb performance

Develop Products with Distinctive Individuality

Distinctive product line-up fusing a wide range of technologies

Wins multiple world-renowned German Design Awards,
iF Design Award and Red Dot Design

YDS-150 Digital Saxophone



The YDS-150 is a revolutionary new wind instrument that combines acoustic saxophone construction with digital technologies to deliver the natural feel and resonance of an acoustic saxophone to the players.

The YDS-150 was chosen to receive Red Dot: Best of the Best, the most prestigious of the Red Dot Award: Product Design 2021 awards.

THR-II Guitar Amp



reddot winner 2021



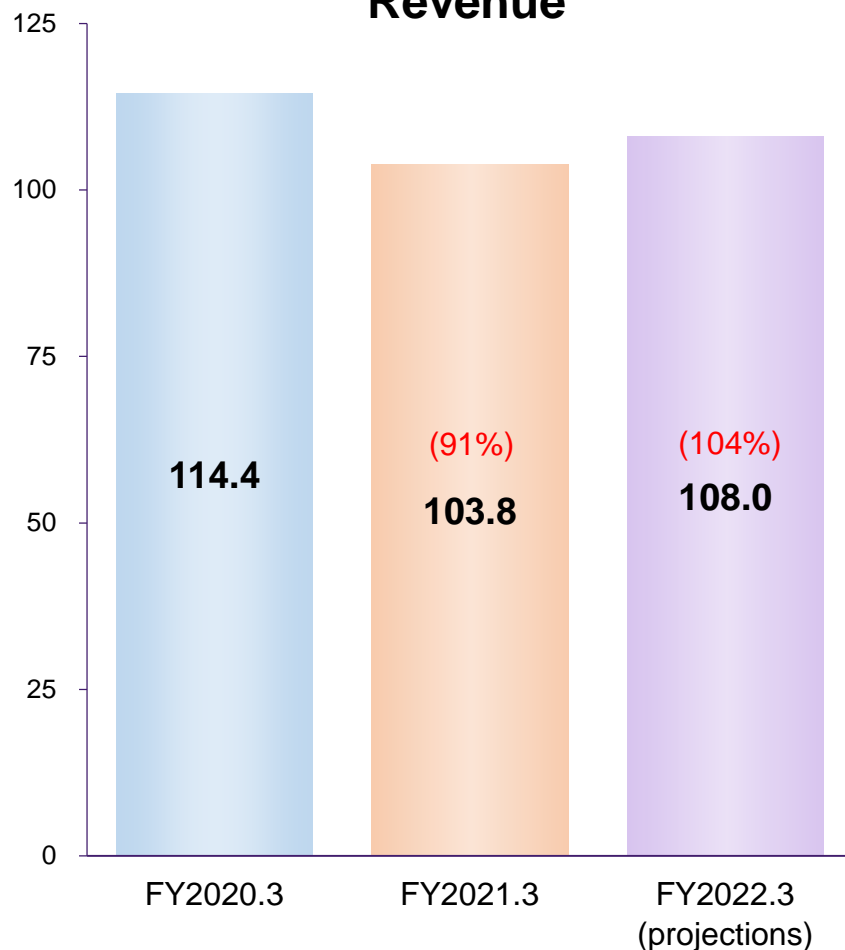
The THR-II is the second-generation model of THR series to meet the needs of guitarists wanting to simply enjoy playing anytime, anywhere, even when away from the stage or studio.

The THR-II follows in the footsteps of the first-generation model of THR series amps, which won the Red Dot Design Award in 2012 and the iF Design Award in 2013.

Segment Revenue and Core Operating Profit

(billions of yen)

Revenue



FY2021.3 Overview: Revenue and profit both declined due to stagnation in the PA market despite increased demand for working at home and remotely

- AV products: despite growth in sound bars and HiFi components, sales decreased due to supply shortages
- PA equipment: despite increased demand for music production and distribution, sales decreased due to ongoing slump in the live performance and CA equipment market
- ICT equipment: double digit growth with popularity of teleworking and remote conferencing

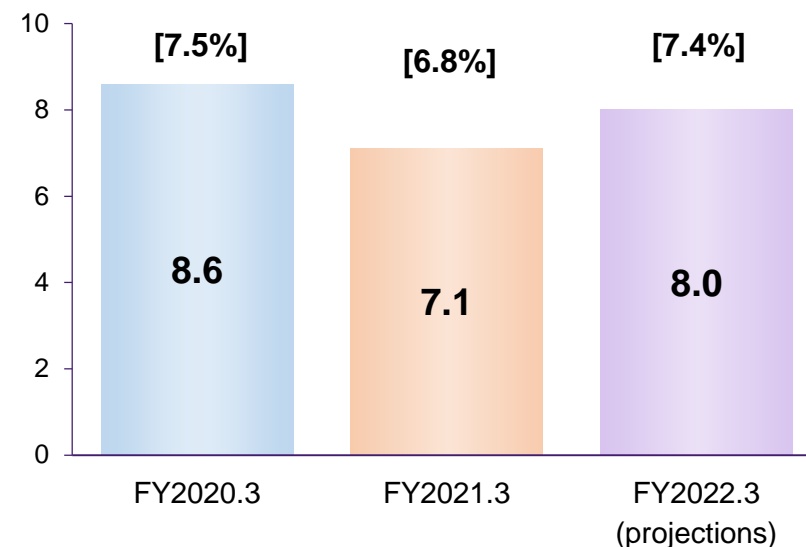
FY2022.3 Outlook: Forecasting steady AV, recovery in PA and ongoing growth in ICT

- AV products: growth is expected in sound bars and earphones, despite risk of shortages in semiconductors
- PA equipment: expecting a recovery in the CA equipment market
- ICT equipment: expecting high demand for UC* and network-related equipment to continue

*UC products: conference systems

(billions of yen)

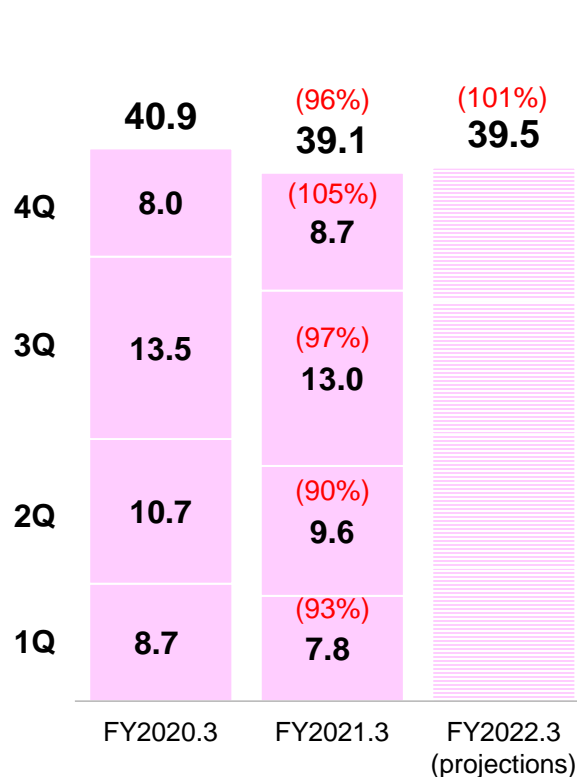
Core Operating Profit



Revenue by Major Product Category

(billions of yen)

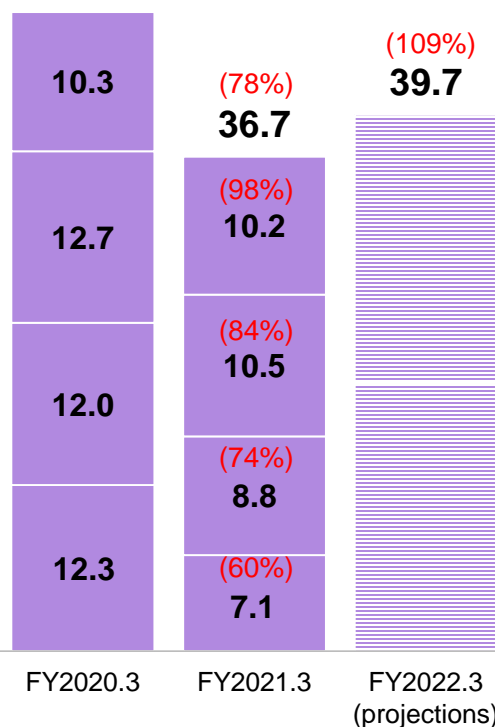
AV Products



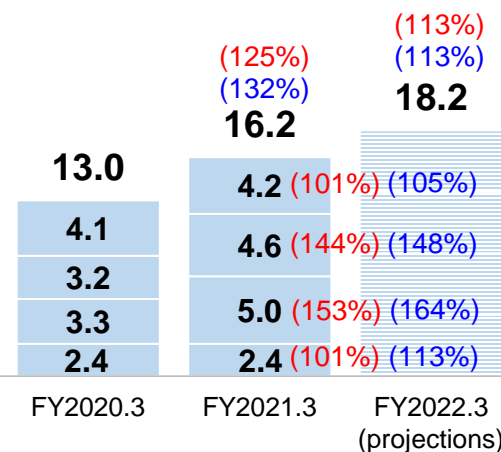
PA Equipment

PA Equipment includes only sales of products for PA Equipment (excluding engineering and installation services)

47.3



ICT Equipment

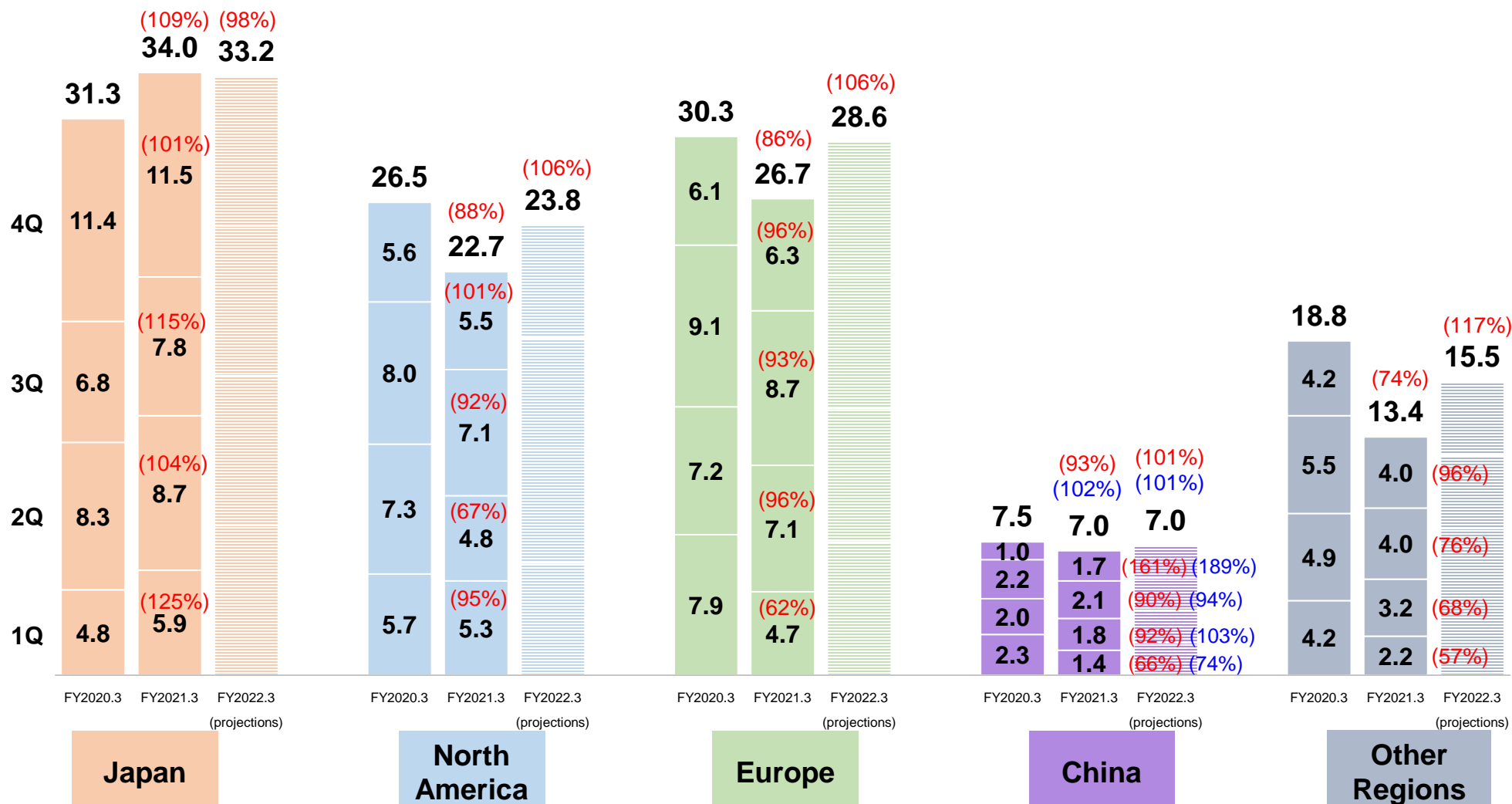


Red figures show actual YoY changes discounting impact of exchange rates

Blue figures show actual YoY changes excluding the sales of OEM products

Revenue by Region

(billions of yen)



Red figures show actual YoY changes discounting impact of exchange rates

Blue figures show actual YoY changes excluding the sales of OEM products

Develop Products with Distinctive Individuality

Strong product lineups to meet diverse needs

True Wireless Bluetooth® Earbuds
TW-E3B



A new model with better stable wireless connectivity and a customizable fit

Powered Monitor Speakers
MSP3A



The MSP3A reference monitor produces authentic sound in a compact body

Sound Bars
SR-B20A



Features DTS Virtual:X – creating an immersive experience in exhilarating 3D surround sound from a single-bar-solution

Various Remote Communications

Solutions for flexible working style and easy communications

Complete and Customizable Communications Solutions **ADECIA**
Boundary Microphone **RM-TT**



The ADECIA tabletop solution provides comfortable and effortless remote conferencing experience

Portable USB & Bluetooth® Conference Phone
YVC-330



Zoom Personal Workspace certified hardware

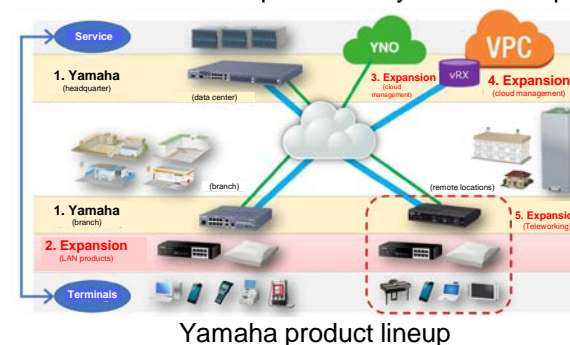
Develop Products with Distinctive Individuality

Yamaha awarded 1st place in the network device category of the Partner Satisfaction Survey 2021* for the three consecutive years

*published by Nikkei Computer magazine

Partner Satisfaction Survey 2021

Yamaha placed 1st in the network device category of the Partner Satisfaction Survey 2021 published in the February 18, 2021 issue of Nikkei Computer magazine for the three consecutive years. Yamaha was highly rated for its product and delivery response.



Gigabit Access VPN Router RTX1220



UTM Appliance UTX100 and UTX200



Simple L2 Switch SWX2110 Series



Intelligent L2 Switch and Standard L3 Switch SWX2320-16MT, SWX3220-16MT SWX2322P-16MT, SWX3220-16MTs

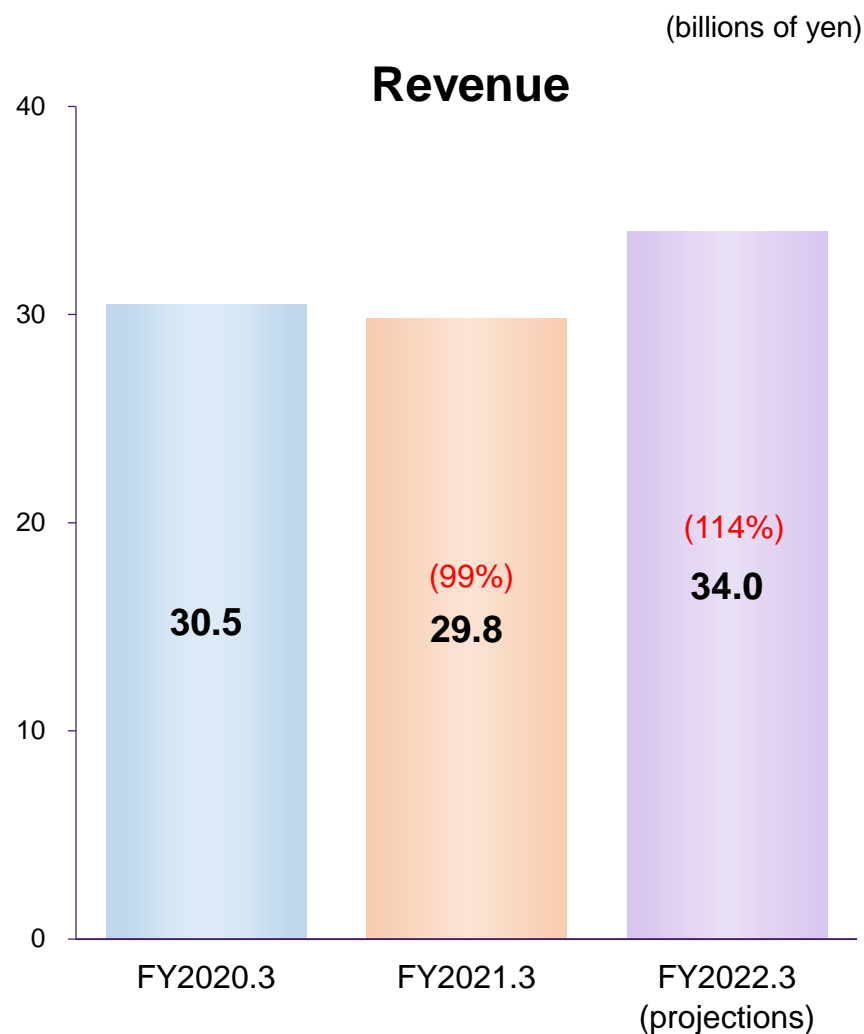


Yamaha Certified Network Engineers



Yamaha official certification to start in June 2021 to support network engineers in improving their knowledge and skills

Segment Revenue and Core Operating Profit

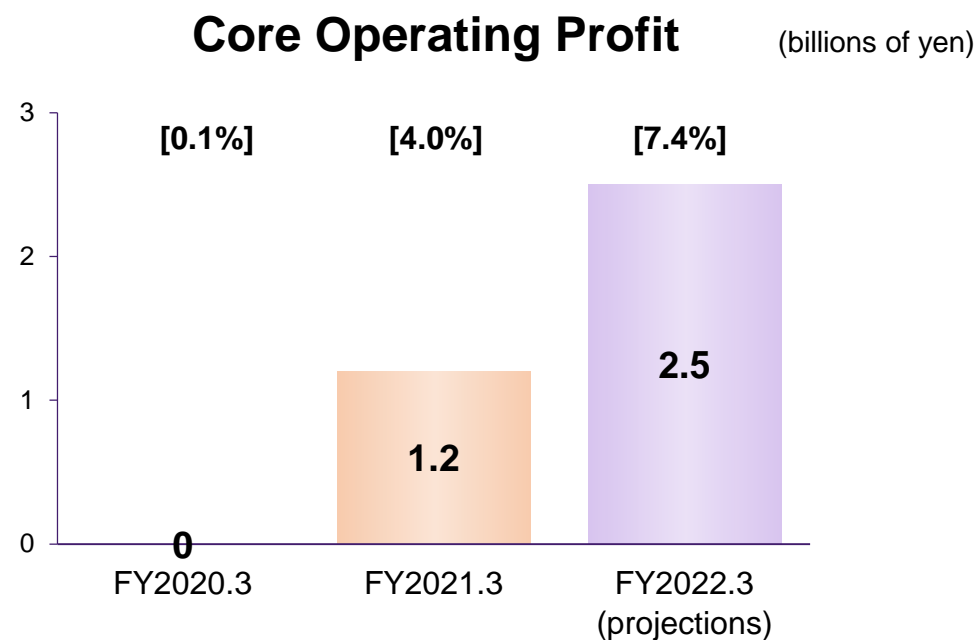


FY2021.3 Overview:

- Although sales of electronic devices declined, profit increased with the favorable results for automobile interior wood components and factory automation (FA) equipment
- Shipments of Yamaha's automotive sound system commenced

FY2022.3 Outlook:

- Yamaha's automotive sound system expected to expand
- Demand for automobile interior wood components also expected to remain firm



Develop Products with Distinctive Individuality

Shift into growing total in-vehicle solution domain

Yamaha Began Shipment of its First Ever Automotive Sound System to Bring Superior Sound Experience to Automotive Vehicles in November 2020

Geely Auto Group's New Electric Vehicle Brand ZEEKR



Yamaha-equipped ZEEKR001



Yamaha's automotive sound system installed in ZEEKR001

New MG5 from SAIC Motor's MG

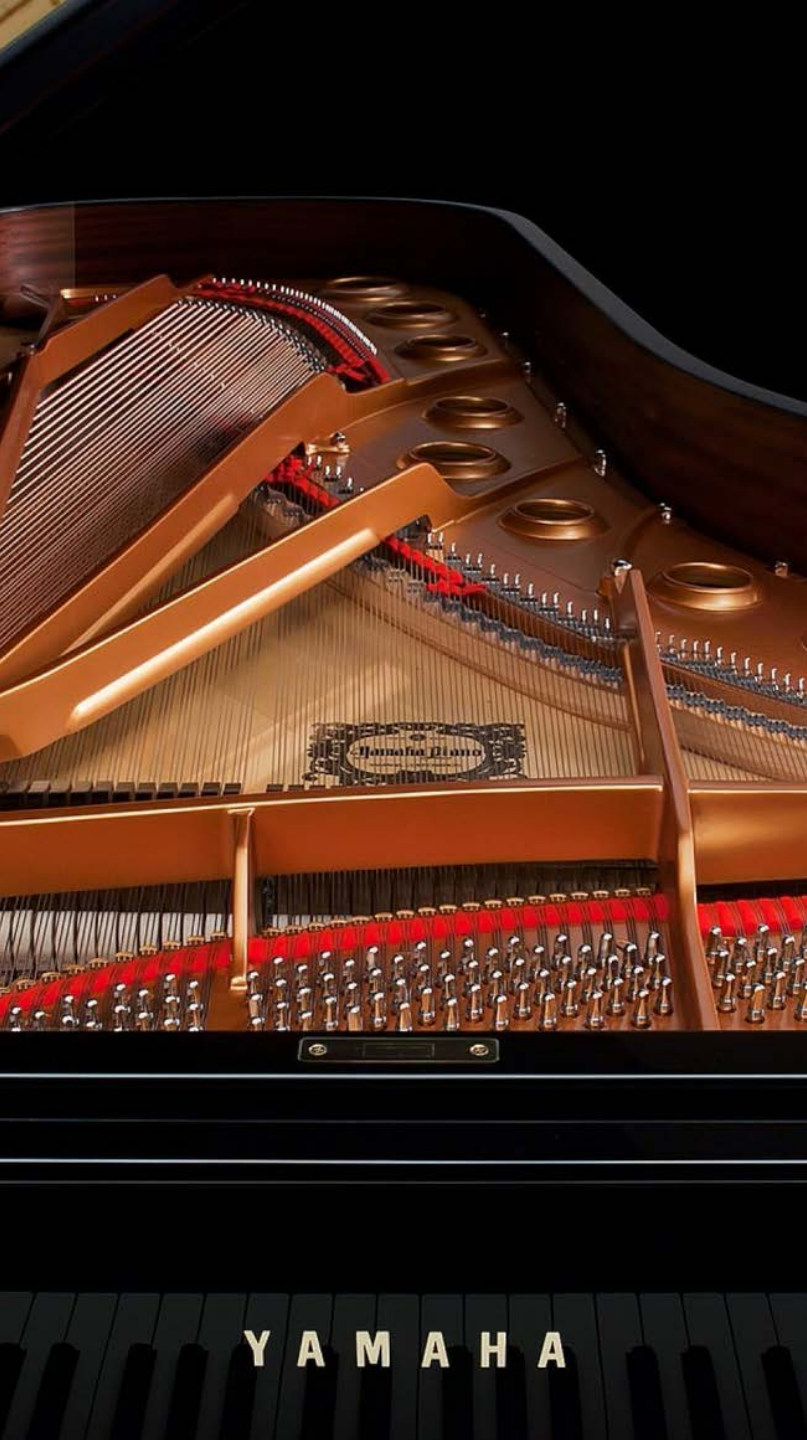


New MG5 set to feature the speaker system



Yamaha brand logo on the door speaker grill

Through all of its speakers, amplifiers, and digital signal processing, Yamaha's automotive sound system is committed to faithfully reproducing musical instruments. By specially designing a sound system that integrates with the individuality and concept of each vehicle and the values of each manufacturer, Yamaha creates optimum audio that can only be truly experienced inside that car. Yamaha also offers a variety of audio solutions inside the vehicle to color the driving experience with sound.



3. Other Financial Figures

Balance Sheet Summary

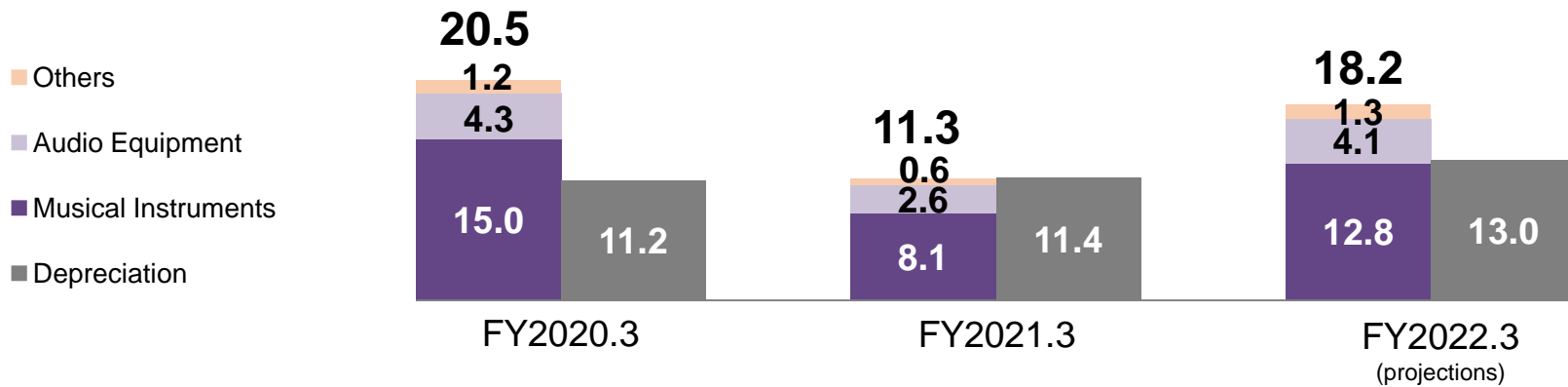
(billions of yen)

	As of March 31, 2020	As of March 31, 2021	Change	As of March 31, 2022 (projections)
Cash and cash equivalents	92.7	129.3	36.7	148.4
Trade and other receivables	58.1	57.3	-0.7	60.7
Other financial assets	12.9	8.6	-4.4	8.8
Inventories	100.1	96.8	-3.3	101.0
Other current assets	6.5	9.1	2.6	7.9
Non-current assets	203.8	256.5	52.7	259.1
Total Assets	474.0	557.6	83.6	585.9
Current liabilities	99.1	100.9	1.7	100.1
Non-current liabilities	48.4	59.8	11.4	59.4
Total equity	326.5	396.9	70.5	426.4
Total liabilities and equity	474.0	557.6	83.6	585.9

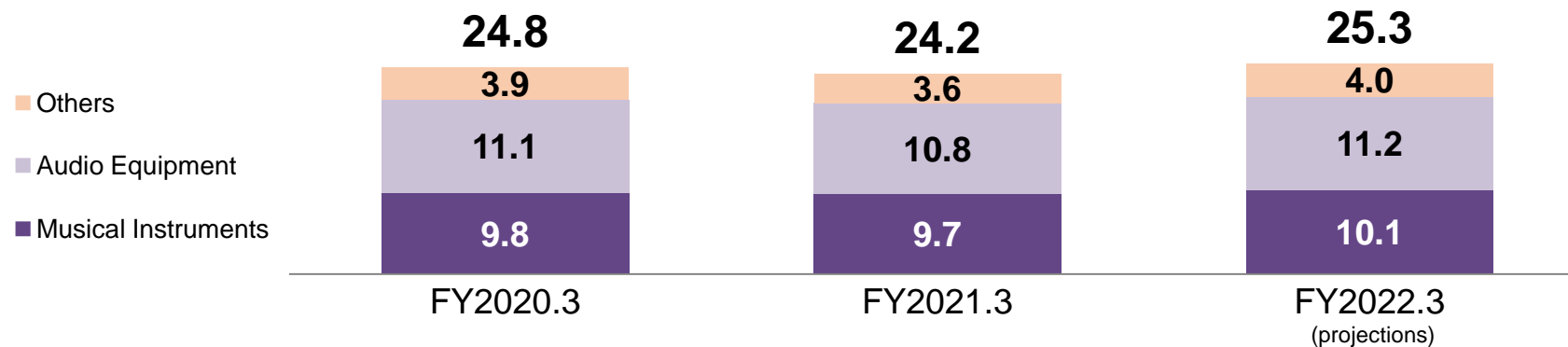
Capital Expenditure/Depreciation, R&D Expense

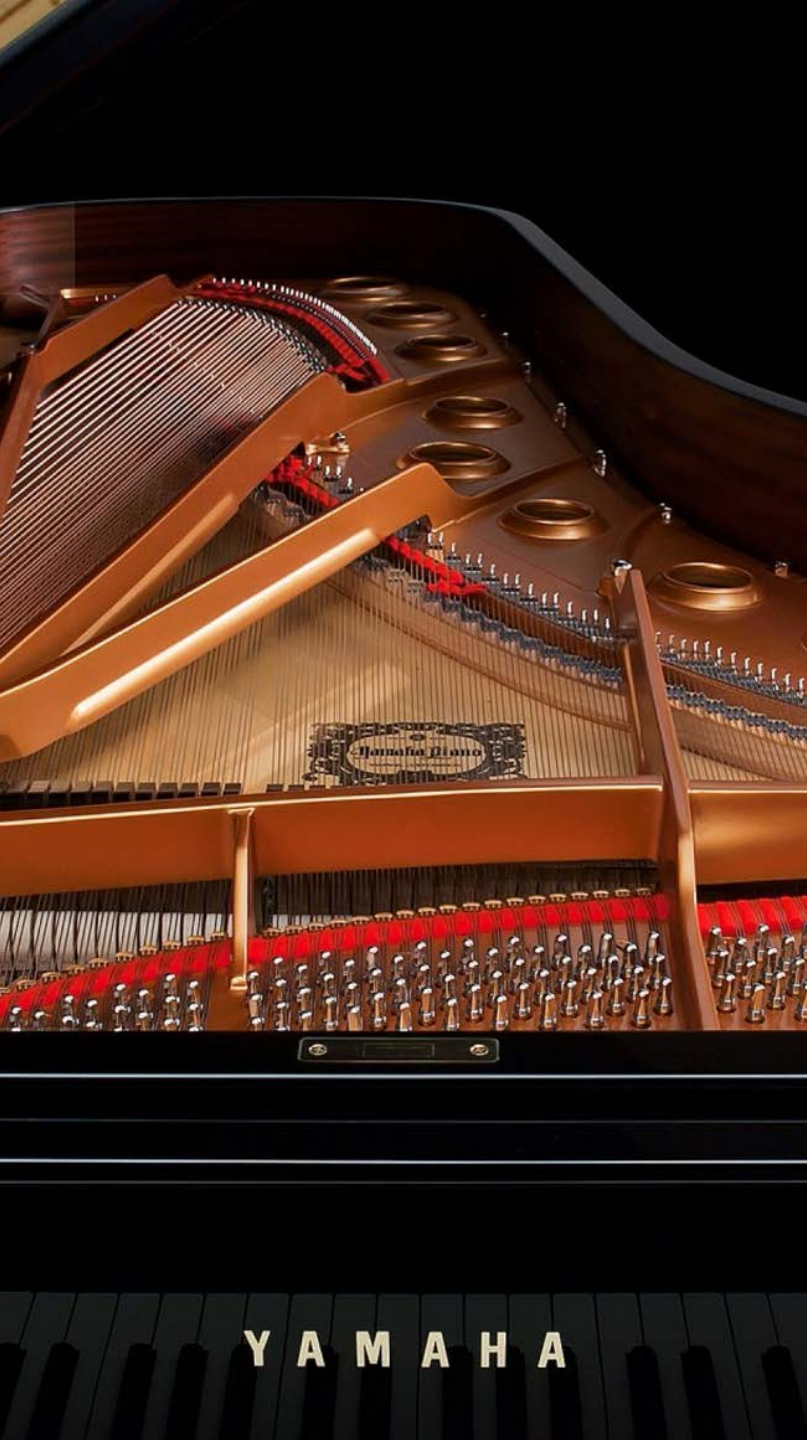
Capital Expenditure/Depreciation

(billions of yen)



R&D Expenses





4. ESG

Y A M A H A

ESG

Contribute to sustainable development of music culture and society

Culture

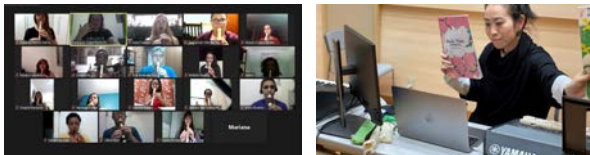
Contribute to sustainability of music culture

Instrumental music education in emerging countries

6 countries with total of 710 thousand students participated in the Project (FY2022.3 target of 7 countries and a cumulative total of 1 million students)



Musical lessons provided under COVID-19 pandemic



Online instructors training

Society

Enhance diversity and fulfillment of the people we work with

Recognition under the 2021 Certified Health and Productivity Outstanding Organizations Program



Awarded Highest Gold ranking in Pride 2020 Index for the second consecutive year



Enhanced dialog going beyond hierarchy and divisions

Online workplace visits by the president

33 times during the year
Participation by total of 400 employees



Environment

Coexist with the natural environment

Utilizing sustainable timber

Achieved utilization rate of certified timber of 48%
(FY2022.3 target of 50%)

Develop environmentally friendly products

Total number of products certified under Yamaha Eco-Products Program during the current mid-term plan: 75 models
(FY2022.3 target of 120 models in total)



Reduce GHG emissions

Switched to 100% renewable energy for the electricity purchased at the Yamaha Corporation headquarters (April 2021)

Achieved A- score in CDP Climate Change 2020



Other

Sound Universal Design Initiatives: The smartphone apps Omotenashi Guide*, Remote Cheerer powered by SoundUD, and other various SoundUD initiatives are underway

*Designated a Project to Strengthen Earning Capacity of Cultural Arts by Japan's Agency for Cultural Affairs with trials being implemented with 20 cultural institutions in Japan (February 2021)



Topics

Selected as a DX Certified Business Operator by Japan's Ministry of Economy, Trade and Industry



Remote ensemble service SYNCROOM won the Best Award in the 2020 Nikkei Excellent Product and Service Award
(The Best Award received by the company for the third time and the first in 26 years)



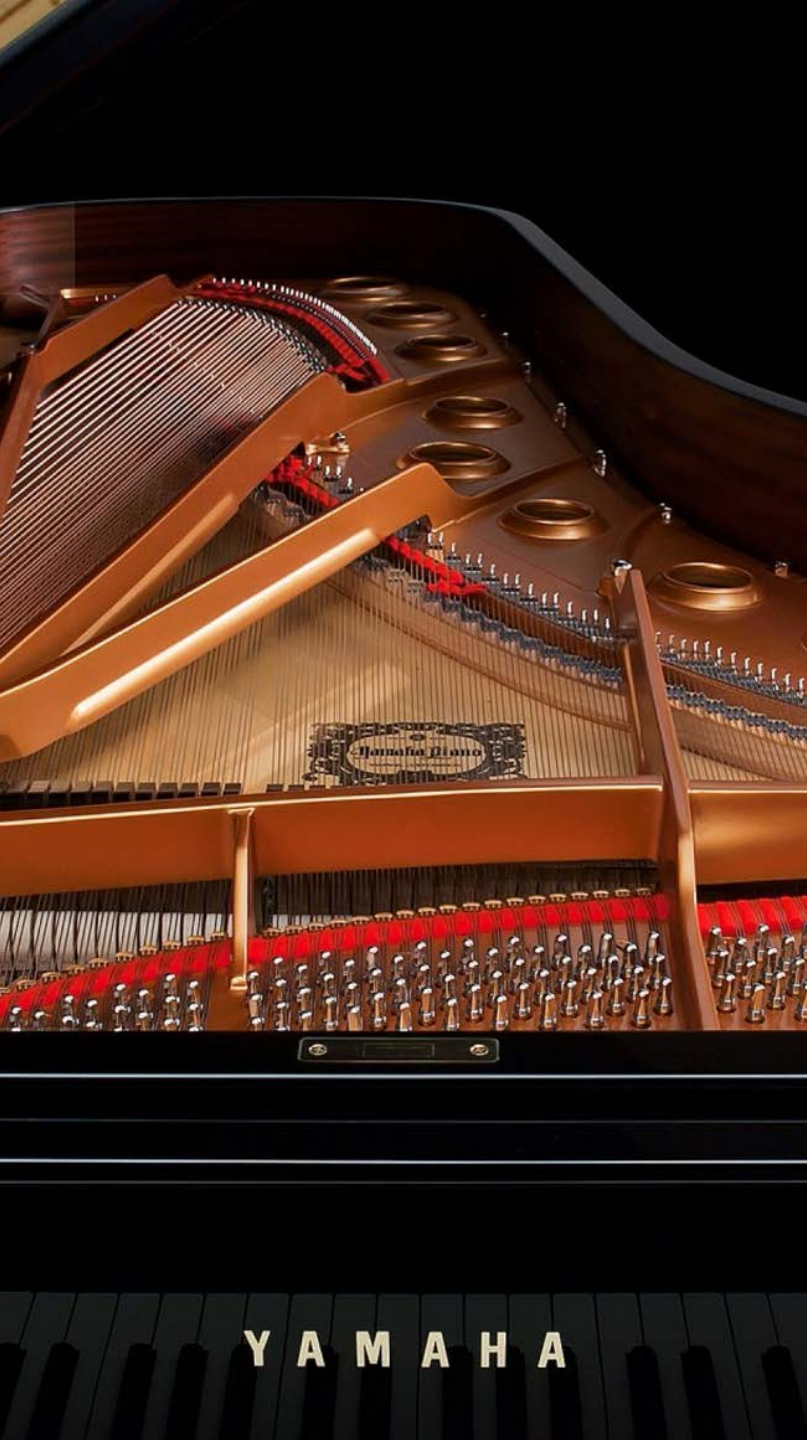
Yamaha Group's Annual Report 2020 won an Award of Excellence at the 23rd Nikkei Annual Report Awards and was selected as an Outstanding Integrated Report by GPIF's Domestic Equity Managers



* Government Pension Investment Fund

Generating new creative activities and constructing an ecosystem through the singing voice synthesis technology VOCALOID won the Selection Committee's Special Award at the 9th Technology Management and Innovation Awards by JATES (Japan Techno-Economics Society)





5. Return to Shareholders

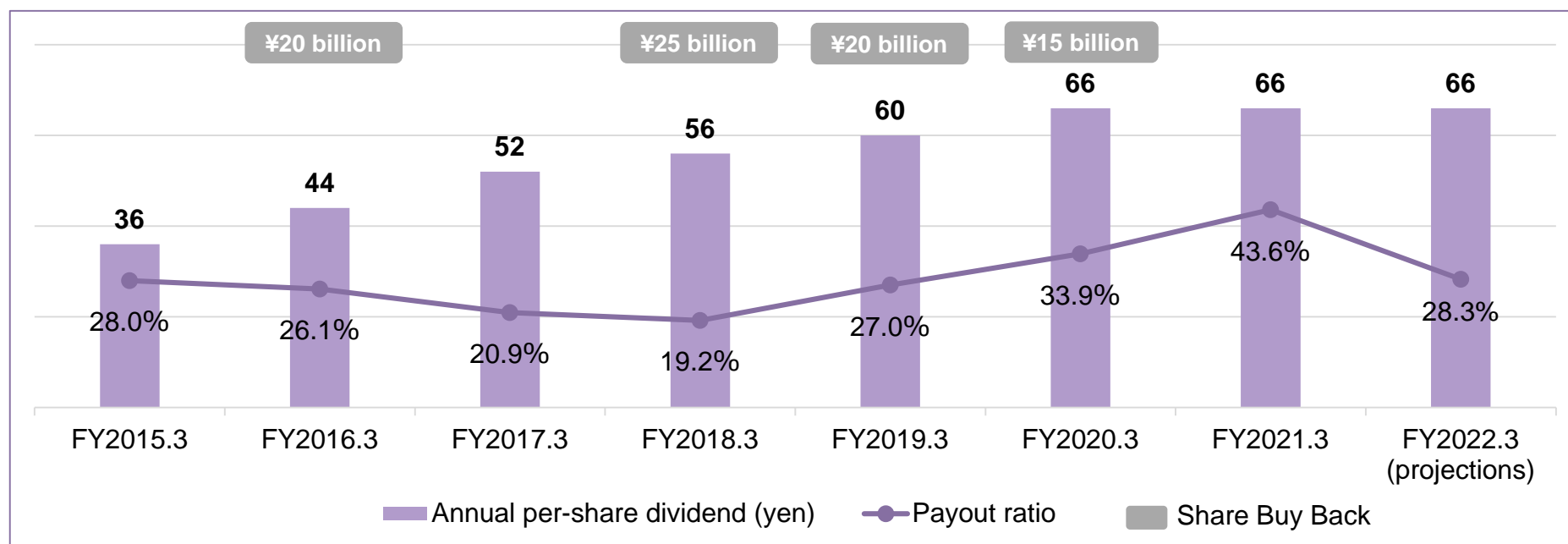
Dividends and Payout Ratios

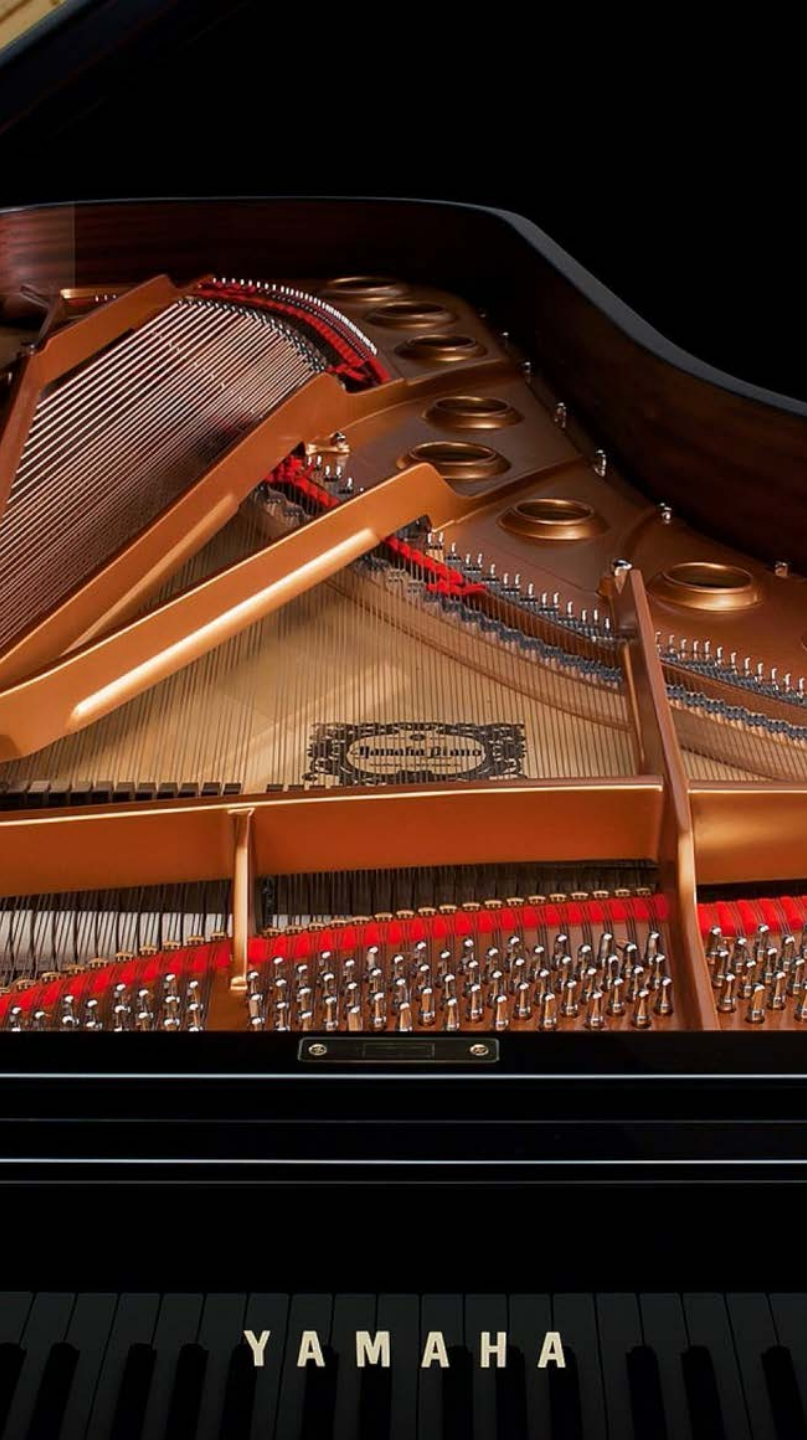
	FY2015.3	FY2016.3	FY2017.3	FY2018.3	FY2019.3 ^{*3}	FY2020.3	FY2021.3	FY2022.3 (projections)
Annual per-share dividend	¥36	¥44	¥52	¥56	¥60	¥66	¥66	¥66
Payout ratio	28.0%	26.1%	20.9% ^{*1}	19.2% ^{*2}	27.0%	33.9%	43.6%	28.3%

*1 Figures for deferred tax assets included

*2 Figures for gain on sales of a portion of Yamaha Motor Co., Ltd. shares included

*3 Figures after FY2019.3 conform with IFRS standards





Appendix

FY2021.3 4Q Summary (Three Months)

(billions of yen)

	FY2020.3 4Q	FY2021.3 4Q	Change (QoQ)	
Revenue	91.6	100.3	8.7	9.5% ^{*2}
Core Operating Profit (Core Operating Profit Ratio)	4.0 (4.3%)	11.7 (11.6%)	7.7	195.4%
Net Profit ^{*1}	1.9	9.0	7.1	372.6%

Exchange Rate (yen)

Revenue (Average rate during the period)	US\$	109	106
	EUR	120	128
Profit (Settlement rate)	US\$	109	105
	EUR	120	126

^{*2} 8.3%
(Excluding the impact of
exchange rate)

*1 Net profit is presented as profit attributable to owners of the parent on the consolidated financial statements.

Performance by Business Segment (Three Months)

(billions of yen)

		FY2020.3 4Q	FY2021.3 4Q	Change	Exchange rate impact
Musical Instruments	Revenue	56.0	63.1	7.0	0.9
	Core Operating Profit	2.9	9.4	6.5	0.5
	Core Operating Profit Ratio	5.3%	14.9%	+9.7P	
Audio Equipment	Revenue	28.2	29.0	0.8	0.4
	Core Operating Profit	1.4	2.0	0.6	0.3
	Core Operating Profit Ratio	5.1%	6.9%	+1.8P	
IMC^{*1} Business and Others	Revenue	7.4	8.3	0.9	-0.1
	Core Operating Profit	-0.4	0.3	0.7	-0
	Core Operating Profit Ratio	-5.8%	3.3%	+9.0P	

*1 Industrial Machinery and Components

Full Year Other Income and Expenses

(billions of yen)

		FY2020.3	FY2021.3	FY2022.3 (projections)
Core Operating Profit		46.4	40.7	47.0
Other Income and Expenses	Profit from (loss on) disposal of fixed assets	0.3	-0.1	4.7
	Others	-3.3	-5.6	0.3
	Total	-3.0	-5.7	5.0
Operating Profit		43.3	35.0	52.0
Financial Income and Expenses	Dividends income	3.7	2.7	3.6
	Others	0.2	-0.6	-0.1
	Total	3.9	2.1	3.5
Profit before Income Taxes		47.2	37.1	55.5
Income taxes		12.5	10.4	14.4
Net profit attributable to non-controlling interests		0.1	0.1	0.1
Net Profit^{*1}		34.6	26.6	41.0

*1 Net profit is presented as profit attributable to owners of the parent on the consolidated financial statements.

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 projections 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.