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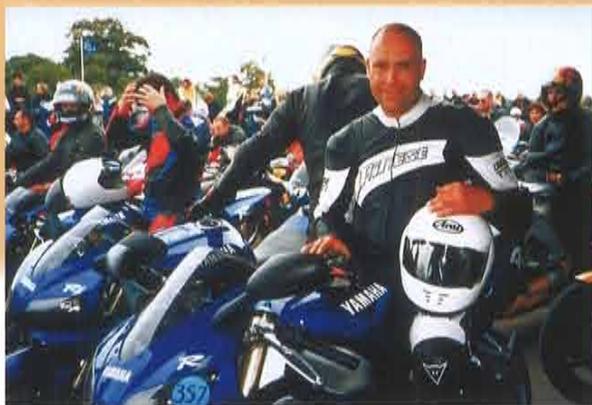
Building a Legend

Born of state-of-the-art engineering, Yamaha's YZF-R1 has rewritten the book on supersport. And the saga goes on.

The R1 Cyclone Rages On



For many owners, running their R1 on a real race circuit is their ultimate dream. Some Yamaha distributors are helping customers realize this dream through events like YMF's "R1 weekends" (top) and YMUK's "Yamaha Owner's Festival" (above and right) aimed at heightened customer satisfaction



In 1998, Yamaha's YZF-R1 won unparalleled coverage in magazines, like this one from Korea, racking up an impressive slate of "Bike of the Year" and other awards like the ones shown here

Yamaha's one-liter supersport model YZF-R1 that created a sensation at its debut 17 months ago, has continued to run ahead of the pack, winning the highest industry acclaim and achieving a remarkable sales record around the world. Now, its impressive slant-eye visage graces two new models, the 600cc supersport YZF-R6 and Yamaha's latest superbike model, YZF-R7. Following proudly in the footsteps of their big brother R1, these ultimate supersport models are poised to add a new chapter to the growing Yamaha R legend.

The YZF-R1 cyclone was born in Milan in September 1997 and whipped into a full-fledged storm when international motorcycle journalists got a firsthand look at its state-of-the-art engineering and a taste of its performance in test rides at the Mediterranean resort of Alicante, Spain, shortly after. Since then, nothing has been able to leash its undiminished power, as the R1 storm has spread to all corners of the globe.

The True Bike of the Year

At the end of last year when the world's motorcycle magazines began announcing their choices for "Bike of the Year" awards, no one could doubt that the YZF-

R1 had stolen the hearts of both the users and the motorcycle press. A good example came from one of France's most prestigious motorcycle magazines, *Moto Revue*, which awarded the YZF-R1 its "'98 - '99 International Bike of the Year" award. The editors solicited votes from various countries' motorcycle magazines, including those of 11 European countries, Australia and the U.S.A. The result was a runaway victory for the R1, with more than triple the points of the second place machine in winning 69% of the total vote. Britain's motorcycle press was virtually unanimous in its praise of the R1. The country's largest publication, *Motor Cycle News*, chose the R1 as their

Machine of the Year 1998, while also giving it their Outstanding Design award in both the Engineering and Styling categories. "This is the highest award any motorcycle can achieve in the UK," says Mr. Jeff Turner, Motorcycle Marketing Manager of Yamaha Motor (U.K.) Ltd. Two other British magazines, *Superbike* and *Bike* also named the R1 their Bike of the Year. In Germany, R1 took best "Sportbike over 600cc" and "Best Sportbike 1998" awards from *PS* magazine and another "Bike of the Year" from *Mopped*. Portugal's *Moto Journal* named it "International Bike of the Year, while Italian *Motosprint* followed suit by naming R1 its "Bike of the Year."

Cycle Canada Magazine praised the R1's total product value in their June 1998 issue, saying, "the R1 provides a sportbike experience beyond anything else on the market," and adding, "full credit to Yamaha for producing what is arguably the most stunning sport bike ever."

One of biggest motorcycle magazines in Japan, *Young Machine* also showed exceptional interest to this export machine by presenting the R1 its "Machine of the Year" and "Best Re-Import Model" awards.

The Race Track Hurricane

An R1 storm is also raging on the racing scene, hauling in titles almost everywhere it takes to the track. The YZF-R1 dominated 1st, 2nd and 3rd places of the '98 Sports National Production Championship in the U.K. Gus Scott, riding for Team Performance Bike magazine/Fowlers, was crowned champion of this, the UK's major race series for large production-specification machines.

In Canada, the R1 won all three major Canadian regional series, including the A.S.M. (Quebec), C.M.R.A., R.A.C.E. championships, in both in the Superbike and Open Sport Bike categories.

On the opposite side of the Pacific R1 riders won both the '98 Australian Production Superbike Championship and the Best Privateer title, as well as winning the Formula X-Tream Sprint Series Championship.

In Mexico, long-time Yamaha rider Omar Isaak teamed up with the YZF-R1 to become national champion in the Mustang Cup '98. Since then, he has appeared in a number of promotions, including a newspaper ad campaign by his team's sponsor and a campaign poster featuring profiles of Omar and the R1 for use at the AUTO EXPO '98 held in Mexico City from December 11 to 22 last year.

The R1 was equally sensational on the race track in China. In the Superbike category of the China National Motorcycle Championship, the R1 showed its incomparable speed and high performance by sweeping 1st and 2nd places.

Promoting Record-Breaking Sales

Meanwhile, Yamaha distributors around the globe have been rolling out aggressive and innovative sales promotion campaigns to help translate the R1's reputation with the motorcycle press and its awesome race performance into a solid track record in the sales arena as well.

One type of promotion builds on the fact that even for ordinary users, the circuit is the best place to try out the R1's 150ps worth of acceleration and superb cornering performance.

As part of their sales promotions, Yamaha Motor France organized "R1 Week-ends" over a period of four weeks that allowed some twenty R1 owners to practice race track riding, with former GP rider Dominique Sarron as a special instructor.

"This event was a total success and we had to turn away some applicants due to over-registration," says Mr. Eric de Seynes, director of sales, marketing and advertising of YMF. In response to the great success of the '98 event, YMF will extend the duration to 12 weekends for the '99 event to be held at two famous circuits, Le Man and Le Castellet Paul Ricard, with the additional support of former World GP star Christian Sarron.

The ultimate riding experience of the R1 was also enjoyed by UK users at the technical circuit in Donington Park. It was last July when YMUK organized its "Yamaha Owner's Festival," with more than 7500 people gathering for the 2-day event.

One of many supersport lovers, Mr. Stuart Gray, commented after the circuit run, "I've traded-in my old bike for the R1 after I saw magazines claiming the R1 a superb machine! They were right. Handling is great and acceleration is awesome. And more than anything else, the styling is excellent!"

In Australia, one lucky spectator at the opening round of the World Superbike series at Philip Island, was chosen to enjoy a tandem ride on the R1's pillion seat behind Scott Russell. The scene was broadcast to many corners of the world via a cable TV program. Also, a popular TV program in South Africa called "Twist Grip" attracted many R1 fans with a 15-minute feature of demonstration riding by the country's superbike champ during the show.

Meanwhile in China, the R1 was displayed at the Guanzhou International Motorcycle Exhibition and visitors, responding to a questionnaire, voted it most popular model in show.

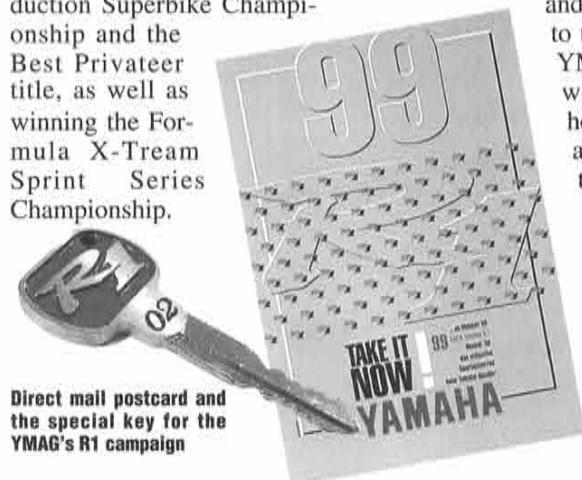


In 1998, the R1 was the winning machine at numerous major races including this A.S.M. Championship in Quebec, Canada Photo © Colin Fraser

Thanks to the success of sales promotions and effective media exposure provided by Yamaha distributors worldwide, the YZF-R1 was sold out in most markets with record-breaking speed.

With the '99 models on the way to the market, new sales promotions have been launched, like the "R1 Limited Edition" campaign in Austria. Yamaha Motor Austria created an attractive package for 99 units of a limited edition of red/white/black colored R1s along with a specially designed Shingai helmet and an exclusive high-quality key with an R1 design. "It's a special key for a very special bike," says YMAG's Sales Manager, Mr. Gerald Dobrowolny, who has big expectations for the campaign.

With two strong additional R series models being rolled out for 1999, there are no signs of the "R" cyclone quieting down any time soon.



Direct mail postcard and the special key for the YMAG's R1 campaign

Hand in Hand with Coastal Fishermen

■ Industria Mexicana de Equipo Marino, S.A. de C.V. ■ Mexico City, Mexico ■ Founded: 1973 ■ Employees: 79

The Mexican Market

Mexico is widely known as a land of rich cultural traditions and contrasts, originating with the native American Mayan and Aztec civilizations and continuing with Spanish ancestral traditions. Mexico is located in North America and shares a 3,000 kilometer northern border with the United States. It is a beautiful country with distinctive natural contrasts ranging from remote mountains to tropical rain forests and beautiful coastlines that stretch over 10,000 kilometers, longer than any country in the Americas. Among the Latin American countries, Mexico has the second largest population after Brazil with almost 100 million people and also the second largest economy. In 1993, the U.S., Canada and Mexico signed the

North American Free Trade Agreement (NAFTA), which went into effect in January of 1994. With this treaty Mexico gained a strong potential for future economic development as a link between the Latin American and North American countries.

IMEMSA's Corporate History

The period back in the 1970s when Yamaha Motor Co., Ltd. (YMC) started to expand its marine business worldwide happened to come at the same time as a Mexican government program aimed at modernizing its coastal fishing industry. With great long-term vision, YMC began the search for a Mexican partner for establishing a company that would orchestrate Yamaha's entry into this market, which was at the time dominated by U.S. brands. The Mexican industrial group Interecon S.A. de C.V. headed by Mr. Victor N. Agather and Mr. Jefferson H. Fuller was chosen as the partner to form the joint venture company Industria Mexicana de Equipo Marino, S.A. de C.V. (IMEMSA) on May 7th 1973, for the distribution and manufacture of Yamaha marine products in Mexico.

The timing of the venture was

critical and IMEMSA became a success story by seizing the opportunity to contribute to the development of the Mexican coastal fishing industry. Working in close cooperation with the Ministry of Fishery, IMEMSA helped develop norms and standards for replacing the fishermen's traditional wooden boats with quality FRP boats that the company began building under technical assistance agreement with Yamaha. Within five years the Yamaha brand came to dominate the market, boasting top share in the commercial fishing industry for both its outboard motors and FRP boats led by the W25. In the process IMEMSA also built a close working relationship with the related government agencies and fishermen's organizations.

Best Return on Customer Investment

A total staff of 41 employees led by the company's Chairman and President, Mr. Jefferson H. Fuller, works in sales and administration at IMEMSA's headquarters in Mexico City. With an average seniority of 8.7 years, far above the national mean, we consider this experienced and highly professional staff our biggest asset. Meanwhile, at our nine branch offices spread out around the country's key market areas another 38 employees work primarily in retail sales.

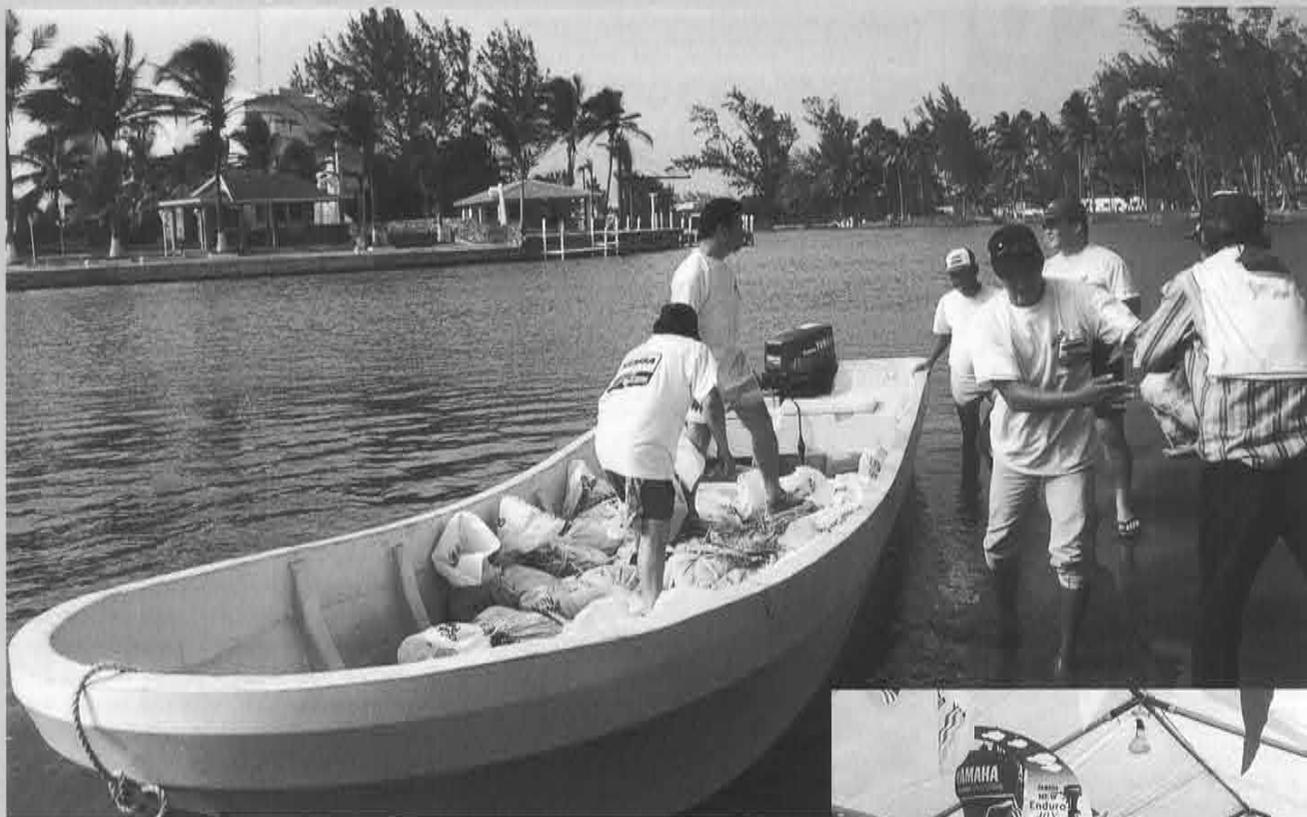
IMEMSA's distribution network for both commercial and pleasure-use marine products consists of a combination of independent dealerships and our own sales branch offices. This unique system is a result of our long years of cooperation in government programs, often involving package sales of motors and boats in the fishing seasons. Through this network that includes our nine



At IMEMSA's booth displaying Yamaha products at Mexico's 2nd Boat Show in Puerto Vallarta, Mr. Luis Martinez (2nd from left), General Manager, Mr. Jefferson H. Fuller (4th from left), IMEMSA's President and Mr. H. Itakura and Mr. H. Ohno (1st and 2nd from right) from Yamaha Japan



Company employees in front of the IMEMSA head office



IMEMSA personnel and Yamaha technical staff testing the new W-26 FRP boat

branch offices, 25 independent dealerships and 20 more specialized marine stores that are considered house accounts, IMEMSA has been successful at servicing the fishermen's needs on their home ground and negotiating financial schemes for them through the appropriate government agencies. This distribution system is crucial to the fulfillment of IMEMSA's corporate mission, which is the distribution and production of high quality Yamaha products, parts and accessories in ways that bring the highest level of Customer and Community Satisfaction (CCS) in both the commercial and leisure sectors of the Mexican marine market.

Stated in another way, IMEMSA's primary commitment is to offer our customers the best return on investment on any transaction through our programs of product guarantees and the highest level of after-sales service available anywhere. Another aspect of our corporate mission is to work closely with the related government authorities to contribute to the rational exploitation of the country's marine resources in sustainable ways that preserve the ecological balance in Mexico's coastal waters.

Yamaha Outboard in the Mexican Fishing Industry

The Mexican fishing industry as it exists today is the product of both past govern-

ment stimulation programs and the revived entrepreneurial spirit of recent years. Most coastal fishermen are organized into cooperatives, one for each of the fishing villages that dot the country's coasts. Many of these villages are quite remote, being accessible only by dirt roads or the sea. This makes service campaigns no simple matter, especially during the rainy season.

The roughly 1,200 fishery cooperatives spread throughout the country are further organized into federations or unions, most of which promote the use of outboard motors and FRP boats. In all, the market has some 50,000 active fishing boats powered by outboards and IMEMSA and Yamaha have been successful in maintaining a 60% market share with unquestioned dominance in certain market areas.

Growing Pleasure-use Market

For the leisure marine market, Mexico began to build its infrastructure around the start of the 1990s. The major developer built 11 marinas along the Pacific coast, creating what is called the "marine ladder," where boaters sailing south from the U.S. can stop in and get full marine



The IMEMSA booth at the Boat Show in Puerto Vallarta

service. Between the years 1988 and '94 a total marina slip capacity of 9,200 was built. With the economy now recovering from the 1995 economic crisis, this development is expected to get back on track, and IMEMSA plans to be there working to help yet another marine industry grow and prosper.

In October of this year IMEMSA will proudly celebrate its 25th anniversary, having ridden out a number of economic crises over the years in an industry where only the experienced, strong and aggressive survive. Standing on this firm foundation we will confidently enter the third millennium as a dominant force in the coastal fishing market continually dedicated to the further expansion of both the commercial and pleasure-use marine markets in Mexico.

From Luis R. Martinez of IMEMSA, Mexico

WORLD TOPICS

MOTORCYCLES

MOROCCO

Moped production begins in Africa

YMC's OMDO (Overseas Market Development Operations) has for some time been looking into the development of two-wheelers for the African market, in collaboration with Yamaha Motor Europe N.V., MBK in France and Beldeyama in Turkey. As a result, CKD (Complete Knock Down) production of a number of models like MBK mopeds will commence at the new factory of MIFA S.A., Yamaha's distributor in Morocco.

One of the models to be manufactured is the MBK-CITIZEN, which has been well-received, having undergone endurance testing and a large number of surveys by users and dealers in France and Morocco.

The official MIFA factory opening on October 15, 1998 was attended by representatives of Moroccan government and industry, dealers, and a steady stream of customers. A sales campaign targeting users followed over the next 3 days. Further promotion of the moped was implemented over the next 3 months, with a Morocco-wide advertising campaign of promotions in newspapers, on radio, and on buses.



At one of the launching events for the MBK-CITIZEN held in Casablanca last autumn

Similar CKD production also began in Tunisia last December, and their mopeds are scheduled for release all over Africa in the year 2000.

From Hugh Onozawa of OMDO, YMC, Japan

U.S.A.

"Best in the Desert"



The YZ400F proved its competitiveness and durability in the long distance off road race

The final round of the "Best in the Desert" Silver State Series, which has evolved into the premier long distance offroad series in the United States, was held on December 5, 1998. The five-race series championship was clinched by the Montclair Yamaha team of Ty Davis and Donnie Book in grand style. They took their third win and the series championship at the "Terrible's Town 250", a 250-mile (over 400 km) race through the desert of southern Nevada. Despite running out of fuel early in the race, Davis and Book overcame a nearly two minute deficit to win the event by only 48 seconds over a Honda rider. With this win, the race turned out to be the perfect opportunity to showcase the YZ400F to the off-road market for its competitiveness and durability.

From Mike Guerra of YMUS, U.S.A.

TURKEY

Beldeyama backs major race

Turkish Yamaha importer Beldeyama and the most popular radio station in

Turkey, Power FM, joined forces to organize the final round of the Balcanic Motocross Cup in Istanbul on October 31 and November 1 last year. This race was also the fifth of six Turkish Motocross Championship races.

The track, near the Black Sea, was made just for this race, and 40 riders from Bulgaria, Romania, Macedonia and Turkey competed in the 250cc and 125cc classes. The weather was sunny and warm, the track was perfect, and the riders put in their best performances in front of almost a thousand spectators. The 250cc class was won by R. Balinov and the 125cc class by B. Stanislav, and both these Bulgarian Honda riders became '98 Balcan Champions. Meanwhile, the Turkish champion, Castrol-Yamaha rider Baris Tok, came 5th in the 250cc class in the first leg but crashed during the second, again hurting the leg he had injured before Round 5. Consequently, Tok was out of the last Championship race but still managed to take the '98 250cc Turkish Motocross Championship title riding a Yamaha YZ250. Another Yamaha rider, Yilmaz Akbas, was the 1998 125cc Champion on his YZ125.

From Osman Lav of Beldeyama, Turkey



Despite succumbing to more leg injuries in the Beldeyama and Power FM-sponsored Balcanic Cup, Baris Tok went on to take the '98 250cc Turkish Motocross Championship

COTE D'IVOIRE

Focus on Service quality

A Service seminar with the aim of improving Service quality was held for the Service Managers and Chief Mechanics of French-speaking distributors in West Africa in Abidjan, Cote D'Ivoire over five days from October



Trainees watch intently as an Autolube pump adjustment is made

19 to 23 last year.

The seminar covered the basics in motorcycles and generators, and the participants took to both the theory and practical instruction enthusiastically. Many said they would like to see the event held again.

The participants will now pass their new-found knowledge on to their own staff, which it is anticipated will lead to further improvements in Service quality.

From S. Hata of YMC, Japan

TAIWAN

ISO14001 Certification for YMT

On October 20, 1998 Yamaha Motor Taiwan Ltd. (YMT) received ISO14001 Certification from the Bureau of Commodity Inspection & Quarantine of Taiwan's Ministry of Economic Affairs. YMT had been preparing for acquisition of ISO14001 since September 1997, by continuously making improvements in the areas of environmental preservation and pollution prevention. All employees worked together to prepare for the Certification, as part of the company's contributions to society and their efforts to reinforce management structure. The inspection was carried out over four days in September last year, and the result was, of course, successful.

With ISO14001, quality control and other activities, the focus is on the importance of fortifying international competitive strength. Toward this,

YMT is taking positive steps in environmental preservation, and also in the research and development of low-pollution, low exhaust scooters and electric motorcycles, in an attempt to contribute to a pollution-free environment.

1997 was the year for the National Quality Prize, last year brought ISO14001 Certification, and this year YMT will attempt to get the TPM Prize we have planned, all with the objective of reinforcing our corporate structure.

From T. Tahara of YMT, Taiwan



YMT's Chairman, Mr. Wen Yu Hsieh receives the Certificate from the Head of Ministry of Economic Affairs

SR 20th anniversary

GERMANY

The SR is a modern Japanese bike that has become a part of Germany's motorcycle history, and it could even be said that the bike was made for the German market.

The SR, based on the XT500 engine, was launched in 1978. The classic style and simple concept made a huge impact on the market, and year after year sales surpassed several thousand units.

The SR was popular among motorcyclists who liked the kick start, and budget-conscious college students who could do their own basic maintenance. Yamaha Motor Germany (YMG) sold over a thousand bikes every year from 1978 to 1993 for a total of over 36,000 units, but since 1994, there was a change in demand patterns which resulted in a sudden decrease in sales. From 1994 to 1998, only 1,250 units were sold, so in the end the decision was made to discontinue sales of the bikes as of 1999.

As of June 1998, there are still 25,200 SRs in the used bike market, the 6th highest ratio of any model. However,

amid declining sales of new bikes, there are still countless SR lovers who are active in 14 SR clubs throughout Germany. And the fact that 68% of SRs sold in the last 20 years are still on the road is testimony to its great popularity. There is even an SR magazine, *Eintopf*, published biannually by Mr. I. Steufmehl who is active in an SR Club.

SR clubs hold big bash

In June last year, the SR clubs collaborated to commemorate the SR's 20th birthday, and took it upon themselves to organize a 20th anniversary meeting. Over 300 SR fans came from all over the country to meet



Hiromi Kuroi celebrates the SR, which will no longer be produced in spite of a loyal following in Europe

in central Germany, in hilly country with little traffic and plenty of winding roads that suit the SR. Many of the participants did the SR lover's thing and took advantage of the good weather to camp, and the organizers prepared a huge camping area complete with food and drinks for sale.

SR owners began gathering from Friday evening, and the official party was held on Saturday. There were hundreds of bikes, and people talked up a storm exchanging their SR experiences and SR modifications. The hot topic was the end of SR sales in Germany. Everyone was looking for a representative from YMG, who when found was given the third degree by those opposing the YMG SR policy!

The big bash included a contest for the best SR modification and the best original SR, with YMG supplying prizes, and the party went on late into the night with live music. Judging from the number of thank you letters sent to YMG afterwards, the SR meeting was a great success.

YMG also produced an SR book "SR500 - 20 Years Motorcycle Pure" to commemorate this unprecedented and much-loved long-life model.

From Hiromi Kuroi of YMG, Germany

WORLD TOPICS

U.S.A.

Big twin hits the road

On track after its release last year in the U.S., the '99 new model Yamaha XV1600 Road Star is already familiar to the world press. YMUS introduced the Road Star, the largest-ever 1600cc V-twin engine, and its sister model the Silverado, to 79 journalists from around the world at a trial for the press last year from November 11 to 22.

Participants were divided into four



The XV1600 Road Star, with the largest displacement ever on a mass-production model, made a huge impact on its test riders in California last year

groups who, on a rotational basis, joined a technical briefing on the first day, and test rode on public roads on the second and third days. With Bodega Bay Lodge north of San Francisco as base camp, the test course took in the famous Napa Valley wine region of California, passing right through vineyards. The leaves were just starting to turn at that time of year, and the riders got to see them from the comfort of the new Road Star through all sorts of territory including swift freeways and calm winding roads.

"A big twin with 800ccs in each cylinder is a worldfirst. Fitted with such a powerful engine, the handling stability is superb. The acceleration, the cruising torque feel and dynamic pulse sensation are fascinating. This is a machine with a miraculous matching of engine and chassis. The suspension is smooth and the riding comfort is remarkable. Furthermore, the feedback from the road is that it's a pure joy to ride." This is a sample of the journalists' impressions from their test ride, that can be found in detail in the various motorcycle magazines around the world.

THE NETHERLANDS

1st Yamaha Euro Technician GP launched

On November 24 and 25 last year, the First Euro Technician Grand Prix, a European contest for motorcycle



Europe's award-winning motorcycle mechanics with their Euro Technician GP awards (front row from left), Mr. B. Burkhalter (3rd), Mr. U. Hertrich (2nd), and Mr. D. Cote (1st) are joined by (back row from left) Mr. T. Ito, Mr. D. van Beck, Yamaha GP star Norick, YMENV President Mr. H. Tanaka and Mr. K. Iwahara

mechanics, was held at the YMENV workshop. The event, sponsored by YMENV and supported by the tool manufacturer Snap On, saw dealer motorcycle mechanics from eight countries who had won their national heats aim to be the best Service mechanics in all of Europe.

The contestants kept their cool in the heated combat, which consisted of a written exam and trouble shooting on the actual YZF-R1 and FZS600. Each displayed their individual strengths, and a tight point score revealed the best three Euro Technician GP mechanics - David Cote of D'Ieteren Sport, Belgium in first place, U. Hertich of YMG, Germany in second, and B. Burkhalter of Hostettler, Switzerland in third.

The three winners won their award and an invitation to the 1999 Japanese Grand Prix, and all contestants received a wrist watch. At the party afterwards, Yamaha's GP rider Norick Abe present-

LETTER

GERMANY

XT500 fan wants it brought back!



The reason for my writing this is quite easy. My name is Markus, I'm a 21-year old German, and I would like to thank you for building one of the best motorbikes I know - the Yamaha XT500.

Unfortunately, you do not produce it anymore, and the technology is not really up to date, but the spirit that drives this motorcycle is still fascinating a lot of people here in Germany. All the functions are easy to understand and I haven't had any big problems with my bike (a Type 1U6) in the past, which was built in 1983 and has gone nearly 40,000 km. I'm very proud to have such a nice bike, and just want to congratulate your techni-

cians who built it many years ago.

I do compare the XT with the Volkswagen Beetle. It's not a high-tech bike, but a very honest good-looking friend, and to drive it is really fun.

I'd like to ask you why the XT production was stopped in 1989, but the SR is still produced? I just can't imagine that it just was a financial thing. My personal decision would be to do a re-make of the XT (maybe even with an E-Starter and a little more hp) because this motorbike has become a legend. People in Europe like legends very much - take a look at the success of the New Beetle. What about you?

From Markus Lorenz, Germany

"This is my XT500, and I'm very proud to ride "Made in Japan"

ed prizes, signed autographs and joined in some commemorative photographs. YMENV President Hiroshi Tanaka closed the evening with some congratulatory and motivating words: "I'd like to express my respect for all the contestants for putting their best foot forward in this contest, and I think we will all remember this Euro Technician GP as a wonderful piece of drama. I hope we can all keep improving our Service expertise to increase that sense of satisfaction in our customers."

From T. Hirota of YMC, Japan

SPAIN

Government takes 1000 bikes



The Majesty 250 - specially modified for use by the Spanish national police

Last year Yamaha Motor Espana, S.A. (YMENV) supplied the Spanish Government with almost 1,000 motorcycles, in a year that coincided with celebrations for the 10th anniversary of the inauguration of the production facilities in Palau de Plegamans, and the release of the Majesty 125 Scooter.

The XT600E was chosen by the Spanish security forces for its flexibility, excellent performance and reliability, and as many as 650 units enhanced their existing vehicle fleet, largely made up of motorcycles of this type. All the bikes were individually prepared to fulfil their local function, with green paint and various added elements such as a document carrier, luggage rack and gun sling.

The national police chose the Majesty 250, and took possession of 200 of the specially equipped scooters to be used for patrols in urban areas.

Furthermore, YMENV supplied training schools with 120 XT600E and SR250 Classic models.

As well as these deliveries to the central government, several official dealers

have signed agreements with their respective local police forces, which have lead to the Majesty 250 and SR250 models being used in urban traffic control units.

YMENV also held an Open Day last year in September, welcoming over 10,000 people. Visitors toured production areas to see the recent improvements introduced for Majesty 125 production including paint shops and automatic welding systems, and were treated to a retrospective exhibition of the past 10 years of YAMAHA in Spain, entertainment, brunch, and a lucky draw with two Majesty 125s as prizes.

From Jordi Bracons of YMENV, Spain

POWER PRODUCTS

INDIA

Birla Yamaha makes the grade

Birla Yamaha Ltd (BYL), the joint venture company in India between the Yashovardhan Birla Group and Yamaha Motor Co., Ltd, received ISO 9002 Certification in October 1998, awarded by Underwriters Laboratories Inc. in the U.S.A.

BYL manufactures and markets generators and multi-purpose engines, and took on the ambitious task of acquiring ISO Certification for its complete range of products in December 1997. It achieved its target in a short 11 months. During the certification process, BYL was able to streamline systems and simplify operations considerably, and now the stamp of the ISO 9002 is expected to boost its domestic market.

BYL is now introducing Enterprise Resources Planning (ERP) to fully computerize its operations, and is aiming to be an ERP organization by the end of 1999.

From S. Rajagopalan of BYL, India



ISO coordinator and machine shop manager receiving the ISO Certificate

We are always looking for interesting stories. Write to Chief Editor T. Omura of the PR Division.

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OWNERS CLUB UPDATE

ARGENTINA

Club for Virago lovers

Club Virago Argentina (CVA) brings together lovers of the Virago and other Yamaha custom models. CVA keeps members up-to-date with useful information through publications, expert opinions, address lists, contact with other motorcycle groups, and events.

At present there are 40 members, with about 20 supporters. Members and supporters live mainly in and around Cordoba, northwest of Buenos Aires in the middle of Argentina, and there are honorary members in Italy, Denmark and Spain! Members' ages range from 18 to 57, with an average age of 25, and include people from all sorts of occupations including students and self-employed.

Members are united in their love of custom model designs and their confidence in the Yamaha brand.

CVA has an Internet site at <http://www.geocities.com/motorcity/downs/9686>, and an e-mail address c_virago_a@geocities.com if you would like more information.

From Gustavo A. Cabral of CVA, Argentina



Industry Award for Distribution System

A large scale reorganization and renovation of Yamaha Motor's parts distribution system initiated and implemented by the company's Parts Operations under the name PAC 21 Project, has recently been awarded one of the distribution industry's most prestigious prizes, issued by the Japan Institute of Logistics Systems (JILS). In a ceremony held on October 5, JILS's Chairman Fumio Sato (also Chairman of Toshiba) presented representatives of the PAC 21 Project with the 1998 Logistics Grand Prize, First Runner Up award. The Yamaha team was chosen from among some 100 contestants this year in recognition of their innovative measures which succeeded in improving the efficiency of Yamaha's parts distribution operations by nearly 30%.

To achieve this, big efficiency improvement innovations and new technologies were introduced in all areas of distribution from order taking to carton standardization to ship loading while reducing what was a 7-stage process to either a 2- or 3-stage process. In the process, environment-friendly measures such as returnable crates were also introduced.

Yamaha's award plaque for 1st Runner Up in the 1998 Logistics Grand Prize competition



Yamaha Employee Walks to Silver

Even when times are hard, like they are now in much of Asia due to the continuing economic crisis, the drama of sports competition never seems to lose its ability to lift our spirits and inspire national pride. The recently held 13th Asian Games hosted by Thailand were a good case in point. For two weeks beginning on December 6, the people of 43 Asian countries could forget their woes and cheer on the largest gathering of Asian athletes ever, competing in 36 sports.



Photo courtesy of Kyodo News
Ms. Rie Mitsumori leads her sister Yuka on the way to a silver medal in Bangkok's Thammasat Stadium

The biggest highlight of the games for Japan's Yamaha family came on December 14 when one of our own, Ms. Rie Mitsumori of Yamaha Motor Marketing Japan's Osaka office, walked away with a Silver Medal in the Women's 10,000m Walk. Finishing in a time of 44 min. 29.82 sec., Mitsumori broke her elder sister's Japanese national record by some 14 seconds. Coming in the wake of several big domestic wins for Mitsumori, this Silver performance may open the way for participation in this year's World Championships and the Sydney Olympics in 2000.

JW Series Power Units Featured at Industry Show

Over the three days from November 4 to 6 The 25th International Home Care & Rehabilitation Exhibition was held at the Tokyo International Exhibition Center on an unprecedented scale with some 126,000 visitors gathering to see displays by 483 companies from 14 countries.

A Yamaha booth displaying the JW Series electric power units for wheelchairs clearly demonstrated the company's increasing presence in the health-welfare equipment industry. Besides the existing Yamaha JW-I electric wheelchair power unit and the JW-II auxiliary power-assist unit incorporating Yamaha PAS electro-hybrid bicycle technology, visitor attention focused on the all new demonstration model JW-III, a full-fledged electric powered wheelchair that cuts the weight of conventional electric wheelchairs roughly in half.

Health service workers and wheelchair users alike were also amazed at the fact that the JW-III can be folded up without removing the power unit for increased mobility and ease of handling. A test-ride corner for the JW-III drew a constant stream of appreciative visitors, and many group tours included a mini-seminar about this revolutionary new Yamaha model.



The new electric powered wheelchair JW-III

CCS Week Conference in Japan

Over the five days from December 7 to 11, the Communication Plaza at YMC's Head Office was the site of the All Yamaha CCS Week '98 conference. Nine CS (Customer Satisfaction) representatives from eight countries, including U.S.A., Australia and Germany, gathered to participate in an agenda centered around a seminar led by YMUS' CS manager. This highly relevant seminar included lectures as well as presentations by each of the representatives based on their content. The final day of the conference included tours of the Head Office's First and Fifth factories.

YMC's various Operations also gave presentations about programs in areas like innovative customer-development and overhead cost reduction. These presentations served to renew consciousness of the importance of thoroughly researching customer needs and technology that responds to pre-existing customer needs.

YMUS' CS manager Ms. Jill Kammer gave an open seminar including such items as a consciousness test aimed at heightening awareness of customer individuality and an array of video and slide visuals illustrating vital points.

All in all, Jill highlighted the importance of the CCS activities now underway at all Yamaha group companies.



Jill's presentation brought lively response from her audience

HPDI Boosts Outboard Performance

Fuel Economy is Up and Emissions Down, Below EPA 2006 Standard!

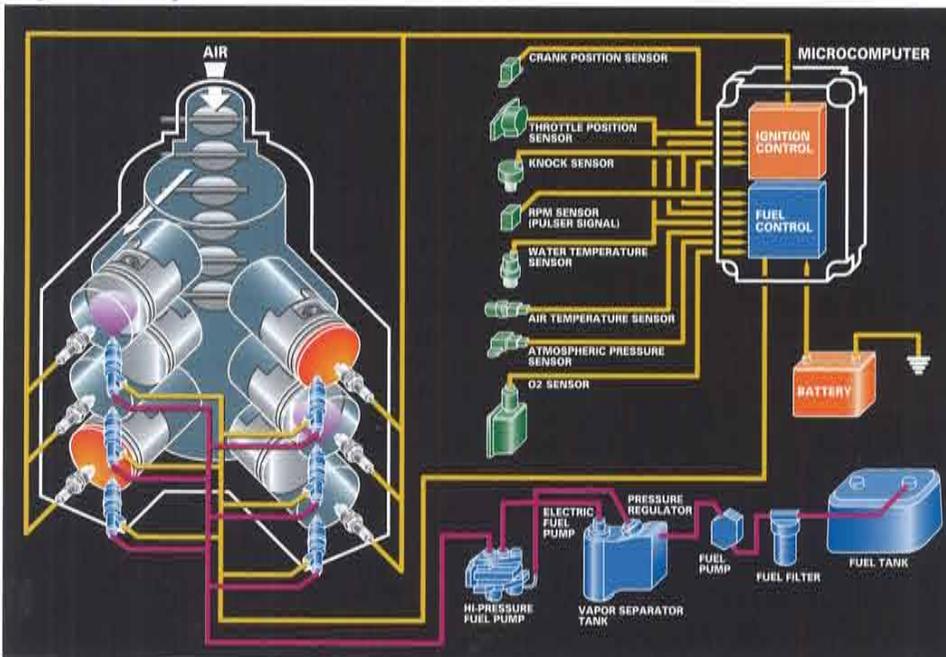
Yamaha has made the latest advancement in two-stroke engine technology with an entirely new 2.6-liter 76-degree V6 outboard engine "HPDI-200" featuring a High Pressure Direct Injection (HPDI) system.

What HPDI does is provide the Yamaha outboard engine with a more efficient fuel delivery system which means excellent fuel economy particularly in the 2500-5500 rpm range where outboards are used most often, better all round performance and greater reliability. It also complies with Environmental Protection Agency (EPA) requirements for the year 2006 with its low exhaust emissions. Yamaha is the first to equip its outboards with the more efficient, environment-friendly HPDI system which tests have shown to deliver up to 10% better fuel economy than conventional direct injection (DI) systems.

How HPDI works

HPDI improves fuel efficiency as a result of various parts of the outboard engine working together, including sensors, a microcomputer, a fuel pump, injectors and cylinders. (See Diagram A.) Eight sensors mounted to the engine block send data to the outboard engine's microcomputer.

Diagram A: HPDI system



This data includes crank position, throttle position, timing, rpm, water temperature, air temperature, atmospheric pressure and the amount of oxygen in the exhaust. The microcomputer analyzes the data, and automatically creates the most efficient combustion by adjusting the ignition timing and fuel mixture.

While this is happening, fuel passes through a filter into the fuel pump where its pressure begins to build. It then passes through a pressure regulator and vapor separator tank, where more pressure builds. Fuel pressure rises to 50kg/cm², and this higher pressure creates greater atomization. Atomization means the breakdown and even distribution of droplets of fuel. (See Diagram B.) The fuel then goes through the fuel rail to the injectors, which distribute the finely atomized fuel into the cylinders. As the cylinders fire, Yamaha patented O₂ sensor continually measures how much air there is in the exhaust gases, and sends the data back to the microcomputer. The microcomputer can then make instant adjustments and order the correct amount of fuel to each individual cylinder during the next cycle.



Yamaha's new 2.6-liter 76-degree V6 outboard engine "HPDI-200"

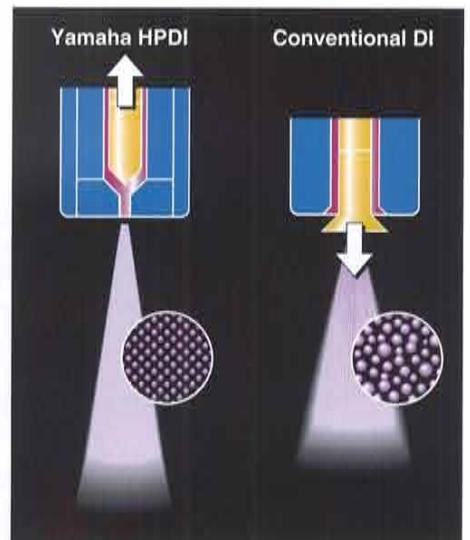


Diagram B: Comparison of fuel atomization

HPDI uses a high pressure fuel pump that takes fuel pressure up to an unprecedented 50kg/cm² compared to the 6 - 30kg/cm² in conventional DI systems, creating greater atomization of the fuel charge. Atomization is the breakdown of droplets of fuel and their even distribution into the cylinders. As the HPDI system fully atomizes the fuel, it is burned more efficiently, there is less waste, more power is generated, and there are fewer emissions.

'99 Race Program Announced

The Goal is Bringing Home the Titles

In January, Yamaha Motor Co., Ltd. announced its racing program for the '99 season. Under the program Yamaha will compete in nine race categories in road racing and motocross, including the pinnacle of road racing, the FIM Road Racing Grand Prix World Championships 500cc class.

A big highlight of the '99 race program is the signing of Massimiliano Biaggi. Winner of four consecutive World GP titles at 250cc beginning in 1994, Biaggi moved up to 500cc last year and finished 2nd in his first season. For his second season in the GP500 class he will race for the Marlboro Yamaha Racing Team, joined by another new Yamaha rider, Carlos Checa. This will be Checa's fifth season in the 500cc World GP and he hopes to better last season's 4th place finish, his highest ever.

Two other Yamaha works teams will also be competing in the 500cc class. Red Bull Yamaha WCM will field the same two riders as last year, Simon Crafar and Régis Laconi. Meanwhile, last season's 6th ranked finisher at 500cc, Norick Abe, will be the sole rider for a new team, ANTENA 3 Yamaha D'ANTIN.

Also big news is Yamaha's return to the GP250 class for the first time in three years. The YZR250 will return to the World GP at the hands of riders Olivier

Jacque of France and Japanese national champion Shinya Nakano, both riding for team Chesterfield Yamaha Tech3. Nakano opened eyes by finishing 4th in a spot entry at the Australian GP last year. Known for his bold riding style, Jacque finished 5th in last year's GP250 and 3rd in '96.

In the World Superbike championships, Yamaha riders will include Noriyuki Haga, who tied the record for most wins in the series with five as a rookie last year, and Italy's Vittorio Guareschi, who has finished second in the Supersport World Series for the last two years. Hopes are especially high this season as Yamaha introduces its long-awaited new machine, the YZF-R7.

On the motocross scene, Yamaha will again enter the 500cc class of the World Championships with the 4-stroke YZ400F. Riding the Yamaha works machines will be Andrea Bartolini, who won five rounds last season, and Alessandro Puzar who moves up this year from the 125cc class. In the USA's AMA Supercross, four Yamaha works



Yamaha's newly introduced superbike, the YZF-R7, to be ridden by Japanese superbike star Noriyuki Haga and top Italian Supersport rider Vittorio Guareschi, is expected to create a new sensation on the Superbike racing scene this year

riders will be competing in the Nationals series, John Dowd, Jimmy Button, Doug Henry and Jeremy McGrath.

With a roster of new riders and the introduction of new machines, it is sure to be a year of exciting new challenges by Yamaha. Says Mr. Toshimitsu Iio, General Manager of YMC's First Engineering Division, "We have especially strong riders and teams for GP500 and GP250 this year. As for the machines, we got fine results in year-end tests with the new YZR500, we have the new YZF-R7 as base for our Superbike works machines and in the YZ400F we have the first 4-stroke ever to win the AMA Nationals. Look for a very competitive Yamaha this year."

FIM Road Racing Grand Prix World Championship 500cc class

250cc class

Marlboro Yamaha Racing Team

Red Bull Yamaha WCM

ANTENA 3 Yamaha D'ANTIN

Chesterfield Yamaha Tech3



Massimiliano Biaggi

Carlos Checa

Simon Crafar

Régis Laconi

Noriyuki Haga

Olivier Jacque

Shinya Nakano

FIM Superbike World Championship

FIM Motocross World Championship 500cc

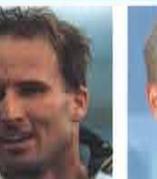
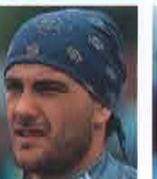
AMA SUPERCROSS / NATIONAL MOTOCROSS Series

Yamaha WSB Team

Yamaha Motocross Team

Team Yamaha

Chaparral Yamaha



Noriyuki Haga

Vittorio Guareschi

Andrea Bartolini

Alessandro Puzar

John Dowd

Jimmy Button

Doug Henry*

*on a spot entry basis

Jeremy McGrath