

Organization

Yamaha Motor Co., Ltd., as of January 1, 2012

Operating Performance

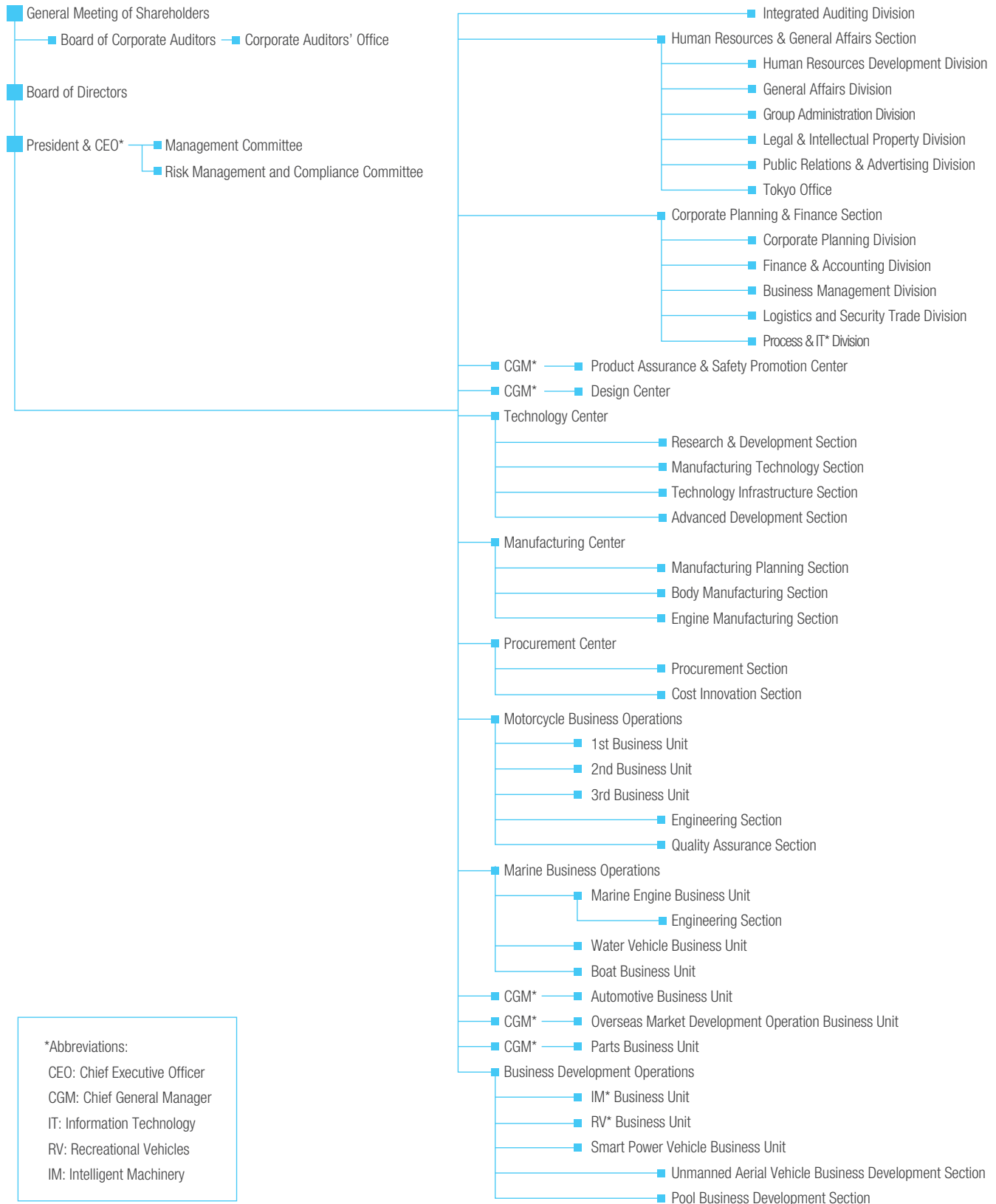
Message from the Management

Special Features

Overview of Operations

Corporate Information

Financial Section



*Abbreviations:
 CEO: Chief Executive Officer
 CGM: Chief General Manager
 IT: Information Technology
 RV: Recreational Vehicles
 IM: Intelligent Machinery