

# Organization

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

Operating Performance

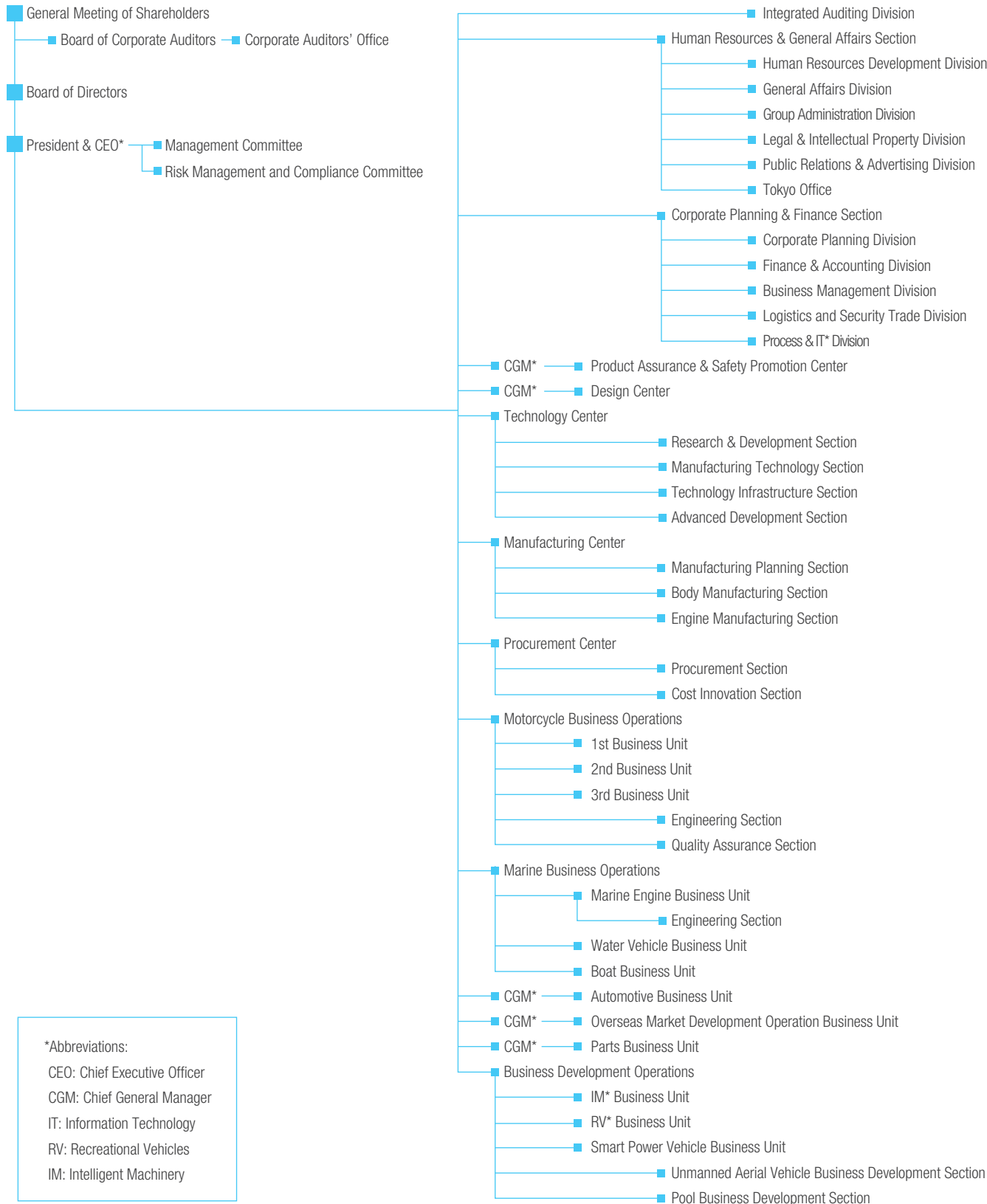
Message from the Management

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