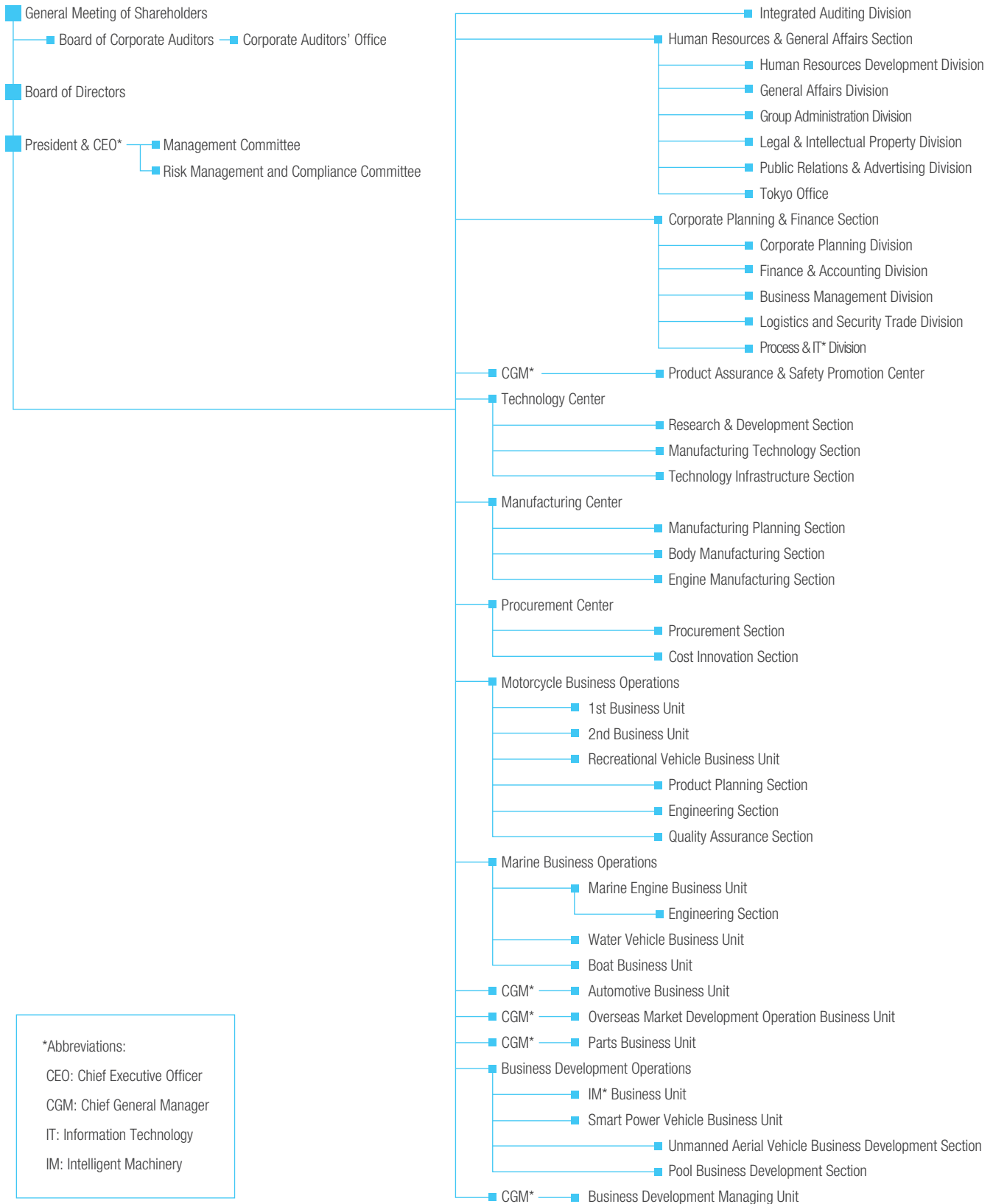


Organization

Yamaha Motor Co., Ltd., as of January 1, 2011

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