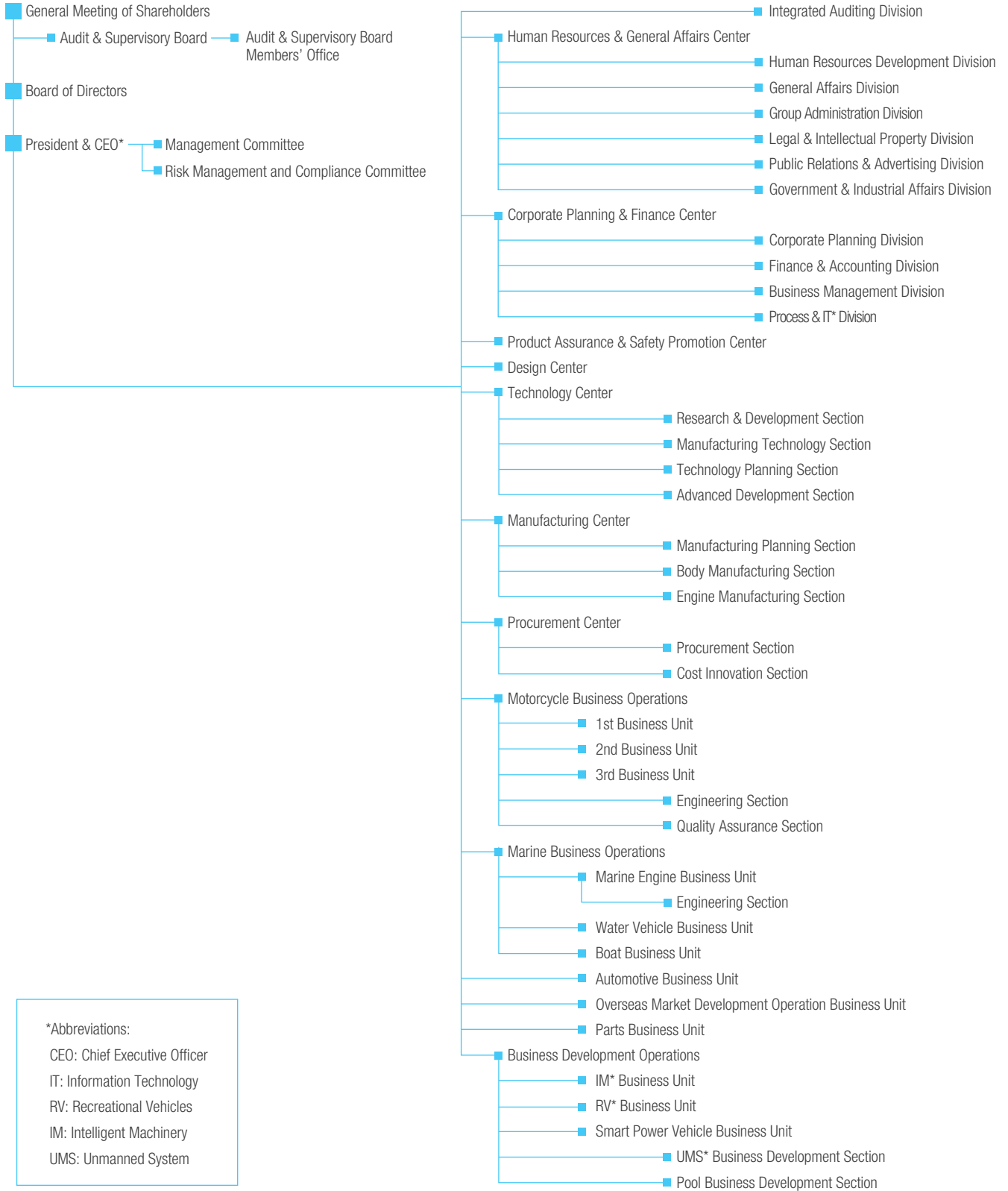


# Organization

Yamaha Motor Co., Ltd., as of January 1, 2013



\*Abbreviations:  
 CEO: Chief Executive Officer  
 IT: Information Technology  
 RV: Recreational Vehicles  
 IM: Intelligent Machinery  
 UMS: Unmanned System