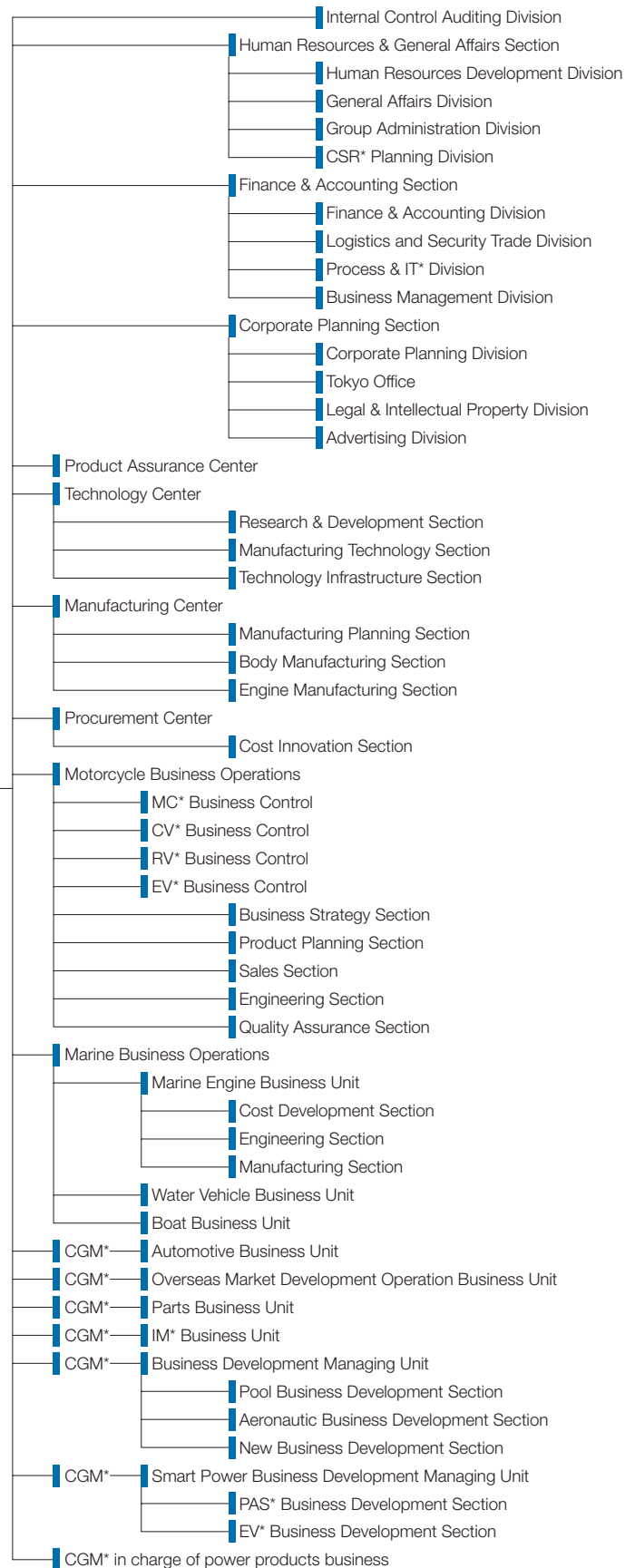


Organization

(Yamaha Motor Co., Ltd., as of February 1, 2010)



***Abbreviations:**

- CEO: Chief Executive Officer
- CGM: Chief General Manager
- CSR: Corporate Social Responsibility
- IT: Information Technology
- MC: Motorcycle
- CV: Commuter Vehicle
- RV: Recreational Vehicle
- EV: Electric Vehicle
- IM: Intelligent Machinery
- PAS: Electrically Power Assisted Bicycle