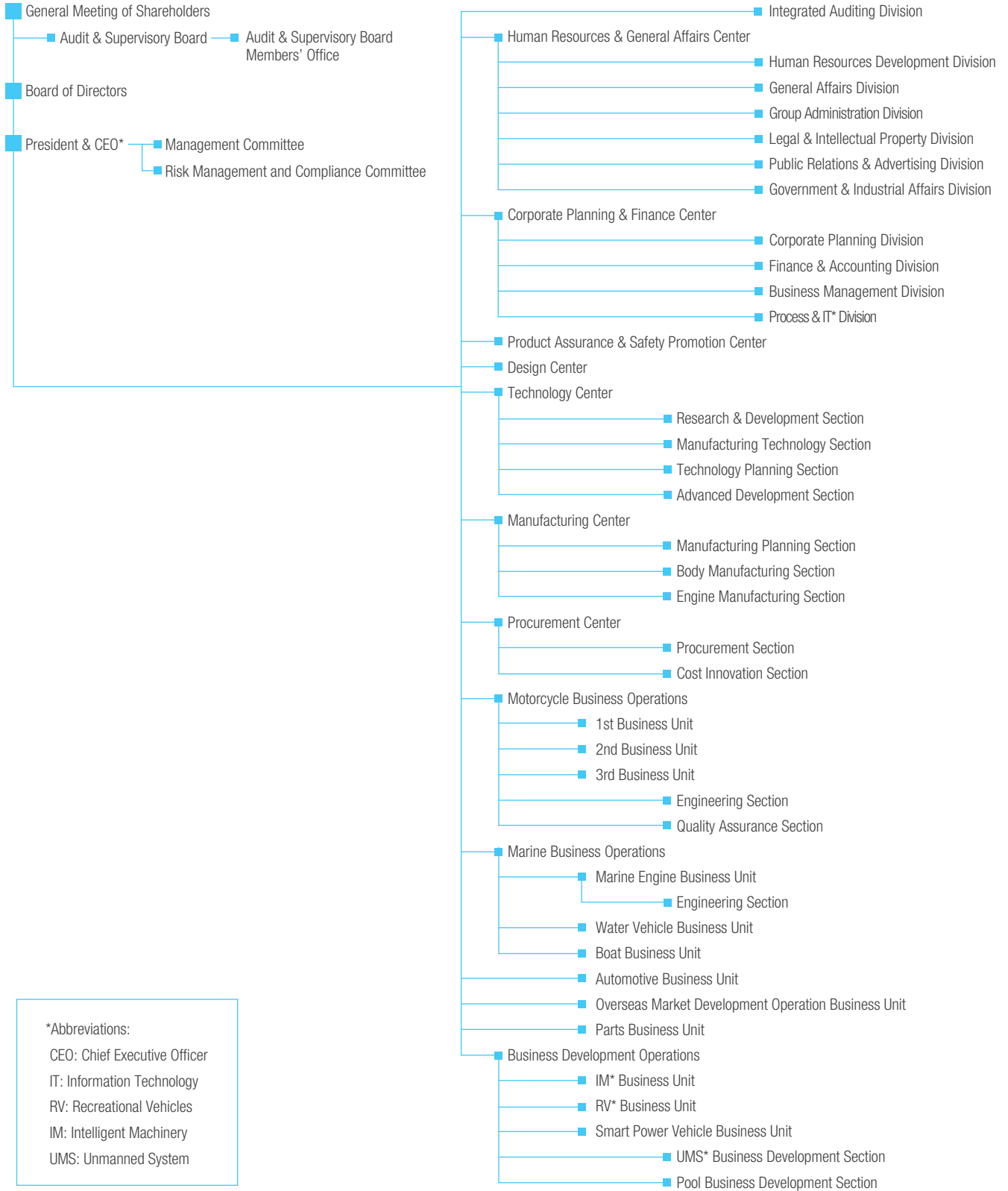


Organization

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