

# Directors, Audit & Supervisory Board Members, and Executive Officers

As of April 1, 2014

## Board of Directors



### A President and Representative Director Hiroyuki Yanagi

April 1978: Joined the Company  
April 2000: General Manager of Soude Factory, Production Control Division, MC Operations and General Manager of Morimachi Factory, Production Control Division, MC Operations  
April 2003: President of MBK Industrie  
February 2004: Managing Director of Yamaha Motor India Pvt. Ltd. (currently India Yamaha Motor Pvt. Ltd.)  
January 2006: Senior General Manager of China Business Operation  
January 2007: Senior General Manager of Sys Operations, MC Headquarters  
March 2007: Executive Officer, Senior General Manager of Sys Operations, MC Headquarters  
January 2009: Executive Officer, Executive General Manager of Manufacturing Center  
March 2009: Senior Executive Officer, Chief General Manager of Manufacturing Center  
November 2009: Senior Executive Officer, Senior General Manager of MC Business Section, MC Business Operations  
March 2010: President, Chief Executive Officer and Representative Director  
June 2011: Director of Yamaha Corporation (to present)  
January 2012: President, Chief Executive Officer and Representative Director, Chief General Manager of Motorcycle Business Operations (to present)

### B Representative Director Takaaki Kimura

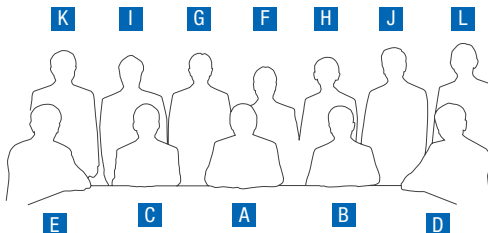
April 1976: Joined the Company  
June 1999: General Manager of R&D Division, AM Operations  
April 2002: Senior General Manager of AM Operations  
June 2003: Executive Officer, Senior General Manager of AM Operations  
March 2005: Director, Senior General Manager of AM Operations  
March 2007: Senior Executive Officer and Director, Senior General Manager of AM Operations  
January 2009: Senior Executive Officer and Director, Chief General Manager of Marine Business Operations and Executive General Manager of WV Business Unit, Marine Business Operations  
November 2009: Managing Executive Officer and Representative Director, Chief General Manager of Marine Business Operations and Executive General Manager of WV Business Unit, Marine Business Operations  
March 2010: Senior Managing Executive Officer and Representative Director, Chief General Manager of Marine Business Operations and Executive General Manager of WV Business Unit, Marine Business Operations  
January 2011: Senior Managing Executive Officer and Representative Director, Chief General Manager of Marine Business Operations  
January 2012: Senior Managing Executive Officer and Representative Director, Chief General Manager of Technology Center and Chief General Manager of Marine Business Operations  
April 2013: Senior Managing Executive Officer and Representative Director, Chief General Manager of Technology Center, Chief General Manager of Design Center, and Chief General Manager of Marine Business Operations  
March 2014: Executive Vice President and Representative Director, Chief General Manager of Technology Center, Chief General Manager of Design Center, and Chief General Manager of Marine Business Operations (to present)

### C Director Kozo Shinozaki

April 1978: Joined the Company  
April 1999: Vice President of Siam Yamaha Co., Ltd. (currently Thai Yamaha Motor Co., Ltd.)  
April 2007: General Manager of Finance & Accounting Division  
January 2009: Senior General Manager of Finance & Accounting Control, Global Corporate Administrative Center and General Manager of Finance & Accounting Division, Global Corporate Administrative Center  
January 2010: Senior General Manager of Finance & Accounting Section and General Manager of Finance & Accounting Division, Finance & Accounting Section  
February 2010: Senior General Manager of Finance & Accounting Section  
March 2010: Senior Executive Officer and Director, Senior General Manager of Finance & Accounting Section  
January 2011: Senior Executive Officer and Director, Senior General Manager of Corporate Planning & Finance Section and General Manager of Finance & Accounting Division, Corporate Planning & Finance Section  
February 2011: Senior Executive Officer and Director, Senior General Manager of Corporate Planning & Finance Section  
January 2013: Senior Executive Officer and Director, Executive General Manager of Corporate Planning & Finance Center  
March 2013: Managing Executive Officer and Director, Chief General Manager of Corporate Planning & Finance Center (to present)

### D Director Nobuya Hideshima

April 1978: Joined the Company  
May 1999: General Manager of Production Control Department, Production Control Division, MC Operations  
May 2001: General Manager of GS/S Planning Department, GS/S Management Division, GEM Center, MC Operations and General Manager of GS/S Production Control Department, GS/S Management Division, GEM Center, MC Operations  
April 2003: President of Yamaha Motor Manufacturing Corporation of America  
January 2006: General Manager of 3rd Sys, Sys Operations, MC Headquarters  
January 2008: Senior General Manager of Procurement Operations, MC Headquarters  
January 2009: Executive General Manager of Procurement Center  
March 2009: Executive Officer, Executive General Manager of Procurement Center  
March 2010: Senior Executive Officer, Chief General Manager of Procurement Center  
March 2011: Senior Executive Officer and Director, Chief General Manager of Procurement Center  
March 2013: Managing Executive Officer and Director, Chief General Manager of Procurement Center  
January 2014: Managing Executive Officer and Director, Chief General Manager of Engine Unit, Chief General Manager of CS Center (to present)



### E Director Masahiro Takizawa

April 1978: Joined the Company  
April 2000: General Manager of Business Planning Department, CV Operations  
October 2002: Senior General Manager of China Business Operations, General Manager of Business Planning Department, MC Operations and General Manager of China Business Strategy Department, China Business Operations, MC Operations  
February 2004: President of MBK Industrie  
July 2007: General Manager of Corporate Planning Division  
January 2009: Senior General Manager of Corporate Planning Control, Global Corporate Administrative Center and General Manager of Corporate Planning Division, Global Corporate Administrative Center  
March 2009: Executive Officer, Senior General Manager of Corporate Planning Control, Global Corporate Administrative Center and General Manager of Corporate Planning Division, Global Corporate Administrative Center  
December 2009: Executive Officer, General Manager of Corporate Planning Division  
March 2010: Senior Executive Officer, Senior General Manager of Corporate Planning Section and General Manager of Corporate Planning Division, Corporate Planning Section  
January 2011: Senior Executive Officer, Chief General Manager of Business Development Operations  
March 2011: Senior Executive Officer and Director, Chief General Manager of Business Development Operations  
March 2013: Managing Executive Officer and Director, Chief General Manager of Business Development Operations (to present)

### F Director Hiroyuki Suzuki

April 1978: Joined the Company  
May 1997: Director of PT. Yamaha Indonesia Motor Manufacturing  
September 2003: Vice President of PT. Yamaha Indonesia Motor Manufacturing  
January 2006: General Manager of 2nd Sys, Sys Operations, MC Headquarters  
January 2008: Senior General Manager of Quality Assurance Operations, MC Headquarters  
March 2008: Executive Officer, Senior General Manager of Quality Assurance Operations, MC Headquarters  
November 2009: Executive Officer, Executive General Manager of Manufacturing Center  
March 2010: Senior Executive Officer and Director, Chief General Manager of Manufacturing Center  
November 2010: Senior Executive Officer and Director, Managing Director of India Yamaha Motor Pvt. Ltd. (to present)

### I Director Toshizumi Kato

June 1986: Joined the Company  
April 2003: Vice President of IM Company  
January 2005: Director and President of Yamaha Motor Australia Pty Limited  
March 2007: President of IM Company  
March 2008: Executive Officer  
January 2010: Senior General Manager of Sales Operations, MC Business Operations  
January 2011: Director and President of Yamaha Motor Corporation, U.S.A.  
March 2012: Senior Executive Officer, Director and President of Yamaha Motor Corporation, U.S.A.  
March 2014: Senior Executive Officer and Director, Director and President of Yamaha Motor Corporation, U.S.A. (to present)

### L Director (Outside) Takuya Nakata

April 1981: Joined Nippon Gakki Co., Ltd. (currently Yamaha Corporation)  
October 2005: General Manager of PAV/DMI Division of Yamaha Corporation  
June 2006: Executive Officer of Yamaha Corporation  
June 2009: Director & Executive Officer of Yamaha Corporation  
April 2010: President of Yamaha Corporation of America  
June 2010: Senior Executive Officer of Yamaha Corporation  
June 2013: President and Representative Director of Yamaha Corporation (to present)  
March 2014: Director (to present)

### G Director Yoshiaki Hashimoto

April 1977: Joined the Company  
November 2001: General Manager of North American Business Division, SCM Center, MC Operations  
April 2004: General Manager of Sales & Marketing Division, RV Division, MC Operations  
July 2006: General Manager of RV Sales & Marketing Division, RV Company  
January 2007: General Manager of Human Resources Development Division  
January 2009: Senior General Manager of General Affairs Control, Global Corporate Administrative Center and General Manager of Human Resources Development Division, Global Corporate Administrative Center  
March 2009: Executive Officer, Senior General Manager of General Affairs Control, Global Corporate Administrative Center and General Manager of Human Resources Development Division, Global Corporate Administrative Center  
January 2010: Executive Officer, Senior General Manager of General Affairs Section and General Manager of Human Resources Development Division, General Affairs Section  
February 2010: Executive Officer, Senior General Manager of Human Resources & General Affairs Section  
March 2010: Senior Executive Officer, Senior General Manager of Human Resources & General Affairs Section  
March 2012: Senior Executive Officer and Director, Senior General Manager of Human Resources & General Affairs Section  
March 2013: Senior Executive Officer and Director, Chief General Manager of Human Resources & General Affairs Center (to present)

### J Director (Outside) Masamitsu Sakurai

April 1966: Joined the Ricoh Company, Ltd.  
June 1992: Director of Ricoh Company, Ltd.  
June 1994: Managing Director of Ricoh Company, Ltd.  
April 1996: President and Representative Director of Ricoh Company, Ltd.  
June 2005: Chairman of the Board, President and Chief Executive Officer of Ricoh Company, Ltd.  
July 2006: Director of Coca-Cola West Holdings Co., Ltd. (currently Coca-Cola West Co., Ltd.)  
April 2007: Chairman of the Board and Representative Director of Ricoh Company, Ltd.  
April 2007: Chairman of KEIZAI DOYUKAI (Japan Association of Corporate Executives)  
April 2008: Chairman of the Board of Directors of The New Technology Development Foundation  
March 2011: Director (to present)  
March 2011: Chairman of the Board and Director, Chairman of Ricoh Company, Ltd.  
April 2013: Executive Advisor to Ricoh Company, Ltd. (to present)  
April 2013: Chairman of The New Technology Development Foundation (to present)

### H Director Katsuaki Watanabe

April 1982: Joined the Company  
January 2004: Director of MBK Industrie  
January 2005: General Director of Yamaha Motor Vietnam Co., Ltd.  
January 2007: Director and President of Yamaha Motor Parts Manufacturing Vietnam Co., Ltd.  
January 2009: Senior General Manager of BD Manufacturing Section, Manufacturing Center  
March 2010: Executive Officer  
November 2010: Chief General Manager of Manufacturing Center  
March 2011: Senior Executive Officer  
April 2013: Senior Executive Officer, Executive General Manager of 1st Business Unit, MC Business Operations and Chief General Manager of Manufacturing Center  
January 2014: Senior Executive Officer, Executive General Manager of 1st Business Unit, MC Business Operations and Chief General Manager of PF Model Unit  
March 2014: Senior Executive Officer and Director, Executive General Manager of 1st Business Unit, MC Business Operations and Chief General Manager of PF Model Unit (to present)

### K Director (Outside) Tamotsu Adachi

April 1977: Joined Mitsubishi Corporation  
January 1988: Joined McKinsey & Company, Inc. Japan  
June 1995: Partner of McKinsey & Company, Inc. Japan  
March 1997: Managing Director of Business Development Department, GE Capital Japan  
March 1999: President and CEO of Japan Lease Auto Co.  
December 2000: President and CEO of GE Fleet Services Co.  
May 2003: Managing Director and Japan Representative of Carlyle Japan LLC  
June 2003: Director of Benesse Corporation (currently Benesse Holdings, Inc.)  
November 2007: Managing Director and Co-Representative of Carlyle Japan LLC (to present)  
June 2009: Director of Benesse Corporation (currently Benesse Holdings, Inc.: to present)  
March 2013: Director (to present)

MC: Motorcycle  
Sys: System Supplier  
AM: Automotive  
WV: Water Vehicle  
GEM: Global Engineering & Manufacturing  
GS/S: Global System Supplier  
CS: Customer Service  
CV: Commuter Vehicle  
SCM: Supply Chain Management  
RV: Recreational Vehicle  
BD: Body  
PF: Platform  
IM: Intelligent Machinery

## Audit & Supervisory Board Members



### Standing Audit & Supervisory Board Member Yutaka Kume

April 1978: Joined the Company  
April 2000: General Manager of Finance & Accounting Division, Administrative Operations  
July 2006: General Manager of Finance & Accounting Division  
May 2007: President of Yamaha Motor do Brasil Ltda.  
June 2010: Corporate Auditor of Yamaha Corporation  
March 2011: Audit & Supervisory Board Member (to present)



### Standing Audit & Supervisory Board Member Shigeki Hirasawa

December 1981: Joined the Company  
July 2006: General Manager of Legal & Intellectual Property Division  
February 2008: Senior Vice President of Yamaha Motor Europe N.V.  
March 2011: Audit & Supervisory Board Member (to present)



### Audit & Supervisory Board Member (Outside) Tetsuo Kawawa

April 1975: Registered as an attorney (Tokyo Bar Association: to present)  
August 2002: Member of the Corporation Law (Modernization) Subcommittee, Legislative Council of the Ministry of Justice  
September 2002: Member of the Chief of the Special Commission of the Judicial Advisory Committee of the Japan Federation of Bar Associations (to present)  
June 2007: Corporate Auditor of Nishin Seifun Group Inc. (to present)  
March 2009: Audit & Supervisory Board Member (Outside) (to present)



### Audit & Supervisory Board Member (Outside) Isao Endo

April 1979: Joined the Mitsubishi Electric Corporation  
October 1988: Joined Boston Consulting Group  
October 1992: Joined Andersen Consulting (currently Accenture)  
October 1996: Partner of Andersen Consulting (currently Accenture)  
September 1997: Partner and Director of Booz Allen Hamilton (currently Booz & Company)  
May 2000: Managing partner of Roland Berger Japan  
April 2006: Chairman of Roland Berger Japan (to present)  
April 2006: Professor, Graduate School of Commerce, Waseda University (to present)  
May 2011: Director of Ryohin Keikaku Co., Ltd. (to present)  
March 2013: Audit & Supervisory Board Member (Outside) (to present)

**Executive Officers**

President and Chief Executive Officer <b>Hiroyuki Yanagi</b> Chief General Manager of Motorcycle Business Operations	Executive Vice President <b>Takaaki Kimura</b> Chief General Manager of Technology Center, Chief General Manager of Design Center, and Chief General Manager of Marine Business Operations		
Managing Executive Officer <b>Kozo Shinozaki</b> Chief General Manager of Corporate Planning & Finance Center	Managing Executive Officer <b>Nobuya Hideshima</b> Chief General Manager of Engine Unit, Chief General Manager of CS Center	Managing Executive Officer <b>Masahiro Takizawa</b> Chief General Manager of Business Development Operations	
Senior Executive Officer <b>Hiroyuki Suzuki</b> Managing Director of India Yamaha Motor Pvt. Ltd.	Senior Executive Officer <b>Yoshiaki Hashimoto</b> Chief General Manager of Human Resources & General Affairs Center	Senior Executive Officer <b>Katsuaki Watanabe</b> Executive General Manager of 1st Business Unit, Motorcycle Business Operations and Chief General Manager of PF Model Unit	Senior Executive Officer <b>Toshizumi Kato</b> President of Yamaha Motor Corporation, U.S.A.
Senior Executive Officer <b>Kunihiko Miwa</b> Executive General Manager of 2nd Business Unit, Motorcycle Business Operations	Senior Executive Officer <b>Hajime Yamaji</b> Chairman and Director of Yamaha Motor Europe N. V.	Senior Executive Officer <b>Ryouichi Sumioka</b> Deputy Chief General Manager of Corporate Planning & Finance Center	Senior Executive Officer <b>Yoichiro Kojima</b> President of PT. Yamaha Indonesia Motor Manufacturing and President of PT. Yamaha Motor Manufacturing West Java
Executive Officer <b>Masato Adachi</b> Executive General Manager of Boat Business Unit, Marine Business Operations	Executive Officer <b>Tsuneji Suzuki</b> President and Representative Director of Yamaha Motor Powered Products Co., Ltd.	Executive Officer <b>Hiroaki Fujita</b> Deputy Chief General Manager of Business Development Operations, Executive General Manager of IM Business Unit, Business Development Operations, General Manager of Quality Assurance Division, IM Business Unit, Business Development Operations	Executive Officer <b>Masaru Ono</b> General Director of Yamaha Motor Vietnam Co., Ltd.
Executive Officer <b>Katsuhito Yamaji</b> Chief General Manager of Manufacturing Center	Executive Officer <b>Masaki Asano</b> Managing Director of Yamaha Motor India Sales Pvt. Ltd.	Executive Officer <b>Yoshitaka Noda</b> Chief General Manager of Component Control Division, Engine Unit	Executive Officer <b>Masahiro Inoue</b> Chief General Manager of Procurement Center
Executive Officer <b>Kazuhiro Kuwata</b> President of Yamaha Motor Europe N.V.	Executive Officer <b>Makoto Shimamoto</b> Chief General Manager of PF Model Unit Development Control Division, PF Model Unit	Executive Officer <b>Yoshihiro Hidaka</b> Executive General Manager of 3rd Business Unit, Motorcycle Business Operations	Executive Officer <b>Tatsumi Ohkawa</b> Executive General Manager of ME Business Unit, Marine Business Operations

CS: Customer Service  
PF: Platform  
IM: Intelligent Machinery  
ME: Marine Engine

Comments from an Outside Director



**Tamotsu Adachi**  
Outside Director

During my year as an Outside Director of Yamaha Motor, I have been impressed by two things that are particularly unique and truly progressive. The first is the way Yamaha Motor uses its corporate value to provide people around the world with the pleasure and enjoyment of dreams. Yamaha Motor has been a world leader in developing many new ways of bringing enjoyment to customers. The second thing is the fact that Yamaha Motor was one of the first Japanese companies to set its sights on customers around the world and to become a global company. Even though there is still room for improvement, Yamaha Motor is undeniably a leading Japanese company in terms of its experience and ability to produce and sell products globally. This ability is underpinned by extremely high levels of technical capabilities and product quality.

These outstanding qualities notwithstanding, I have concerns about the fact that these activities have not translated to earnings at a global standard. In particular, profit margins in the main motorcycle business are significantly lower than at our competitors, and this must be improved if Yamaha Motor is to continue its outstanding business activities.

I believe there are two reasons for this situation. The first is costs. It seems to me that in its drive to create interesting, quality products, the Company has lagged behind other manufacturers in creating efficient design and

production processes. The other reason I see is that the Company has not been able to achieve an even higher level of global operations. I believe that further strengthening overseas structures across the board, from planning and development to sales, and only producing products that are suited to each market, would reduce costs and also increase the likelihood of creating hit products.

The main problem is how to resolve such issues quickly. Leaders need to make decisions that are required for the Company's continued success, even if they involve some pain along the way, and employees need to think seriously about the Company's ultimate reason for existing. It is fine to enjoy making various products, but enjoyment alone will not enable the Company to survive its competition.

Maintaining Yamaha Motor's unique qualities means remaining enthusiastic about creating quality products that give people joy and excitement, while also understanding the importance of maintaining solid profitability. I am confident that Yamaha Motor will be an even more outstanding company if everyone from senior management to factory employees pays more attention to this balance.