

Directors, Audit & Supervisory Board Members, and Executive Officers

As of April 1, 2015

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 Operations
 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 MC Business Operations
 January 2015: President, Chief Executive Officer and Representative Director (to present)

C Director Kozo Shinozaki

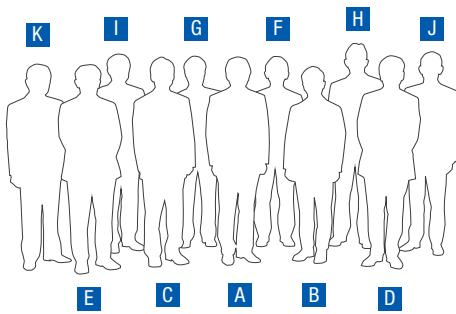
April 1978: Joined the Company
 April 1999: Vice President of Siam Yamaha Co., Ltd. (currently Thai Yamaha Motor Co., Ltd.)
 April 2007: General Manager of Finance & Accounting Division
 January 2009: Senior General Manager of Finance & Accounting Control, Global Corporate Administrative Center and General 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)

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
 July 2014: Executive Vice President and Representative Director, Chief General Manager of Technology Center and Chief General Manager of Marine Business Operations (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 GSYS Planning Department, GSYS Management Division, GEM Center, MC Operations and General Manager of GSYS Production Control Department, GSYS 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 and 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
 January 2015: Managing Executive Officer and Director, New Business and Technology Development Chief General Manager (to present)

F 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
 January 2015: Senior Executive Officer and Director, Chief General Manager of MC Business Operations and Executive General Manager of 1st Business Unit, MC Business Operations (to present)

I 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)

G 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
 March 2014: Senior Executive Officer and Director, Director and President of Yamaha Motor Corporation, U.S.A.
 January 2015: Senior Executive Officer and Director, Chief General Manager of Vehicle & Solution Business Operations and Senior General Manager of Financial Service Business Development Section (to present)

J Director (Outside) Takuya Nakata

April 1981: Joined Nippon Gakki Co., Ltd. (currently Yamaha Corporation)
 October 2005: General Manager of PA/MI Division of Yamaha Corporation
 June 2003: 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)

H Director Yoichiro Kojima

April 1981: Joined the Company
 October 2001: Director and President of Yamaha Motor Canada Limited
 July 2006: General Manager of Sales Division, ME Company
 January 2009: Executive General Manager of ME Business Unit, Marine Business Operations
 March 2010: Executive Officer
 March 2012: Senior Executive Officer
 January 2013: Director and President of PT. Yamaha Indonesia Motor Manufacturing
 March 2015: Senior Executive Officer and Director, Director and President of PT. Yamaha Indonesia Motor Manufacturing (to present)

K Director (Outside) Atsushi Niimi

April 1971: Joined Toyota Motor Co., Ltd. (currently Toyota Motor Corporation)
 June 2000: Director of Toyota Motor Corporation
 June 2003: Managing Officer of Toyota Motor Corporation
 June 2004: Director of Toyota Motor Corporation
 June 2005: Senior Managing Director of Toyota Motor Corporation
 June 2009: Executive Vice President, Member of the Board of Toyota Motor Corporation
 Outside Member of the Audit & Supervisory Board of JTEKT Corporation
 June 2013: Chairman & Representative Director of JTEKT Corporation (to present)
 March 2015: Director (to present)

MC: Motorcycle
 SyS: System Supplier
 AM: Automotive
 WV: Water Vehicle
 GEM: Global Engineering & Manufacturing
 GSYS: Global System Supplier
 CS: Customer Service
 CV: Commuter Vehicle
 BD: Body
 PF: Platform
 IM: Intelligent Machinery
 ME: Marine Engine

Audit & Supervisory Board Members



Standing Audit & Supervisory Board Member Hiroshi Ito

April 1980: Joined the Company
 January 2011: Director and President of Yamaha Motor Manufacturing Corporation of America
 January 2015: Chief General Manager in charge of planning, Corporate Planning Division, Corporate Planning & Finance Center
 March 2015: Audit & Supervisory Board Member (to present)



Standing Audit & Supervisory Board Member Kenji Hironaga

April 1982: Joined the Company
 February 2010: General Manager of Human Resources Development Division, Human Resources & General Affairs Section
 September 2014: Chief General Manager in charge of planning, Audit & Supervisory Board Members Office
 March 2015: Audit & Supervisory Board Member (to present)



Audit & Supervisory Board Member (Outside) Isao Endo

April 1979: Joined 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 (to present)
 June 2014: Director of Sompō Japan Nipponkoa Holdings, Inc. (to present)
 Director of Nisshin Steel Co., Ltd. (to present)



Audit & Supervisory Board Member (Outside) Tomomi Yatsu

April 1983: Joined Tokyo Electron Limited
 October 1986: Joined Tohmatsu Awaki & Sanwa (currently Deloitte Touche Tohmatsu LLC)
 September 1990: Registered as a certified public accountant
 November 2001: Registered as an attorney
 Joined New Tokyo Law Office
 (currently Bingham Sakai Mimura Aizawa-Foreign Law Joint Enterprise)
 April 2007: Partner of Bingham Sakai Mimura Aizawa-Foreign Law Joint Enterprise (to present)
 June 2009: Outside Audit & Supervisory Board Member of CALBEE, Inc. (to present)
 June 2010: Outside Audit & Supervisory Board Member of Taiho Pharmaceutical Co., Ltd.
 March 2012: Outside Statutory Auditor of Kokuyo Co., Ltd. (to present)
 March 2015: Audit & Supervisory Board Member (to present)

Executive Officers

President and Chief Executive Officer Hiroyuki Yanagi	Executive Vice President Takaaki Kimura Chief General Manager of Technology Center and Chief General Manager of Marine Business Operations		
Managing Executive Officer Kozo Shinozaki Chief General Manager of Corporate Planning & Finance Center	Managing Executive Officer Nobuya Hideshima Chief General Manager of Engine Unit and Chief General Manager of CS Center	Managing Executive Officer Masahiro Takizawa New Business and Technology Development Chief General Manager	
Senior Executive Officer Katsuaki Watanabe Chief General Manager of Motorcycle Business Operations and Executive General Manager of 1st Business Unit, Motorcycle Business Operations	Senior Executive Officer Toshizumi Kato Chief General Manager of Vehicle & Solution Business Operations and Senior General Manager of Financial Service Business Development Section	Senior Executive Officer Yoichiro Kojima President of PT. Yamaha Indonesia Motor Manufacturing	Senior Executive Officer Ryouichi Sumioka Deputy Chief General Manager of Corporate Planning & Finance Center
Senior Executive Officer Hiroaki Fujita Managing Director of Yamaha Motor India Pvt. Ltd.	Senior Executive Officer Katsuhito Yamaji Chief General Manager of Manufacturing Center	Senior Executive Officer Makoto Shimamoto Chief General Manager of PF Model Unit and Senior General Manager of PF Model Development Section, PF Model Unit	
Executive Officer Masato Adachi Deputy Chief General Manager of Marine Business Operations	Executive Officer Tsuneji Suzuki President of Yamaha Motor Powered Products Co., Ltd.	Executive Officer Masaru Ono General Director of Yamaha Motor Vietnam Co., Ltd.	Executive Officer Masaki Asano Managing Director of Yamaha Motor India Sales Pvt. Ltd.
Executive Officer Yoshitaka Noda Senior General Manager of Component Section, Engine Unit	Executive Officer Masahiro Inoue Chief General Manager of Procurement Center	Executive Officer Kazuhiro Kuwata President of Yamaha Motor Europe N.V.	Executive Officer Yoshihiro Hidaka Executive General Manager of 2nd Business Unit, Motorcycle Business Operations
Executive Officer Tatsumi Okawa President of Yamaha Motor Corporation, U.S.A.	Executive Officer Junzo Saitoh Chief General Manager of Human Resources & General Affairs Center	Executive Officer Akihiro Nagaya Chief General Manager of Design Center	Executive Officer Heiji Maruyama Executive General Manager of Automotive Business Unit and Deputy Chief General Manager of Engine Unit
Executive Officer Hirofumi Usui Senior General Manager of Marketing Section, Marine Business Operations	Executive Officer Satohiko Matsuyama Executive General Manager of Recreational Vehicle Business Unit, Vehicle & Solution Business Operations and General Manager of Business Promotion Division, Recreational Vehicle Business Unit, Vehicle & Solution Business Operations		CS: Customer Service PF: Platform

Comments from an Outside Director and Outside Audit & Supervisory Board Member



Takuya Nakata
Outside Director

Since becoming an Outside Director last year, I have participated in Yamaha Motor's discussions and decision-making for strategic and business planning. Yamaha Corporation, where I serve as president, obviously shares the Yamaha brand name, but we have other common features as well, including an emphasis on the importance of *Monozukuri*, and the fact that we both provide customers around the world with products that enrich people's lives. On the other hand, operations are carried out differently because of our different business spheres, and I have learned first-hand how Yamaha Motor utilizes its unique features.

I am impressed with the strong leadership and prompt operational execution of Yamaha Motor's management, and I believe these features have driven the success of the Company's initiatives in emerging markets and launches of unique new products during the past year. This type of decisive management is essential if a company is to succeed amid increasingly intense global competition in a changing market environment. At the same time, the Board of Directors needs to take a long-term view to raise corporate value, with an awareness of returns to shareholders. Yamaha Motor's Board of Directors provides appropriate answers to questions from me and my fellow Outside Directors, and respects our opinions. I will continue to offer my opinions from the perspective of a third party, based on my management experience and expertise in a different field of business, to ensure that management decisions are not based solely on short-term, subjective considerations, and that the Company is able to continue to grow while controlling risks.

For Yamaha Motor's management team, unique, highly innovative products are not simply a reflection of corporate logic. Products are created from the position of what the customer actually desires. I believe that this is what enhances Yamaha Motor's corporate value, and I will work toward this end as an Outside Director.



Isao Endo
Outside Audit & Supervisory Board Member

Corporate management requires a balance of centripetal force and centrifugal force. Overall management vision, and strategic direction and policies, represent centripetal force and are the responsibility of headquarters and its operations. On the other hand, the actual execution of business strategies, the creation of value, and the delivery of that value to customers are activities that represent centrifugal force. These are the responsibilities of ground-level operations around the world, and are carried out on a daily basis.

Yamaha Motor is a global company that is engaged in a diverse range of businesses. This means that while the importance of presenting a clear overall vision, as centripetal force, to maintain the cohesiveness of the company cannot be overstated, it is also true that the independence and creativity of ground-level operations, which are in direct contact with markets and customers and are directly exposed to fierce competition, are the centrifugal force that drives Yamaha Motor.

As an Outside Audit & Supervisory Board Member, I offer advice on how to balance this centripetal force and centrifugal force, both in terms of what the appropriate role should be for headquarters and its operations, and how to maximize the capabilities of ground-level operations engaged in carrying out the business in the market.

Yamaha Motor is exceptional in its passion for creating *Kando*, or a sense of excitement, around the world. There are no limits to the potential that this holds, and I believe that Yamaha Motor can become an even greater company. As a member of Yamaha, I will work to contribute to the realization of that potential.