

Directors, Corporate Auditors and Executive Officers

As of March 23, 2012

Board of Directors

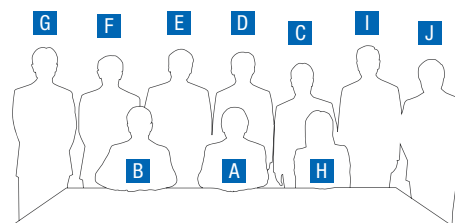


A President and Representative Director Hiroyuki Yanagi

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 of the Company
 April 2003: President of MBK Industrie
 February 2004: Managing Director of Yamaha Motor India Pvt. Ltd. (presently India Yamaha Motor Pvt. Ltd.)
 January 2006: Senior General Manager of China Business Operation of the Company
 January 2007: Senior General Manager of SyS Operations, MC Headquarters
 March 2007: Executive Officer of the Company and Senior General Manager of SyS Operations, MC Headquarters
 January 2009: Executive Officer of the Company and Executive General Manager of Manufacturing Center
 March 2009: Senior Executive Officer of the Company and Chief General Manager of Manufacturing Center
 November 2009: Senior Executive Officer of the Company and 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 of the Company and 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 of the Company
 April 2002: Senior General Manager of AM Operations
 June 2003: Executive Officer of the Company, Senior General Manager of AM Operations
 March 2005: Director of the Company, Senior General Manager of AM Operations
 March 2007: Senior Executive Officer and Director of the Company, Senior General Manager of AM Operations
 January 2009: Senior Executive Officer and Director of the Company, 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 of the Company, 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 of the Company, 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 of the Company, Chief General Manager of Marine Business Operations
 January 2012: Senior Managing Executive Officer and Representative Director of the Company, Chief General Manager of Technology Center and Chief General Manager of Marine Business Operations (to present)



C 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 of the Company
 January 2008: Senior General Manager of Quality Assurance Operations, MC Headquarters
 March 2008: Executive Officer of the Company, Senior General Manager of Quality Assurance Operations, MC Headquarters
 November 2009: Executive Officer of the Company, Executive General Manager of Manufacturing Center
 March 2010: Senior Executive Officer and Director of the Company, Chief General Manager of Manufacturing Center
 November 2010: Senior Executive Officer and Director of the Company, Managing Director of India Yamaha Motor Pvt. Ltd. (to present)

D Director Kozo Shinozaki

April 1978: Joined the Company
 April 1999: Vice President of Siam Yamaha Co., Ltd. (presently Thai Yamaha Motor Co., Ltd.)
 April 2007: General Manager of Finance & Accounting Division of the Company
 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 of the Company, Senior General Manager of Finance & Accounting Section
 January 2011: Senior Executive Officer and Director of the Company, 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 of the Company, Senior General Manager of Corporate Planning & Finance Section (to present)

E Director Nobuya Hideshima

April 1978: Joined the Company
 May 1999: General Manager of Production Control Department, Production Control Division, MC Operations of the Company
 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 of the Company, Executive General Manager of Procurement Center
 March 2010: Senior Executive Officer of the Company, Chief General Manager of Procurement Center
 March 2011: Senior Executive Officer and Director of Yamaha Motor Co., Ltd., Chief General Manager of Procurement Center (to present)

F Director Masahiro Takizawa

April 1978: Joined the Company
 June 1985: Graduated from the University of Pittsburgh Graduate School of Engineering, Department of Management Science and Engineering
 April 2000: General Manager of Business Planning Department, CV Operations of the Company
 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 of the Company
 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 of the Company, 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 of the Company, General Manager of Corporate Planning Division
 March 2010: Senior Executive Officer of the Company, Senior General Manager of Corporate Planning Section and General Manager of Corporate Planning Division, Corporate Planning Section
 January 2011: Senior Executive Officer of the Company, Chief General Manager of Business Development Operations
 March 2011: Senior Executive Officer and Director of the Company, Chief General Manager of Business Development Operations (to present)

H Director Yuko Kawamoto*

April 1982: Joined the Bank of Tokyo, Ltd. (presently The Bank of Tokyo-Mitsubishi UFJ, Ltd.)
 June 1988: Graduated from Oxford Graduate School, Master's Programme in Economics
 September 1988: Joined Tokyo Office of McKinsey & Company
 June 2001: Senior Expert, Tokyo Office of McKinsey & Company
 April 2004: Professor, Graduate School of Finance, Accounting and Law, Waseda University (to present)
 June 2004: Director of Osaka Securities Exchange Co., Ltd. (to present)
 June 2006: Director of Monex Beans, Inc. (presently Monex Group, Inc.) (to present)
 June 2006: Director of Resona Holdings, Inc.
 June 2006: Corporate Auditor of Millea Holdings, Inc. (presently Tokio Marine Holdings, Inc.) (to present)
 March 2009: Director of the Company (to present)
 June 2011: Director of ITOCHU Corporation (to present)

G Director Yoshiaki Hashimoto

April 1977: Joined the Company
 November 2001: General Manager of North American Business Division, SCM Center, MC Operations of the Company
 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 of the Company, 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 of the Company, Senior General Manager of General Affairs Section and General Manager of Human Resources Development Division, General Affairs Section
 February 2010: Executive Officer of the Company, Senior General Manager of Human Resources & General Affairs Section
 March 2010: Senior Executive Officer of the Company, Senior General Manager of Human Resources & General Affairs Section
 March 2012: Senior Executive Officer and Director of the Company, Senior General Manager of Human Resources & General Affairs Section (to present)

MC: Motorcycle
 SyS: System Supplier
 AM: Automotive
 WV: Water Vehicle
 GEM: Global Engineering & Manufacturing
 GSyS: Global System Supplier
 CV: Commuter Vehicle
 SCM: Supply Chain Management
 RV: Recreational Vehicle

I Director 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. (presently Coca-Cola West Co., Ltd.) (to present)
 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 (to present)
 June 2008: Director of OMRON Corporation (to present)
 March 2011: Director of the Company (to present)
 April 2011: Chairman of the Board and Director, Chairman of Ricoh Company, Ltd. (to present)

J Director Mitsuru Umemura*

April 1975: Joined Nippon Gakki Co., Ltd. (presently Yamaha Corporation)
 April 2000: President and Director of Yamaha Corporation of America
 February 2001: Executive Officer of Yamaha Corporation
 May 2003: Executive Officer of Yamaha Corporation and General Manager of Musical Instruments Group of Yamaha Corporation
 June 2003: Senior Executive Officer of Yamaha Corporation
 June 2006: Managing Director of Yamaha Corporation
 June 2007: President and Representative Director of Yamaha Corporation (to present)
 March 2011: Director of Yamaha Motor Co., Ltd. (to present)

Corporate Auditors

**Outside Corporate Auditor



Yutaka Kume

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



Shigeki Hirasawa

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



Norihiko Shimizu**

April 1963: Joined Tokio Marine & Fire Insurance Co., Ltd. (presently Tokio Marine & Nichido Fire Insurance Co., Ltd.)
 June 1967: Graduated from Graduate School of Business, Stanford University
 September 1967: Joined Boston Consulting Group, Inc.
 December 1970: Vice President of Boston Consulting Group, Inc.
 July 1987: President of Shimizu & Co., Inc.
 June 1994: Corporate Auditor of Nissin Sugar Manufacturing Co., Ltd.
 April 1998: Professor, Graduate School of Asia-Pacific Studies, Waseda University
 October 2000: Professor, Graduate School of International Corporate Strategy, Hitotsubashi University
 April 2003: Visiting Professor, Graduate School of International Corporate Strategy, Hitotsubashi University (to present)
 November 2004: Statutory Auditor of Fast Retailing Co., Ltd. (to present)
 November 2005: Statutory Auditor of Uniqlo Co., Ltd.
 March 2007: Corporate Auditor of the Company (to present)



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 Nissin Seifun Group Inc. (to present)
 March 2009: Corporate Auditor of the Company (to present)

Executive Officers

President and
Chief Executive Officer

Hiroyuki Yanagi

Chief General Manager of Motorcycle Business Operations

Senior Managing Executive
Officer

Takaaki Kimura

Chief General Manager of Technology Center, Chief General Manager of Marine Business Operations, Chief General Manager of Design Center and Chief General Manager of Automotive Business Unit

Senior Executive Officer

Hiroyuki Suzuki

Managing Director of India Yamaha Motor Pvt. Ltd.

Senior Executive Officer

Kozo Shinozaki

Senior General Manager of Corporate Planning & Finance Section

Senior Executive Officer

Nobuya Hideshima

Chief General Manager of Procurement Center and Chief General Manager of Parts Business Unit

Senior Executive Officer

Masahiro Takizawa

Chief General Manager of Business Development Operations

Senior Executive Officer

Yoshiaki Hashimoto

Senior General Manager of Human Resources & General Affairs Section, and Chief General Manager of Product Assurance & Safety Promotion Center

Senior Executive Officer

Kunihiko Miwa

Executive General Manager of 2nd Business Unit, Motorcycle Business Operations

Senior Executive Officer

Katsuaki Watanabe

Chief General Manager of Manufacturing Center

Senior Executive Officer

Hajime Yamaji

President of Yamaha Motor Europe N. V.

Senior Executive Officer

Ryouichi Sumioka

Executive General Manager of 3rd Business Unit, Motorcycle Business Operations and Chief General Manager of Overseas Market Development Operation Business Unit

Senior Executive Officer

Toshizumi Kato

President of Yamaha Motor Corporation, U.S.A.

Senior Executive Officer

Yoichiro Kojima

Executive General Manager of Marine Engine Business Unit, Marine Business Operations

Executive Officer

Souichi Sasagawa

President and Representative Director of Yamaha Motor Powered Products Co., Ltd.

Executive Officer

Hiroshi Yoshii

Senior General Manager of Manufacturing Technology Section, Technology Center

Executive Officer

Takahiko Goan

Executive General Manager of Overseas Market Development Operation Business Unit

Executive Officer

Masato Adachi

Executive General Manager of Boat Business Unit, Marine Business Operations

Executive Officer

Masanori Kobayashi

Executive General Manager of Product Assurance & Safety Promotion Center, General Manager of Safety Promotion & Traffic System Division, Product Assurance & Safety Promotion Center and General Manager of Communications-Linked BIKes Promotion Division, Technology Center

Executive Officer

Tsuneji Suzuki

President of PT. Yamaha Indonesia Motor Manufacturing and President of PT. Yamaha Motor Manufacturing West Java

Executive Officer

Hiroaki Fujita

Executive General Manager of IM Business Unit, Business Development Operations and General Manager of Quality Assurance Division, IM* Business Unit, Business Development Operations and President and Representative Director of i-Pulse Co., Ltd.

Executive Officer

Masaru Ono

Executive General Manager of Parts Business Unit

Executive Officer

Katsuhito Yamaji

Senior General Manager of Engine Manufacturing Section, Manufacturing Center and General Manager of Engine SyS Engineering Division, Engine Manufacturing Section, Manufacturing Center

Executive Officer

Toshinori Kuromoto

Executive General Manager of 1st Business Unit, Motorcycle Business Operations and Executive General Manager of Design Center

*IM: Intelligent Machinery