

Directors, Audit & Supervisory Board Members, and Executive Officers

As of April 30, 2013

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 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)

C 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 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
 January 2013: Senior Executive Officer and Director of the Company, Executive General Manager of Corporate Planning & Finance Center
 March 2013: Managing Executive Officer and Director of the Company, Chief General Manager of Corporate Planning & Finance Center (to present)

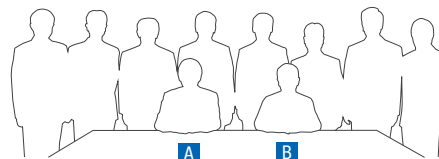
B Representative Director Takaaki Kimura

April 1976: Joined the Company
 June 1999: General Manager of R&D Division, AM Operations 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
 April 2013: Senior Managing Executive Officer and Representative Director of Yamaha Motor Co., Ltd., Chief General Manager of Technology Center, Chief General Manager of Design 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 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
 March 2013: Managing Executive Officer and Director of the Company, Chief General Manager of Procurement Center (to present)

J G E D C F H I



E 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
 March 2013: Managing Executive Officer and Director of the Company, 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 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)

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
 March 2013: Senior Executive Officer and Director of the Company, Chief General Manager of Human Resources & General Affairs Center (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

H 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. (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.
 April 2013: Executive Advisor to Ricoh Company, Ltd. (to present)

I Director (Outside)
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 (to present)
 June 2007: President and Representative Director of Yamaha Corporation (to present)
 March 2011: Director of Yamaha Motor Co., Ltd. (to present)

J 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 of the Company (to present)

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 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: Audit & Supervisory Board Member of the Company (to present)



Standing Audit & Supervisory Board Member
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: Audit & Supervisory Board Member of the Company (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) of the Company (to present)



Audit & Supervisory Board Member (Outside)
Isao Endo

April 1979: Joined the Mitsubishi Electric Corporation
 July 1987: Joined Boston Consulting Group
 October 1988: Joined Andersen Consulting (currently Accenture)
 September 1997: Partner 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) 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 Design 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 Procurement Center

Managing Executive Officer

Masahiro Takizawa

Chief General Manager of Business
Development Operations

Senior Executive Officer

Hiroyuki Suzuki

Managing Director of India Yamaha Motor
Pvt. Ltd.

Senior Executive Officer

Yoshiaki Hashimoto

Chief General Manager of Human
Resources & General Affairs Center

Senior Executive Officer

Kunihiko Miwa

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

Senior Executive Officer

Katsuaki Watanabe

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

Senior Executive Officer

Hajime Yamaji

President of Yamaha Motor Europe N. V.

Senior Executive Officer

Ryouichi Sumioka

Deputy Chief General Manager of Corporate Planning & Finance
Center

Senior Executive Officer

Toshizumi Kato

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

Senior Executive Officer

Yoichiro Kojima

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

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

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

Executive Officer

Hiroaki Fujita

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 and President
and Representative Director of i-PULSE Co., Ltd.

Executive Officer

Masaru Ono

General Director of Yamaha Motor
Vietnam Co., Ltd.

Executive Officer

Katsuhito Yamaji

Deputy Chief General Manager of Manufacturing
Center and Senior General Manager of Engine
Manufacturing Section, Manufacturing Center

Executive Officer

Masaki Asano

Managing Director of Yamaha Motor India
Sales Pvt. Ltd.

*IM: Intelligent Machinery