

After joining the Company, I worked in motorcycle sales at the sales company* for about three years. In order to reflect what I had felt on the front lines of sales into the products, I wrote reports and sent them to Head Office. After that, I was assigned to product planning. After gaining a variety of experiences in motorcycles, I expressed my interest in getting to know the marine sector as well, and was transferred to Marine Business in 2003.

What kinds of jobs have you worked on?

In Marine Products, I was again involved in product planning. At that time, in the ASEAN region, people who could not afford to buy outboard motors were modifying general-purpose engines to use as outboard motors. This made me wonder whether we could build a product that was like a simplified version of an outboard motor and was safer. I travelled around the region, researching the idea.

In Bali, I was taken out on a small two-man fishing boat to learn how they catch fish, and we went out to sea in the pitch black hours before dawn, and I experienced fishing first hand. As an aside, I was surprised to see a marlin caught that was so big it couldn't fit on our boat. In addition to this, I've been thrilled by many other exciting and moving experiences I've had through my work, and I am grateful for that.

*At that time, new employees were seconded to the domestic sales company to gain sales experience.

Is it true that you used to compete?

During my university years, I participated in the 125cc class races at the Tsukuba Circuit. At the time, I was riding a different make of motorcycle, but the Yamaha riders were clocking overwhelmingly faster lap times, and most of the qualifiers were riding Yamaha motorcycles. Curious about the difference, I swapped motorcycles to try a Yamaha for myself, and I was astonished by the huge performance difference. It was truly shocking.

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Seven questions for the new CEO, Mr. SHITARA Motofumi!

Mr. Shitara assumed the position of President and CEO on March 25th. Through seven questions, we here introduce both his professional side, where he is driving the new medium-term management plan, and his personal side, where his ideas and motivation come from.



I joined Yamaha Motor in 1986. I had considered working other industries, but in the end I opted for Yamaha Motor because, among domestic motorcycle manufacturers, it had a strong focus on two-wheel vehicles, a diverse business portfolio, and a commitment to creating experiences of fun and *Kando*, which greatly appealed to me. Actually at my home, the remote control for the water heater, the bathtub, and general-purpose engine of the lawnmower, all had the 'Yamaha' logo on them. Even the recorder I played during music class at school was a Yamaha. As a child, I grew up wondering, "Why is this logo on so many different things?" and thinking, "Wow, they even make things like this!"

What motivated you to join Yamaha Motor?



For you, what is important when it comes to working?

Of course, experience is crucial, isn't it? Yamaha is involved in a variety of businesses, so I think we are one of those rare companies where employees can gain a wide range of experiences through their work. Our view is that experience can create *Kando* and will become an invaluable resource for our employees, so we strive to create the situations and opportunities for experience.

Of course, everyone is doing a different job in the Company, and I'm sure there are some departments where people don't have many opportunities to go out to the field. But, by engaging with our products and using that experience as a basis for their ideas, I believe everyone can develop a sense of "how to deliver the product to our customers with care."

What kind of company do you want Yamaha Motor to be?

I want us to be a strong company that is resilient to change. Continuity and stability are essential for any company, but we are currently living in an era of rapid and dramatic transformation. It is essential that we have the kind of toughness and strength that allow us not to be overwhelmed by each and every new event, along with a healthy and secure environment where employees can work with a sense of security. I hope to create a workplace that fosters a chain of satisfaction for all of our employees. Building upon this, it is imperative for us to enhance the brand presence by offering our customers a range of proposals that lead to enriched and fulfilled lives, as well as moments of *Kando*. On the technology front, we are focusing on energy management, intelligent systems, and software services. We believe it is important for us to be drivers of innovation in technology and business.

It's up to management to make decisions. So, even if mistakes are made, I want them to work heart and soul in taking on new challenges passionately, delivering innovations that will transform the landscape of our society.



President and CEO SHITARA Motofumi

Born in Saitama Prefecture in 1962, Shitara joined Yamaha Motor after graduating from Kokugakuin University Faculty of Economics. His first job was in motorcycle sales at the domestic sales company. Later, he worked on motorcycle product planning and led the promotion of the 'TW200,' which gained attention in a TV drama aired in 2000. He was subsequently put to work in core business functions such as company-wide brand promotion, marine engine product planning, and business planning. He was appointed executive officer in 2016, and CEO of the group company in India in 2018. After serving as Executive Vice President, he assumed the role of President and CEO from March 25th.



Seven questions for the new CEO, Mr. SHITARA Motofumi!

My aim is to create a vibrant company where our employees can work with a sense of security, bringing delight to our customers.

Besides motorcycles, what other interests do you have?

When I was a child, I liked making plastic models. As an adult, I like polishing my shoes. It's not about polishing them until they're shiny, but just maintaining them nicely gives me a sense of accomplishment and refreshes me. Swimming gives me a similar feeling. Swimming roughly 3 kilometers in about an hour, breathing slowly like yoga, helps me clear my mind.



What memories do you have of your time in India?

In India, we launched a branding campaign called "The Call of the Blue" as a premium marketing strategy aimed at shifting from the commuter segment to the high-added-value segment. The store design of our dealerships was unified in blue, and blue polo shirts were distributed to approximately 8,000 employees, including factory staff. By wearing the same shirts with the keyword "blue," everyone had the same mindset, which enhanced engagement and created a sense of unity within the company.

The factory at Surajpur seemed a little chaotic at that time, perhaps due to the age of the equipment, but it soon became neatly organized and the staff's awareness improved dramatically. I think this is because the staff took it upon themselves to improve things at the factory. It was an experience that made me realize how much things can change when people's mindset changes.

