

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

As of April 1, 2016

MC: Motorcycle  
AM: Automotive  
WV: Water Vehicle  
CS: Customer Service  
PF: Platform  
ME: Marine Engine  
NLV: New Land Vehicle

## Board of Directors



### A President and Representative Director Hiroyuki Yanagi

April 1978: Joined the Company  
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)

### B Representative Director Takaaki Kimura

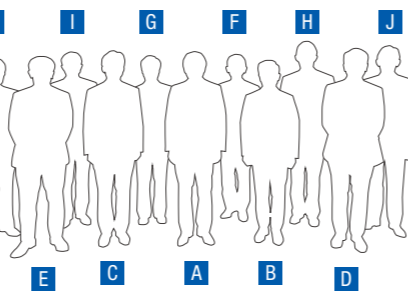
April 1976: Joined the Company  
March 2005: Director, Senior General Manager of AM Operations  
March 2007: Senior Executive Officer and Director, Senior General Manager of AM Operations  
January 2009: Senior Executive Officer and Director, Chief General Manager of Marine Business Operations and Executive 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 2012: Senior Managing Executive Officer and Representative Director, Chief General Manager of Technology 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)

### C Director Koza Shinozaki

April 1978: Joined the Company  
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

### D Director Nobuya Hideshima

April 1978: Joined the Company  
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  
January 2016: Managing Executive Officer and Director, Chief General Manager of Engine Unit (to present)



### E Director Masahiro Takizawa

April 1978: Joined the Company  
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 2016: Managing Executive Officer and Director, Chief General Manager of New Business Development Center (to present)

### F Director Katsuaki Watanabe

April 1982: Joined the Company  
March 2011: Senior Executive Officer and Chief General Manager of Manufacturing Center  
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  
July 2015: Senior Executive Officer and Director, Chief General Manager of MC Business Operations, and Executive General Manager of Overseas Market Development Operation Business Unit  
January 2016: Senior Executive Officer and Director, Chief General Manager of MC Business Operations  
March 2016: Managing Executive Officer and Director, Chief General Manager of 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: Outside Director of Benesse Corporation (currently Benesse Holdings, Inc.)  
November 2007: Managing Director and Co-Representative of Carlyle Japan LLC (to present)  
June 2009: Outside Director of Benesse Corporation (currently Benesse Holdings, Inc.) (to present)  
March 2013: Outside Director (to present)

### G Director Toshizumi Kato

June 1986: Joined the Company  
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  
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  
January 2016: Senior Executive Officer and Director, Chief General Manager of Vehicle & Solution Business Operations  
March 2016: Managing Executive Officer and Director, Chief General Manager of Vehicle & Solution Business Operations (to present)

### J Director (Outside) Takuya Nakata

April 1981: Joined Nippon Gakki Co., Ltd. (currently Yamaha Corporation)  
October 2005: General Manager of PA/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: Outside Director (to present)

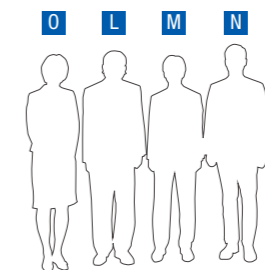
### H Director Yoichiro Kojima

April 1981: Joined the Company  
March 2012: Senior Executive Officer, and Executive General Manager of ME Business Unit, Marine Business Operations  
January 2013: Director and President of PT. Yamaha Indonesia Motor Manufacturing  
March 2015: Director and President of Yamaha Indonesia Motor Manufacturing  
January 2016: Senior Executive Officer and Director, Deputy Chief General Manager of New Business Development Center, and Senior General Manager of New Land Vehicle Business Development Section, New Business Development Center (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  
June 2013: President and Representative Director of JTEKT Corporation  
June 2013: Chairman & Representative Director of JTEKT Corporation (to present)  
March 2015: Outside Director (to present)

## Audit & Supervisory Board Members



### L 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)

### N 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)  
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  
May 2011: Outside Director of Ryojin Keikaku Co., Ltd. (to present)  
March 2013: Outside Audit & Supervisory Board Member (to present)  
June 2014: Outside Director of Sampo Japan Nipponkoa Holdings, Inc. (to present)  
Outside Director of Nisshin Steel Co., Ltd. (to present)

### O Audit & Supervisory Board Member (Outside) Tomomi Yatsu

April 1983: Joined Tokyo Electron Limited  
October 1986: Joined Tohmatsu Awaki & Sarwa (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.  
March 2015: Outside Audit & Supervisory Board Member (to present)  
April 2015: Partner of TMI Associates (to present)

### M 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 Member's Office  
March 2015: Audit & Supervisory Board Member (to present)

**Executive Officers**

President and Chief Executive Officer <b>Hiroyuki Yanagi</b>	Executive Vice President <b>Takaaki Kimura</b> Chief General Manager of Technology 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	Managing Executive Officer <b>Masahiro Takizawa</b> Chief General Manager of New Business Development Center	Managing Executive Officer <b>Katsuaki Watanabe</b> Chief General Manager of Motorcycle Business Operations	Managing Executive Officer <b>Toshizumi Kato</b> Chief General Manager of Vehicle & Solution Business Operations
Senior Executive Officer <b>Yoichiro Kojima</b> Deputy Chief General Manager of New Business Development Center and Senior General Manager of New Land Vehicle Business Development Section, New Business Development Center	Senior Executive Officer <b>Ryouichi Sumioka</b> Deputy Chief General Manager of Corporate Planning & Finance Center	Senior Executive Officer <b>Hiroaki Fujita</b> Managing Director of Yamaha Motor India Pvt. Ltd.	Senior Executive Officer <b>Katsuhito Yamaji</b> Chief General Manager of Manufacturing Center	Senior Executive Officer <b>Makoto Shimamoto</b> Chief General Manager of PF Model Unit and Senior General Manager of PF Model Development Section, PF Model Unit
Executive Officer <b>Masaru Ono</b> Chief General Manager of CS Center	Executive Officer <b>Masaki Asano</b> Managing Director of Yamaha Motor India Sales Pvt. Ltd.	Executive Officer <b>Yoshitaka Noda</b> Senior General Manager of Component Section, Engine Unit	Executive Officer <b>Masahiro Inoue</b> Chief General Manager of Procurement Center, and General Manager of Procurement Planning Division, Procurement Center, and Senior General Manager of Cost Innovation Section, PF Model Unit	Executive Officer <b>Kazuhiro Kuwata</b> President of Yamaha Motor Europe N.V.
Executive Officer <b>Yoshihiro Hidaka</b> Executive General Manager of 1st Business Unit, Motorcycle Business Operations, and General Manager of Southeast & East Asia Sales Division, 1st Business Unit, Motorcycle Business Operations	Executive Officer <b>Tatsumi Okawa</b> President of Yamaha Motor Corporation, U.S.A. and Deputy Chief General Manager of Marine Business Operations	Executive Officer <b>Junzo Saitoh</b> Chief General Manager of Human Resources & General Affairs Center	Executive Officer <b>Akihiro Nagaya</b> Chief General Manager of Design Center	Executive Officer <b>Heiji Maruyama</b> Deputy Chief General Manager of Engine Unit, and Senior General Manager of Engine Development Section, Engine Unit, and Executive General Manager of Automotive Business Unit
Executive Officer <b>Hirofumi Usui</b> Senior General Manager of Marketing Section, Marine Business Operations	Executive Officer <b>Satohiko Matsuyama</b> Executive General Manager of Recreational Vehicle Business Unit, Vehicle & Solution Business Operations	Executive Officer <b>Minoru Morimoto</b> President of PT. Yamaha Indonesia Motor Manufacturing	Executive Officer <b>Yasuo Tanaka</b> Senior General Manager of After Sales Section, CS Center	Executive Officer <b>Motofumi Shitara</b> Executive General Manager of Marine Engine Business Unit, Marine Business Operations
Executive Officer <b>Eric de Seynes</b> COO of Yamaha Motor Europe N.V.	Executive Officer <b>Dyonisius Beti</b> COO of PT. Yamaha Indonesia Motor Manufacturing	CS: Customer Service PF: Platform		

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



**Tamotsu Adachi**  
Outside Director

With the Corporate Governance Code having taken effect, the role of an Outside Directors has become even more important. In essence, I believe it is vital for Outside Directors to provide guidance based on their experience without the Company, taking a comprehensive view of corporate management. From this perspective, in addition to participating in deliberations about how to enhance corporate value over the medium to long term and monitoring the implementation of such decisions, I intend to offer proactive input on other important issues that are central to determining corporate value, including organizational issues and compliance and risk management.

Yamaha Motor provides many opportunities for Outside Directors to give input, such as at Board of Directors' meetings, as well as at Management Research Committee and Executive Personnel Committee meetings, and has established a culture whereby management makes active use of this input. I believe that this fundamental stance and culture function very effectively as a foundation for proper corporate governance.

To ensure Yamaha Motor continues to develop going forward, I believe it is important to expand new businesses while also raising current levels of productivity and efficiency at existing businesses to generate solid cash flow. We will leverage these positive developments to create innovative, unique products, and popularizing these products around the world, to lay a sure path toward continuous growth. I hope that Outside Directors can make further contributions to these discussions.



**Tomomi Yatsu**  
Outside Audit & Supervisory Board Member

With the establishment last year of the Corporate Governance Code that lays out the main principles of effective corporate governance, "offensive governance" that contributes to enhanced corporate value has gained momentum in Japan. The Board of Directors of Yamaha Motor has favored offensive governance since before the Corporate Governance Code was enacted, and has striven to fulfill the responsibilities of a global company through proactive deliberations of management issues including management vision and strategy from a long-term perspective.

Like the motorcycles that Yamaha Motor manufactures, a powerful engine and a reliable brake are indispensable for a company's continuous growth, and technologies for effective operations are necessary as well. Yamaha Motor has strong leadership, and its management carefully listens to the opinions of Outside Directors as well. Going forward, I expect the Company to maintain a determined course as it navigates an increasingly complex and challenging business environment.

Outside Directors act as a crucial "protection" for the Board of Directors, offering advice from diverse viewpoints. From my perspective as a woman, and also as a specialist in law and accounting, I hope to contribute to the enhancement of Yamaha Motor's corporate value as a company that is loved by everyone.