

May 10, 2021

Company Name: YAMAHA CORPORATION

President and Representative Executive Officer: Takuya Nakata Code Number: 7951 (First Section of Tokyo Stock Exchange)

Notice of Management Changes

Yamaha Corporation announces that it has decided at the Nominating Committee meeting on the candidates for Directors to be submitted to the 197th Ordinary General Shareholders' Meeting to be held on June 24, 2021.

Details are as follows.

1. Changes in Directors (To be submitted to the 197th Ordinary General Shareholders' Meeting to be held on June 24, 2021)

New Directors scheduled Hiromichi Shinohara (Currently Chairman of the Board, Nippon Telegraph and

to be appointed Telephone Corporation)

Naoko Yoshizawa (Currently Director, knowledge piece Inc.)

Director scheduled Yoshimi Nakajima (Currently Outside Director)

to resign

2. New lineup of Directors

(1) Directors (To be submitted to the 197th Ordinary General Shareholders' Meeting to be held on June 24, 2021)

Director Takuya Nakata (Currently Director) Satoshi Yamahata Director (Currently Director) Outside Director Taku Fukui (Currently Outside Director, Attorney) Outside Director Yoshihiro Hidaka (Currently Outside Director, President, CEO and Representative Director of Yamaha Motor Co., Ltd.) Outside Director Mikio Fujitsuka (Currently Outside Director) Outside Director Paul Candland (Currently Outside Director, Managing Director of PMC Partners Co., Ltd., CEO of Age of Learning, Inc.) **Outside Director** Hiromichi Shinohara (Currently Chairman of the Board, Nippon Telegraph and Telephone Corporation) (Newly appointed) **Outside Director** Naoko Yoshizawa (Currently Director, knowledge piece Inc.) (Newly appointed)

(2) Members of Committees (To be submitted to the Board of Directors to be held after the said General Shareholders' Meeting)

Nominating Committee Takuya Nakata

Yoshihiro Hidaka (Outside Director) Paul Candland (Outside Director)

Hiromichi Shinohara (Outside Director) (Newly appointed)

Audit Committee Taku Fukui (Outside Director)

Mikio Fujitsuka (Outside Director)

Naoko Yoshizawa (Outside Director) (Newly appointed)

Compensation Committee Takuya Nakata

Yoshihiro Hidaka (Outside Director) Paul Candland (Outside Director)

Hiromichi Shinohara (Outside Director) (Newly appointed)

For further information, please contact:

Yamaha Corporation

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(For reference)

Biography for New Outside Director Candidates

Name	Hiromichi Shinohara (Date of birth: March 15, 1954)	
Biography	April 1978	Joined Nippon Telegraph and Telephone Public Corporation
	June 2003	Head of Access Service Systems Laboratories
	June 2007	Head of Information Network Platform Laboratories
	June 2009	Senior Vice President, Head of Research and Development Planning,
		Member of the Board of the Company
	June 2012	Executive Vice President, Head of Research and Development Planning,
		Member of the Board of the Company
	June 2014	Senior Executive Vice President, Head of Research and Development Planning,
		Representative Member of the Board of the Company
	June 2018	Chairman of the Board of the Company (Current)

Name Naoko Yoshizawa (Date of Birch: May 29, 1964)

Biography August 1988 Joined Fujitsu Limited

September 2009 Head of Mobile Phones Unit

October 2011 Head of Global Development Center, Fujitsu Laboratories of America, Inc.

April 2016 Deputy Head of Advanced System Research & Development Unit and Head of AI

Promotion, Fujitsu Limited

April 2017 Executive Officer, Head of AI Platform Business

April 2018 Corporate Executive Officer, Vice Head of Digital Services Business

September 2018 Corporate Executive Officer, CEO of Fujitsu Intelligence Technology Ltd.

November 2019 Corporate Executive Officer, Evangelist of Digital Software & Solutions Business

Group

October 2020 Director, knowledge piece Inc. (Current)

May 2021 Outside Director, Nitori Holdings Co., Ltd. (To be appointed)