Appendix to Flash Report for Fiscal Year Ended March 31, 2012

Yamaha Corporation

Notification of Changes in Management

The Board of Directors of Yamaha Corporation, at its meeting held on May 1, 2012, decided on the following changes in management, which will become effective after the 188th Ordinary General Shareholders' Meeting on June 27, 2012:

1. Change of Director (As of June 27, 2012)

Candidate for Appointment as Director

(Director and Chairman of the Yoshikatsu Ota Scheduled to become Outside Board of Konica Minolta Director Holdings, Inc.)

2. Change of Executive Officer (As of June 27, 2012)

Outgoing Executive Officer

Currently Executive Officer Takashi Onoda