

Directors and Corporate Auditors

As of June 23, 2009

Directors



Shohei Utsuda
Chairman of the Board of Directors



Masami Iijima*
President and Chief Executive Officer

* Representative Directors
** The Chief Compliance Officer was changed to Norinao Iio/Director from Junichi Matsumoto/Director on August 4, 2009.



Ken Abe*



Yoshiyuki Izawa*



Junichi Matsumoto*
Chief Financial Officer, Chief Compliance Officer**



Norinao Iio*



Seiichi Tanaka*
Chief Information Officer, Chief Privacy Officer



Takao Omae*

External Directors



Akishige Okada
Date of Birth: April 9, 1938
Current Position:
Director (since June 27, 2003)
Principal Positions at Business Organizations Outside Mitsui:
• Director, Daicel Chemical Industries, Ltd.
• Director, Mitsui Life Insurance Co., Ltd.
• Corporate Auditor, Mitsui Fudosan Co., Ltd.
• Corporate Auditor, Hotel Okura Co., Ltd.
• Corporate Auditor, Toyota Motor Corporation
Prior Positions:
• 1991 Director, The Mitsui Taiyo Kobe Bank, Ltd.
• 1995 Managing Director, The Sakura Bank, Ltd.
• 1996 Senior Managing Director, The Sakura Bank, Ltd.
• 1997 President, The Sakura Bank, Ltd.
• 1999 President and Managing Director, The Sakura Bank, Ltd.
• 2001 Chairman of the Board, Sumitomo Mitsui Banking Corporation
• 2002 Chairman of the Board, Sumitomo Mitsui Financial Group, Inc.
• 2003 Chairman of the Board, Sumitomo Mitsui Banking Corporation
• 2005 Advisor, Sumitomo Mitsui Banking Corporation



Nobuko Matsubara
Date of Birth: January 9, 1941
Current Position:
Director (since June 23, 2006)
Principal Positions at Business Organizations Outside Mitsui:
• Director, Daiwa Securities Group Inc.
Prior Positions:
• 1987 Director of International Labor Division, Minister's Secretariat, the Ministry of Labor
• 1991 Director-General of Women's Bureau, the Ministry of Labor
• 1997 Vice Minister of the Ministry of Labor
• 1999 President of Japan Association for Employment of Persons with Disabilities
• Sep. 2002 Ambassador Extraordinary and Plenipotentiary of Japan to Italy
• Nov. 2002 Ambassador Extraordinary and Plenipotentiary of Japan to Albania, to San Marino and to Malta
• Jan. 2006 Advisor to Japan Institute of Workers' Evolution
• Jul. 2006 Chairman of Japan Institute of Workers' Evolution



Ikujiro Nonaka
Date of Birth: May 10, 1935
Current Position:
Director (since June 22, 2007)
Principal Positions at Business Organizations Outside Mitsui:
• Director, Fujitsu Limited
• Director, Seven & i Holdings Co., Ltd.
Prior Positions:
• 1977 Professor, Management Faculty, Nanzan University
• 1979 Professor, National Defense Academy of Japan
• 1982 Professor, Institute of Business Research, Hitotsubashi University
• 1995 Professor, Graduate School of Knowledge Science, JAIST
• 1997 Xerox Distinguished Professor in Knowledge, Walter A. Haas School of Business, University of California, Berkeley
• 2000 Professor, Graduate School of International Corporate Strategy, Hitotsubashi University
• 2006 Professor Emeritus, Hitotsubashi University
• 2007 First Distinguished Drucker Scholar in Residence, Drucker School of Claremont Graduate University



Hiroshi Hirabayashi
Date of Birth: May 5, 1940
Current Position:
Director (since June 22, 2007)
Principal Positions at Business Organizations Outside Mitsui:
• Director, TOSHIBA CORPORATION
Prior Positions:
• 1988 Director, Management and Coordination Division, Minister's Secretariat, the Ministry of Foreign Affairs
• 1990 Minister, Japanese Embassy in the U.S.A.
• 1992 Envoy, Japanese Embassy in the U.S.A.
• 1993 Director-General, Economic Cooperation Bureau, the Ministry of Foreign Affairs
• 1995 Chief Cabinet Councilor's Office on External Affairs, Cabinet Secretariat
• 1997 Secretary-General, Indo-China Refugees Measures Coordination Conference
• 1998 Ambassador Extraordinary and Plenipotentiary to India and Bhutan
• 2002 Ambassador Extraordinary and Plenipotentiary to France and Andorra
• 2003 Ambassador Extraordinary and Plenipotentiary to Djibouti
• 2006 Ambassador in charge of Inspection, the Ministry of Foreign Affairs
• Mar. 2007 Councilor, The Japan Forum on International Relations, Inc.
• Jun. 2007 President, The Japan-India Association
• 2008 Visiting Professor, Waseda University, Graduate School of Asia-Pacific Studies
• 2009 Vice President, The Japan Forum on International Relations, Inc.

Corporate Auditors



Satoru Miura



Motonori Murakami

External Corporate Auditors



Hideharu Kadowaki

- Date of Birth:** June 20, 1944
- Current Position:**
Corporate Auditor (since June 24, 2004)
- Principal Positions at Business Organizations Outside Mitsui:**
- Corporate Auditor, Mitsui Chemicals, Inc.
- Prior Positions:**
- 1996 Director, The Sakura Bank, Ltd.
 - 1998 Managing Director, The Sakura Bank, Ltd.
 - 1999 Managing Director & Executive Managing Officer, The Sakura Bank, Ltd.
 - 2000 Senior Managing Director and Senior Executive Managing Officer, The Sakura Bank, Ltd.
 - 2001 Senior Managing Director and Senior Executive Managing Officer, The Sumitomo Mitsui Banking Corporation
 - 2002 Senior Managing Director, Sumitomo Mitsui Financial Group, Inc.
 - 2003 Deputy President, Sumitomo Mitsui Financial Group, Inc.
 - 2004 Chairman of the Institute, The Japan Research Institute, Limited
 - 2008 Special Advisor & Senior Fellow, The Japan Research Institute, Limited



Naoto Nakamura

- Date of Birth:** January 25, 1960
- Current Position:**
Corporate Auditor (since June 23, 2006)
- Principal Positions at Business Organizations Outside Mitsui:**
- Corporate Auditor, Asahi Breweries, Ltd.
- Prior Positions:**
- Apr. 1985 Admitted to the member of Second Tokyo Bar Association
 - Apr. 1985 Joined Mori Sogo Law Office
 - 1998 Founded HIBIYA PARK LAW OFFICES and became a partner
 - 2003 Founded Law Firm of Naoto Nakamura (currently Law Firm of Nakamura, Tsunoda & Matsumoto) and became a partner



Kunihiro Matsuo

- Date of Birth:** September 13, 1942
- Current Position:**
Corporate Auditor (since June 24, 2008)
- Principal Positions at Business Organizations Outside Mitsui:**
- Director, Asahi Glass Co., Ltd.
 - Corporate Auditor, Toyota Motor Corporation
 - Corporate Auditor, Sampo Japan Insurance Inc.
 - Corporate Auditor, Komatsu Ltd.
- Prior Positions:**
- 1968 Appointment as Public Prosecutor
 - 1999 Vice Minister of Justice
 - 2004 Attorney General
 - 2006 Admission as Attorney at Law



Hiroyasu Watanabe

- Date of Birth:** April 11, 1945
- Current Position:**
Corporate Auditor (since June 23, 2009)
- Principal Positions at Business Organizations Outside Mitsui:**
- Corporate Auditor, NOMURA Co., Ltd.
 - Corporate Auditor, NIPPON MINING HOLDINGS, INC.
- Prior Positions:**
- 1994 Director-General, Nagoya Taxation Bureau, National Tax Agency
 - 1995 Director-General, Kinki Finance Bureau, Ministry of Finance
 - 1996 Deputy Director-General, Tax Bureau, Ministry of Finance
 - 1997 Director-General, Tokyo Taxation Bureau, National Tax Agency
 - 1998 Director-General, Customs and Tariff Bureau, Ministry of Finance
 - 2000 President, Policy Research Institute, Ministry of Finance
 - 2002 Commissioner, National Tax Agency
 - 2003 Visiting Professor, University of Tokyo, Graduate Schools for Law and Politics
 - 2004 Professor, Waseda University, Graduate School of Finance, Accounting & Law