



**Nobuyori Kodaira**  
*Member of the Board of Directors*  
*Toyota Motor Corporation*

- Chief risk officer

Nobuyori Kodaira was born on March 18, 1949. He graduated from the University of Tokyo with a bachelor's degree in economics in March 1972, and joined the Ministry of International Trade and Industry (MITI) in April the same year. In June 1978, he graduated from University of Cambridge with a master's degree in science.

Mr. Kodaira was appointed director-general of the Petroleum Department, Agency for Natural Resources and Energy in July 1999. In June 2000, he was appointed director-general for International Trade Policy, and then in January 2001, he became director-general for Manufacturing Industries Policy at the Ministry of Economy, Trade and Industry (METI). In January 2002, he was made director-general for Economic and Fiscal Management in Japan's Cabinet Office. In July 2004, he was appointed director-general of the Agency for Natural Resources and Energy Policy in METI. In July 2006, he resigned from METI, and was made an advisor of Mitsui Sumitomo Insurance Co., Ltd., in November.

In August 2008, Mr. Kodaira joined Toyota Motor Corporation as an advisor, and was appointed as managing officer in June 2009. In June 2010, he became a senior managing director (this title was changed to senior managing officer as of June 2011), and was made chief officer of the Corporate Planning Division, the Business Development Group and the IT Group. In June 2011, he was made a senior managing officer and a director. Subsequently, in June 2012, Mr. Kodaira became an executive vice president and a member of the board of directors. In April 2016, he was made chief risk officer. In June 2016, he resigned from his post as executive vice president, but retained his seat on the board of directors.

**Key non-TMC posts**

Director, KDDI Corporation (June 2013-)

Audit & supervisory board member, Aichi Steel Corporation (June 2015-)