

Directors and Executive Officers

Director

As of July 2, 2009

Chairman of the Board	Ken-ichi Sekiguchi	
Director	Kenji Matsuo Kyoichi Fukuda Yasuharu Takamatsu Osamu Kobayashi Yuzaburo Mogi * Tetsuro Kitao * Akio Matsuzaki * Keiji Aritomi * Saburo Horiuchi * Yuko Tashima *	Chairman and CEO, Kikkoman Corporation Attorney at Law Advisor, Morinaga & Co., Ltd. Chairman, Yamato Holdings Co., Ltd. Certified Public Accountant Attorney at Law

Executive Officers

	Ken-ichi Sekiguchi **	
President	Kenji Matsuo **	
Deputy President	Kyoichi Fukuda Yasuharu Takamatsu	Chief Executive, Investment
Senior Managing Executive Officer	Toshio Abe Tamio Kurosaki Shin'ichi Ikemoto Hiroaki Tonooka Hajime Inomata	Chief Executive, Group Marketing Chief General Manager, Tokyo Marketing Headquarters
Managing Executive Officer	Kiyotaka Fuke Shigehiro Maeda Yoshinori Ozaki Ichiro Wakasa Katsumi Yoneda Koichiro Takahashi Yutaka Inada Hiroto Endo Yasushi Wada	Chief Executive, Individual Insurance Marketing Chief General Manager, Osaka Marketing Headquarters Chief Executive, General Agent Marketing
Executive Officer	Masahide Ishikawa Takashi Ito Hiroshi Tokuoka Masahiro Kijima Nobuya Suzuki Hiromasa Suzuki Katsunari Maeda Akio Negishi	Chief General Manager, Nagoya Marketing Headquarters General Manager, Koriyama Regional Office General Manager, Group Market Planning & Research Department General Manager, General Agent Channel Department General Manager, Product Development Department General Manager, Human Resources Department General Manager, Marunouchi Regional Office General Manager, Marketing Planning & Research Department

* Outside Director ** Representative Executive Officer