

Directors and Executive Officers

As of July 2, 2010

Director

Chairman of the Board	Ken-ichi Sekiguchi	
Director	Kenji Matsuo Kyoichi Fukuda Yasuharu Takamatsu Yoshio Maekawa Yuzaburo Mogi * Tetsuro Kitao * Keiji Aritomi * Saburo Horiuchi * Yuko Tashima * Takuma Ootoshi *	Chairman and CEO, Kikkoman Corporation Attorney at Law Director and Advisor, Yamato Holdings Co., Ltd. Certified Public Accountant Attorney at Law Chairman, IBM Japan, Ltd.

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 Koichiro Takahashi Hiroto Endo Yasushi Wada Masahide Ishikawa Nobuya Suzuki	Chief Executive, Individual Insurance Marketing Chief Executive, General Agent Marketing Chief General Manager, Nagoya Marketing Headquarters
Executive Officer	Takashi Ito Hiroshi Tokuoka Masahiro Kijima Hiromasa Suzuki Katsunari Maeda Akio Negishi Toshihiko Yamashita Tatsuo Ogoshi	General Manager, Koriyama Regional Office General Manager, Group Market Planning & Research Department General Manager, Human Resources Department Chief General Manager, Osaka Marketing Headquarters General Manager, Marketing Planning & Research Department General Manager, Investment Planning & Research Department General Manager, Product Development Department

* Outside Director ** Representative Executive Officer