

## INFORMATION

The documents following this cover sheet exist solely to provide English translations of selected information contained in the original Japanese text of the documents provided to shareholders as of September 30, 2007.



**121st NYK Group Interim Report Fiscal 2007**

From April 1, 2007,  
to September 30, 2007

**Bringing value to life.**

Nippon Yusen Kabushiki Kaisha

## ● Greeting from the President

I would like to express my sincere gratitude to our shareholders for their continued support.

The consolidated interim financial results for fiscal 2007 reached record highs with revenues of 1,256.6 billion yen and income before extraordinary items of 93.1 billion yen. We achieved positive earnings based on favorable results in the bulk/energy resources transport business. The liner trade business recorded a surplus supported by strong freight market, but further improvement of earnings is necessary to suppress the influence of surging bunker oil prices. The non-shipping operations showed steady growth in general, mainly in the logistics, the terminal and harbor transport, and the cruise segments. The air cargo transportation business could not achieve its earnings target, but we are working on replacement with new equipment and also on structural reform toward self-reliance to move into the black in the fiscal year ending March 2010.

In consideration of financial results and other factors from the standpoint of placing great value on returns to shareholders, we decided the interim dividend to be 12 yen increased by 3 yen per share. We upwardly revised the consolidated earnings forecast for full fiscal year to revenues of 2,540 billion yen and income before extraordinary items of 180 billion yen. The annual dividend will be increased by 6 yen to 24 yen per share.

With less than a half year left for our three-year medium-term management plan since April 2005, “New Horizon 2007”, we are making final efforts to achieve our targets. I would like to explain the current state of three strategies of this plan.

For our first strategy of “Expansion of Shipping Segment”, we have aggressively been expanding our fleet size. In the bulk/energy resources transport business, we, not only pursue short-term profits based on the current strong shipping market, but also give the priority to keep long-term contracts to establish the stable relationships with customers. In the car carrier division, we strive to expand the world’s largest car carrier fleet. In the liner trade business, we continue efforts to reduce fuel costs and restore freight rate.

For our second strategy of “Evolution into a Logistics Integrator”, we promote the logistics integration strategy called “SEA-LIP (Sea-Earth-Air Logistics Integrator Program)”. The NYK Group offers unique services as an exceptional logistics integrator in the world covering all transportation modes of sea, earth and air.

For our third strategy of “Enhancement of Our Corporate Fundamentals”, we work on safety and environmental measures and human resource development in consideration of the importance of CSR (corporate social responsibility). We thoroughly and constantly carry out safety measures as the highest priority issues. We take environmental measures toward SOx/NOx control and reduction of greenhouse gas such as CO<sub>2</sub>. As for human resource development, we opened a mercantile marine college in the Philippines this year. This college will help to provide and improve qualification of senior officers in response to increasing demand for seafarers with fleet expansion.

The NYK Group has a mission statement to support people’s lives through safe and dependable “Monohakobi (transport)”. We will enhance our corporate value by fulfilling this mission. We do appreciate our shareholders’ further understanding and support.

November 2007



Koji Miyahara  
President

● Segment results (April 1, 2007, to September 30, 2007)

(1) Liner Trade

(In 100 millions of yen)

	Half year ended September 30, 2007	Half year ended September 30, 2006
Revenues	3,309	2,906
Operating income	76	(47)
Income before extraordinary items	77	(48)

(2) Bulk Shipping

(In 100 millions of yen)

	Half year ended September 30, 2007	Half year ended September 30, 2006
Revenues	4,888	3,705
Operating income	782	471
Income before extraordinary items	801	466

(3) Logistics

(In 100 millions of yen)

	Half year ended September 30, 2007	Half year ended September 30, 2006
Revenues	2,607	2,277
Operating income	74	67
Income before extraordinary items	79	72

(4) Terminal and Harbor Transport

(In 100 millions of yen)

	Half year ended September 30, 2007	Half year ended September 30, 2006
Revenues	768	622
Operating income	48	37
Income before extraordinary items	41	24

(5) Cruise

(In 100 millions of yen)

	Half year ended September 30, 2007	Half year ended September 30, 2006
Revenues	262	242
Operating income	52	41
Income before extraordinary items	51	38

**(6) Air Cargo Transportation**

(In 100 millions of yen)

	Half year ended September 30, 2007	Half year ended September 30, 2006
Revenues	493	485
Operating income	(134)	(106)
Income before extraordinary items	(140)	(84)

**(7) Real Estate**

(In 100 millions of yen)

	Half year ended September 30, 2007	Half year ended September 30, 2006
Revenues	55	57
Operating income	15	15
Income before extraordinary items	19	19

**(8) Other**

(In 100 millions of yen)

	Half year ended September 30, 2007	Half year ended September 30, 2006
Revenues	934	902
Operating income	(9)	(9)
Income before extraordinary items	2	1

## Notes:

1. The above numbers are before subtraction of sales between segments.
2. From this accounting period, Air Cargo Transport, which has been hitherto included in "Other" segment, is more important and categorized into "Air Cargo Transportation" is being independent segment. In addition, the numbers, which are the result of the last year's interim, are based on the segment classifications of this interim period. And also, from this accounting period, former "Other Shipping" is changed to "Bulk Shipping." This change is a name change only and there's no change of classification of itself.

● Consolidated Results in Interim Period Ended in September 30, 2007

(1) Summary of Consolidated Balance Sheets

	<b>Current interim term</b> As of September 30, 2007	(In millions of yen) <b>Previous term</b> As of March 31, 2007
<b>Assets</b>		
Current assets	<b>587,179</b>	539,971
Cash and time deposits	<b>91,428</b>	92,285
Notes and accounts receivable-trade	<b>281,296</b>	232,252
Other current assets	<b>219,862</b>	220,646
Allowance for doubtful accounts	<b>(5,407)</b>	(5,213)
Fixed assets	<b>1,736,124</b>	1,593,903
Tangible fixed assets	<b>1,087,912</b>	946,328
Vessels	<b>550,992</b>	471,987
Buildings and structures	<b>85,001</b>	82,125
Aircraft	<b>18,783</b>	19,764
Land	<b>64,337</b>	64,339
Other tangible fixed assets	<b>368,796</b>	308,111
Intangible fixed assets	<b>72,037</b>	71,146
Investments and other assets	<b>576,174</b>	576,429
Investment securities	<b>460,654</b>	454,303
Other investments etc.	<b>117,174</b>	126,181
Allowance for doubtful accounts	<b>(1,654)</b>	(4,055)
Deferred assets	<b>1,862</b>	1,566
<b>Total assets</b>	<b>2,325,167</b>	2,135,441

	(In millions of yen)	
	<b>Current interim term</b>	<b>Previous term</b>
	As of September 30, 2007	As of March 31, 2007
<b>Liabilities</b>		
Current liabilities	<b>705,386</b>	697,050
Notes and accounts payable-trade	<b>231,601</b>	197,015
Current portion of corporate bonds	<b>22,000</b>	21,000
Short-term bank loans and current portion of long-term debt payable	<b>249,707</b>	285,187
Commercial paper	<b>16,000</b>	-
Advance received	<b>58,911</b>	61,545
Other current liabilities	<b>127,165</b>	132,301
Long-term liabilities	<b>877,020</b>	737,673
Corporate bonds	<b>226,300</b>	167,334
Long-term bank loans	<b>496,448</b>	417,231
Other long-term liabilities	<b>154,271</b>	153,107
<b>Total liabilities</b>	<b>1,582,406</b>	1,434,724
<b>Net Assets</b>		
Shareholders' equity	<b>540,434</b>	497,466
Common stock	<b>88,531</b>	88,531
Capital surplus	<b>97,198</b>	97,188
Retained earnings	<b>355,898</b>	312,605
Treasury stock	<b>(1,193)</b>	(858)
Valuation and translation adjustments	<b>157,157</b>	159,622
Net unrealized holding gain on available-for-sale securities	<b>138,095</b>	136,954
Deferred gains/losses on hedge	<b>10,070</b>	14,361
Foreign currency translation adjustments	<b>8,991</b>	8,307
Minority interests	<b>45,169</b>	43,628
<b>Total net assets</b>	<b>742,760</b>	700,717
<b>Total liabilities and net assets</b>	<b>2,325,167</b>	2,135,441

### Business overview of the consolidated group business

As consolidated results for this interim period (for the 6 months from April 1, 2007 to September 30, 2007), revenues were 1,256.6 billion yen, operating income was 90.6 billion yen, income before extraordinary items was 93.1 billion yen, and net income for half year were 54.9 billion yen. These results made up, in comparison with the previous interim term, increases both in revenues and incomes, and the numbers reached record highs, exceeding all the projected interim period results announced in July of this year.

Although the effect of rising bunker oil prices is anticipated in the latter period, the shipping segment results for the latter half are expected to be even higher as a result of the continuous solid cargo traffic for the liner trade, and high levels of activity in the market for dry bulk carrier services.

Given these considerations, the outlook for the full-year consolidated results for the current term predicts revenues of 2,540 billion yen, operating income of 182 billion yen, income before extraordinary items of 180 billion yen, and current net income for the period of 111 billion yen.

## (2) Summary of Consolidated Statements of Income

	(In millions of yen)	
	<b>Current interim term</b> From April 1, 2007 to September 30, 2007	<b>Previous interim term</b> From April 1, 2006 to September 30, 2006
Revenues	<b>1,256,677</b>	1,053,643
Cost and expenses	<b>1,041,099</b>	903,570
Gross profit	<b>215,577</b>	150,072
Selling, general and administrative expenses	<b>124,909</b>	102,938
Operating income	<b>90,668</b>	47,133
Non-operating income	<b>16,530</b>	11,544
Non-operating expenses	<b>14,017</b>	9,769
Income before extraordinary items	<b>93,181</b>	48,908
Extraordinary gains	<b>6,911</b>	7,086
Extraordinary losses	<b>3,739</b>	4,973
Interim income before income taxes and minority interest	<b>96,354</b>	51,021
Income taxes-current	<b>36,971</b>	17,551
Income taxes-deferred	<b>3,100</b>	3,228
Minority interests in net income	<b>1,293</b>	691
Net income for half year	<b>54,989</b>	29,550

## (3) Summary of Consolidated Statements of Cash Flows

	(In millions of yen)	
	<b>Current interim term</b> From April 1, 2007 to September 30, 2007	<b>Previous interim term</b> From April 1, 2006 to September 30, 2006
Cash flows from operating activities	<b>69,129</b>	30,891
Cash flows from investing activities	<b>(163,305)</b>	(114,047)
Cash flows from financing activities	<b>91,731</b>	86,654
Effect of exchange rate changes on cash and cash equivalents	<b>743</b>	580
Increase/decrease in cash and cash equivalents	<b>(1,701)</b>	4,079
Cash and cash equivalents at beginning of period	<b>87,709</b>	78,487
Increase in cash and cash equivalents due to change in consolidation scope	<b>776</b>	931
Increase in cash and cash equivalents due to merger of consolidated subsidiaries	<b>55</b>	-
Increase in cash and cash equivalents at the beginning of the year due to change in accounting period for consolidated subsidiaries	-	(1)
Cash and cash equivalents at end of half year	<b>86,840</b>	83,496

**(4) Statement of Changes in Consolidated Net Assets**

(In millions of yen)

From April 1, 2007 to September 30, 2007	Shareholders' equity				Total shareholders' equity
	Common stock	Capital surplus	Retained earnings	Treasury stock	
<b>Balance as of March 31, 2007</b>	88,531	97,188	312,605	(858)	<b>497,466</b>
Changes during current interim period					
Dividends from retained earnings			(11,056)		<b>(11,056)</b>
Net income for half year			54,989		<b>54,989</b>
Acquisition of treasury stock				(344)	<b>(344)</b>
Disposition of treasury stock		9		9	<b>19</b>
Increase in retained earnings due to increase in consolidated subsidiaries			714		<b>714</b>
Increase in retained earnings due to merger of non-consolidated subsidiaries			88		<b>88</b>
Decrease in retained earnings due to increase in consolidated subsidiaries			(234)		<b>(234)</b>
Increase in retained earnings due to increase in equity method investees			0		<b>0</b>
Decrease in retained earnings due to increase in equity method investees			(1)		<b>(1)</b>
Other			(1,209)		<b>(1,209)</b>
Net changes other than shareholders' equity during current interim period					
Total changes during current interim period	-	9	43,292	(334)	<b>42,967</b>
<b>Balance as of September 30, 2007</b>	88,531	97,198	355,898	(1,193)	<b>540,434</b>

(In millions of yen)

From April 1, 2007 to September 30, 2007	Valuation and translation adjustments					
	Net unrealized holding gain on available- for-sale securities	Deferred gains/losses on hedge	Foreign currency translation adjustments	Total valuation and translation adjustments	Minority Interests	Total net assets
<b>Balance as of March 31, 2007</b>	136,954	14,361	8,307	<b>159,622</b>	<b>43,628</b>	<b>700,717</b>
Changes during current interim period						
Dividends from retained earnings						(11,056)
Net income for half year						54,989
Acquisition of treasury stock						(344)
Disposition of treasury stock						19
Increase in retained earnings due to increase in consolidated subsidiaries						714
Increase in retained earnings due to merger of non-consolidated subsidiaries						88
Decrease in retained earnings due to increase in consolidated subsidiaries						(234)
Increase in retained earnings due to increase in the equity method investees						0
Decrease in retained earnings due to increase in the equity method investees						(1)
Other						(1,209)
Net changes other than shareholders' equity during current interim period	1,141	(4,290)	684	<b>(2,465)</b>	<b>1,540</b>	<b>(924)</b>
Total changes during current interim period	1,141	(4,290)	684	<b>(2,465)</b>	<b>1,540</b>	<b>42,043</b>
<b>Balance as of September 30, 2007</b>	138,095	10,070	8,991	<b>157,157</b>	<b>45,169</b>	<b>742,760</b>

● **Non-consolidated Results in Interim Period Ended in September 30, 2007**

**(1) Summary of Non-consolidated Balance Sheets**

	<b>Current interim term</b> As of September 30, 2007	(In millions of yen) <b>Previous term</b> As of March 31, 2007
<b>Assets</b>		
Current assets	<b>287,503</b>	288,589
Cash and time deposits	<b>6,710</b>	13,465
Accounts receivable-trade	<b>90,268</b>	71,317
Other current assets	<b>211,565</b>	223,625
Allowance for doubtful accounts	<b>(21,041)</b>	(19,819)
Fixed assets	<b>1,025,115</b>	947,479
Tangible fixed assets	<b>134,640</b>	135,510
Vessels	<b>78,803</b>	81,666
Land	<b>29,705</b>	29,705
Other tangible fixed assets	<b>26,131</b>	24,139
Intangible fixed assets	<b>28,141</b>	27,596
Investments and other assets	<b>862,333</b>	784,372
Investment securities	<b>349,068</b>	352,923
Stocks and equity in subsidiaries and affiliates	<b>289,181</b>	228,114
Other investments, etc.	<b>231,728</b>	214,027
Allowance for doubtful accounts	<b>(7,645)</b>	(10,691)
Deferred assets	<b>1,725</b>	1,566
<b>Total assets</b>	<b>1,314,344</b>	1,237,635

	(In millions of yen)	
	<b>Current interim term</b>	<b>Previous term</b>
	As of September 30, 2007	As of March 31, 2007
<b>Liabilities</b>		
Current liabilities	<b>265,427</b>	288,880
Accounts payable—trade	<b>88,856</b>	76,054
Current portion of corporate bonds	<b>22,000</b>	21,000
Short-term bank loans and current portion of long-term debt payable	<b>31,102</b>	83,506
Commercial paper	<b>16,000</b>	-
Other current liabilities	<b>107,468</b>	108,320
Long-term liabilities	<b>533,203</b>	454,669
Corporate bonds	<b>226,300</b>	167,334
Long-term bank loans	<b>226,458</b>	205,748
Other long-term liabilities	<b>80,444</b>	81,586
Total liabilities	<b>798,630</b>	743,550
<b>Net Assets</b>		
Shareholders' equity	<b>389,412</b>	363,701
Common stock	<b>88,531</b>	88,531
Capital surplus	<b>95,969</b>	95,959
Retained earnings	<b>206,098</b>	180,061
Treasury stock	<b>(1,185)</b>	(850)
Valuation and translation adjustments	<b>126,300</b>	130,383
Net unrealized holding gain on available-for-sale securities	<b>126,015</b>	130,606
Deferred gains/losses on hedge	<b>285</b>	(222)
Total net assets	<b>515,713</b>	494,085
Total liabilities and net assets	<b>1,314,344</b>	1,237,635

#### About dividends

We set the interim dividend for this period at 12 yen per share (increased by 3 yen from last interim period) with payment to commence on November 26, 2007, based on the financial situation of the Company, interim period results and predicted results for entire fiscal year, as a result of general consideration of all the above facts from the standpoint of stressing returns to shareholders.

The dividend for the yearly period is planned to be 24 yen per share (increased by 6 yen from the previous fiscal year).

**(2) Summary of Non-consolidated Statements of Income**

(In millions of yen)

	<b>Current interim term</b> From April 1, 2007 to September 30, 2007	<b>Previous interim term</b> From April 1, 2006 to September 30, 2006
Revenues	<b>633,801</b>	532,246
Cost and expenses	<b>564,667</b>	491,174
Gross profit	<b>69,134</b>	41,072
General administrative expenses	<b>24,682</b>	20,454
Operating income	<b>44,451</b>	20,618
Non-operating income	<b>17,428</b>	10,735
Non-operating expenses	<b>6,384</b>	4,615
Income before extraordinary items	<b>55,495</b>	26,738
Extraordinary gains	<b>960</b>	8,432
Extraordinary losses	<b>2,282</b>	5,245
Interim income before income taxes	<b>54,173</b>	29,925
Income taxes-current	<b>16,450</b>	8,384
Income taxes-deferred	<b>629</b>	962
Net income for half year	<b>37,092</b>	20,578

**(3) Statement of Changes in Non-consolidated Net Assets**

(In millions of yen)

From April 1, 2007 to September 30, 2007	Shareholders' equity				
	Common stock	Capital surplus		Retained earnings	
		Capital reserve	Other capital surplus	Earned surplus reserve	Other retained earnings
					Dividends reserve
<b>Balance as of March 31, 2007</b>	88,531	93,198	2,761	13,146	50
Changes during current interim period					
Dividends from retained earnings					
Reversal of special depreciation reserve					
Reversal of reserve against investment losses					
Reversal of reserve for advanced depreciation					
Provision for reserve for advanced depreciation					
Provision of other reserve					
Net income for half year					
Acquisition of treasury stock					
Disposition of treasury stock			9		
Net changes other than shareholders' equity during current interim period					
Total changes during current interim period	-	-	9	-	-
<b>Balance as of September 30, 2007</b>	88,531	93,198	2,770	13,146	50

(In millions of yen)

From April 1, 2007 to September 30, 2007	Shareholders' equity				
	Retained earnings				
	Other retained earnings				
	Special depreciation reserve	Reserve against investment losses	Reserve for advanced depreciation	Other reserve	Retained earnings carried forward
<b>Balance as of March 31, 2007</b>	702	0	2,712	98,324	65,125
Changes during current interim period					
Dividends from retained earnings					(11,056)
Reversal of special depreciation reserve	(193)				193
Reversal of reserve against investment losses		(0)			0
Reversal of reserve for advanced depreciation			(148)		148
Provision for reserve for advanced depreciation			105		(105)
Provision of other reserve				10,000	(10,000)
Net income for half year					37,092
Acquisition of treasury stock					
Disposition of treasury stock					
Net changes other than shareholders' equity during current interim period					
Total changes during current interim period	(193)	(0)	(43)	10,000	16,273
<b>Balance as of September 30, 2007</b>	508	0	2,668	108,324	81,399

(In millions of yen)

From April 1, 2007 to September 30, 2007	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury stock	Total shareholders' equity	Net unrealized holding gain on available-for-sale securities	Deferred gains/losses on hedge	
<b>Balance as of March 31, 2007</b>	(850)	<b>363,701</b>	130,606	(222)	<b>494,085</b>
Changes during current interim period					
Dividends from retained earnings		<b>(11,056)</b>			<b>(11,056)</b>
Reversal of special depreciation reserve		-			-
Reversal of reserve against investment losses		-			-
Reversal of reserve for advanced depreciation		-			-
Provision for reserve for advanced depreciation		-			-
Provision of other reserve		-			-
Net income for half year		<b>37,092</b>			<b>37,092</b>
Acquisition of treasury stock	(344)	<b>(344)</b>			<b>(344)</b>
Disposition of treasury stock	9	<b>19</b>			<b>19</b>
Net changes other than shareholders' equity during current interim period			(4,591)	508	<b>(4,082)</b>
Total changes during current interim period	(334)	<b>25,711</b>	(4,591)	508	<b>21,628</b>
<b>Balance as of September 30, 2007</b>	(1,185)	<b>389,412</b>	126,015	285	<b>515,713</b>

● **Current State of the Company** (As of September 30, 2007)

<b>(1) Trade Name</b>	Nippon Yusen Kabushiki Kaisha (NYK Line)
<b>(2) Head Office</b>	3-2, Marunouchi 2-chome, Chiyoda-ku, Tokyo 100-0005 Tel: 03-3284-5151 (main switchboard)
<b>(3) Establishment</b>	September 29, 1885 (Date of commencement: October 1, 1885)
<b>(4) Paid-in Capital</b>	88,531,033,730 yen
<b>(5) Stock Listings</b>	Tokyo (1 <sup>st</sup> section), Osaka (1 <sup>st</sup> section) and Nagoya (1 <sup>st</sup> section)
<b>(6) Number of employees of NYK Group</b>	31,571 (NYK and consolidated subsidiaries only)
<b>Number of employees of NYK Group</b>	1,667 (land: 1,288, sea: 379) (including temporary seconded employees)
<b>(7) Number of vessels operated by NYK Group</b>	762 (49,033,440 dwt)
<b>(8) Independent Auditor</b>	Deloitte Touche Tohmatsu

● **Current State of Shares** (As of September 30, 2007)

<b>(1) Total number of shares authorized to be issued</b>	2,983,550,000
<b>(2) Number of shares issued</b>	1,228,172,698 (excluding treasury stock 2,015,375 shares)
<b>(3) Number of shareholders</b>	112,038 (decreased by 8,331 from the preceding term)
<b>(4) Major shareholders (Top 10)</b>	

Name	Number of shares held (in thousands)
The Master Trust Bank of Japan, Ltd. (Trust Account)	78,165
Japan Trustee Services Bank, Ltd. (Trust Account)	68,840
State Street Bank and Trust Co.	66,689
Tokio Marine & Nichido Fire Insurance Co., Ltd.	57,275
The Master Trust Bank of Japan, Ltd. (Mitsubishi Heavy Industries, Ltd. account (Retirement Allowance Trust Account))	54,717
Meiji Yasuda Life Insurance Co.	38,899
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	36,978
Mizuho Corporate Bank, Ltd.	22,867
Trust & Custody Services Bank, Ltd. (Trust Account)	15,519
Trust & Custody Services Bank, Ltd. (Pension Trust Account)	15,082

**(5) Treasury Stock**

Shares purchased in the current interim term		
Less-than-One-Unit Share Purchased	Common Stock	310,686 (shares)
	Total price of acquisition	344,308,802 (yen)
Shares disposed in the current interim term		
Less-than-One-Unit Shares Sold	Common Stock	16,882 (shares)
	Total price of disposition	19,049,626 (yen)
Shares lapsed in the current interim term		Nil
Shares held as the end of the interim term	Common Stock	2,015,375 (shares)

Note: Amounts and number of shares in this report are indicated after rounding down fractions less than one unit.

● **Directors, Corporate Auditors and Corporate Officers (As of September 30, 2007)**

Chairman, Chairman Corporate Officer	Takao Kusakari
President, President Corporate Officer	Koji Miyahara
Representative Director, Executive Vice-President Corporate Officer	Yasushi Yamawaki
Representative Director, Executive Vice-President Corporate Officer	Minoru Sato
Representative Director, Senior Managing Corporate Officer	Takao Manji
Representative Director, Senior Managing Corporate Officer	Hiromitsu Kuramoto
Representative Director, Senior Managing Corporate Officer	Yasumi Kudo
Representative Director, Senior Managing Corporate Officer	Hiroshi Sugiura
Representative Director, Senior Managing Corporate Officer	Hiroyuki Shimizu
Director, Managing Corporate Officer	Masamichi Morooka
Director, Managing Corporate Officer	Shinji Kobayashi
Director, Managing Corporate Officer	Naoki Takahata
Director, Managing Corporate Officer	Makoto Igarashi
Director, Managing Corporate Officer	Masahiro Kato
Corporate Auditor (Full-time)	Shigeru Shimizu
Corporate Auditor (Full-time)	Yukio Ozawa
Outside Corporate Auditor (Part-time)	Keisuke Kitajima
Outside Corporate Auditor (Part-time)	Hidehiko Haru
Managing Corporate Officer	Hidenori Hono
Managing Corporate Officer	Yuji Semba
Managing Corporate Officer	Hiroshi Hattori
Managing Corporate Officer	Naoya Tazawa
Managing Corporate Officer	Tadaaki Naito
Corporate Officer	Tetsufumi Otsuki
Corporate Officer	Takeshi Matsunaga
Corporate Officer	Takatake Naraoka
Corporate Officer	Masato Katayama
Corporate Officer	Toshinori Yamashita
Corporate Officer	Yasuyuki Usui
Corporate Officer	Tsutomu Kikuchi
Corporate Officer	Toshiaki Takeda
Corporate Officer	Tomoyuki Matsubara
Corporate Officer	Hiroshi Sekine
Corporate Officer	Masahiko Fukatsu
Corporate Officer	Hiroshi Hiramatsu
Corporate Officer	Mikitoshi Kai
Corporate Officer	Susumu Akeno
Corporate Officer	Wataru Nakamae
Corporate Officer	Tetsuichi Nozaki
Corporate Officer	Shoji Murakami
Corporate Officer	Satoshi Akagi
Corporate Officer	Fukashi Sakamoto
Corporate Officer	Kenji Mizushima
Corporate Officer	Hitoshi Nagasawa
Corporate Officer	Peter Keller
Corporate Officer	Ian Veitch