



Corporate Governance

JAL Group Corporate Governance

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The JAL Group has voluntarily established five committees, a majority of whose members are Outside Directors, in order to enhance management transparency and management monitoring for the purpose of strengthening enterprise value.

Status of Corporate Governance

We maintain an awareness that our corporate group is a member of society at large with the duty of fulfilling our corporate social responsibility and contributing to society as we develop our business, in addition to fulfilling our financial responsibility of earning adequate profits by providing high-quality products through fair competition while maintaining flight safety as the leading company in safety in the transport sector and providing the finest service to our customers.

Taking this into account, we have established the JAL Philosophy in accordance with the JAL Group Corporate Policy, “The JAL Group will pursue the material and intellectual growth of all our employees, deliver unparalleled service to our customers, and increase corporate value and contribute to the betterment of society.” We will strive to enhance corporate value and achieve accountability by establishing a corporate governance system that results in a high level of management transparency and strong management monitoring, while at the same time engaging in speedy and appropriate management decision-making.

The Board of Directors has established corporate governance that adheres to the Fundamental Policies of Corporate Governance as a key set of rules pursuant to the Companies Act, relevant laws and regulations and the Articles of Incorporation, and reviews it at least once a year.

Corporate Governance System

Board of Directors

The Board of Directors ensures a high level of management transparency and strong management monitoring through the election of candidates for the positions of Director, Corporate Auditor and Executive Officer, decides their remuneration and makes important decisions.

In order to separate the management-monitoring function and business execution function, the Board appoints a Director who is not a business executive director as Chairperson, and an appropriate number of three or more Outside Directors who qualify as highly independent to provide appropriate advice. In order to carry out efficient decision-making, the Board may delegate decision-making concerning matters set forth in the Administrative Authority Criteria Table to the President pursuant to Regulations for Kessai (written approval) and Administrative Authority approved by the Board. The Management Committee has been established for the purpose of contributing to appropriate and flexible decision-making concerning management issues by the Board of Directors and the President.

The Board of Directors has established the Corporate Governance Committee, which comprises the Chairperson of the Board and Outside Directors, to evaluate the effectiveness of the Board of Directors with reference to self-evaluations by each Director once a year, review the operation, etc., of the Board appropriately, and disclose a summary of its findings. The Lead Independent Outside Director serves as Chairman of the Corporate Governance Committee.

Directors

Legal considerations are explained to the Directors to ensure that they are aware of their responsibilities, including the “fiduciary duty of loyalty” and the “duty of ensuring prudent management.” The term of office is set at one year in order to confirm their accountability in each fiscal year.

Outside Directors are appointed from among persons with vast knowledge and experience in various fields in order to ensure diversity. Those who do not qualify as highly independent as defined by the “Standards for Independence of Outside Directors” (described below) established by the Company are not appointed. Furthermore, one Outside Director among the Outside Directors is appointed Lead Independent Outside Director to improve coordination with the Corporate Auditors and internal divisions.

To deepen the Outside Directors’ understanding of the Company, we arrange tours of airports and sales, maintenance and other workplaces and provide training on safety.

Board of Corporate Auditors

The Board of Corporate Auditors makes appropriate judgments from an independent, objective perspective, based on their fiduciary responsibilities to the shareholders, when fulfilling their roles and responsibilities, such as auditing the execution of Directors’ duties, appointing or removing accounting auditors and executing rights concerning auditors’ remuneration.

Corporate Auditors

The Corporate Auditors monitor important matters concerning corporate management, business operations and the execution of duties by reviewing important Kessai (written approval) documents, as well as participating in Board meetings and other important meetings. Furthermore, the Corporate Auditors, together with staff members of the Corporate Auditors Office, conduct an annual audit of each business site, subsidiary and affiliated company and report the results to the Representative Directors. The Corporate Auditors also share information with the internal audit departments and accounting auditors and hold regular meetings with corporate auditors of subsidiaries to improve and strengthen auditing of the JAL Group.

The Corporate Auditors are provided with the means to acquire a sufficient understanding of their required roles and responsibilities through provision of corporate information and opportunities for regular participation in external training and external associations, etc., for which the Company bears the necessary expenses.

Outside Corporate Auditors are appointed from among persons with vast knowledge and experience in various fields, and those who do not qualify as highly independent as defined by the “Standards for Independence of Outside Directors” (described below) established by the Company are not appointed. Outside Corporate Auditors ensure sound management by conducting audits from a neutral and objective standpoint, with the cooperation of internal audit departments and accounting auditors.

To deepen the Outside Auditors’ understanding of the Company, we arrange tours of airports and sales, maintenance and other workplaces and provide training on safety.

Establishment of Various Committees

We have established the following committees under the Board of Directors to build a corporate governance system that results in a high level of management transparency and strong management monitoring. The majority of each committee comprises Outside Directors.

Corporate Governance Committee

(Chairperson: Kimie Iwata, Director, Outside, Independent)
The Corporate Governance Committee inspects initiatives under the JAL Group Fundamental Policies at least once a year, conducts analyses and evaluations to verify whether they contribute to sustainable growth and enhancement of corporate value in the medium to long term, and provides necessary recommendations and reports to the Board of Directors. The committee comprises three Outside Directors (Iwata, Kobayashi and Ito) in addition to Director and Chairperson Onishi.

Nominating Committee

(Chairperson: Masatoshi Ito, Director, Outside, Independent)
When submitting a proposal to the General Meeting of Shareholders concerning the appointment of candidates to the positions of Director and Corporate Auditor, the Nominating Committee makes a comprehensive judgment of the personality, knowledge, ability, experience and performance, of the candidate in response to inquiries from the Board of Directors and reports back to the Board. The Nominating Committee considers a succession plan for top management members such as the President, moreover, in order to realize our Corporate Policy, medium- to long-term management strategies and management plan. The committee comprises three Outside Directors (Iwata, Kobayashi and Ito), President Ueki and Executive Vice President Fujita.

Compensation Committee

(Chairperson: Eizo Kobayashi, Director, Outside, Independent)
The Compensation Committee discusses matters concerning the amounts of compensation paid to Directors, Executive Officers and Corporate Auditors based on an inquiry from the Board of Directors and reports back to the Board. The Compensation Committee determines a compensation scheme that provides sufficient incentives for attaining sustainable growth. The Compensation Committee members are the same as the Nominating Committee members.

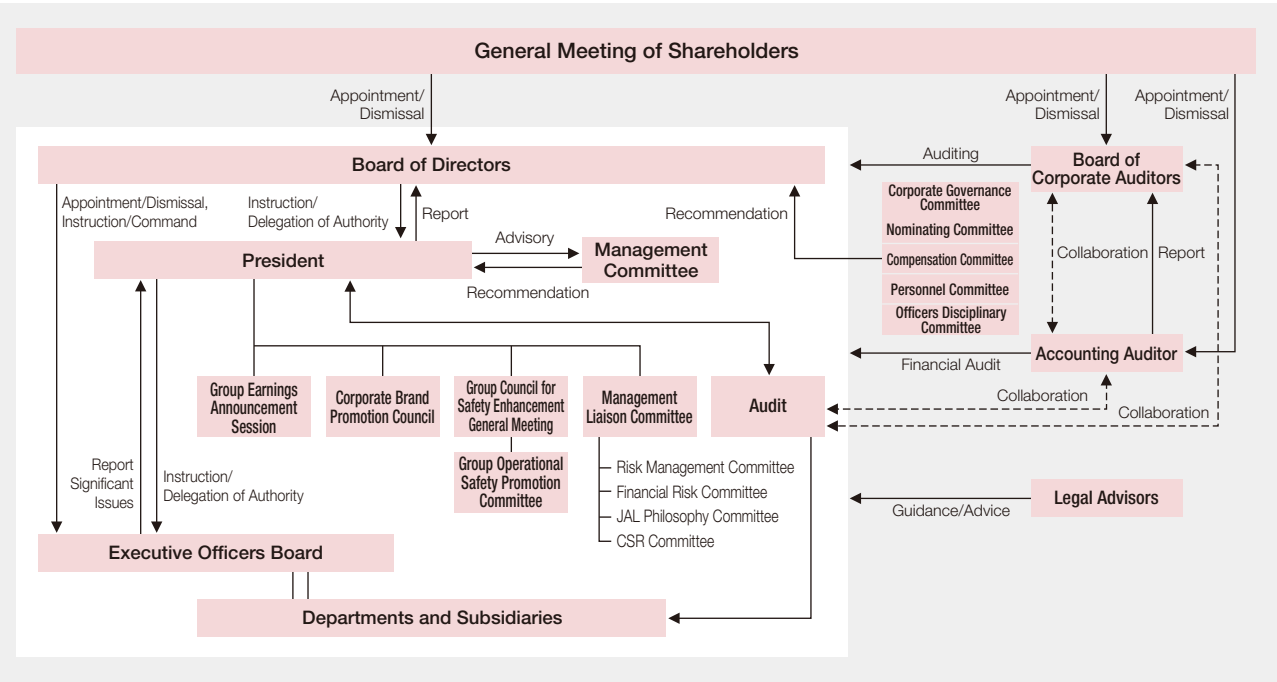
Personnel Committee

(Chairperson: Yoshiharu Ueki, President)
When appointing or removing an Executive Officer, the Board of Directors consults the Personnel Committee and takes the Personnel Committee’s response into account before making a decision. The Personnel Committee members are the same as the Nominating Committee members.

Officers Disciplinary Committee

(Chairperson: Kimie Iwata, Director, Outside, Independent)
Any disciplinary action imposed on Directors or Executive Officers is determined by the Officers Disciplinary Committee. The Officers Disciplinary Committee members are the same as the Nominating Committee members.

Corporate Governance System



In-house governance bodies, including one under the direct control of the President

Management Committee (Newly Established)

The Management Committee is a body established by the Company for the purpose of contributing to appropriate and flexible decision-making by the Board of Directors and the President. The Committee deliberates important issues requiring a resolution of the Board of Directors and matters requiring approval by the President that must be confirmed by the Management Committee before they are presented to the Board or to the President. The Management Committee was established in February 2016 to replace the Managing Executive Officers Committee for the purpose of more clearly differentiating the auditing and executive functions.

Group Earnings Announcement Session (Convened 12 times in fiscal 2015)

The Group Earnings Announcement Session is attended by the Directors, Executive Officers and presidents of major subsidiaries to share the status of Group earnings and consider ways to improve business performance.

Corporate Brand Promotion Council (Convened 12 times in fiscal 2015)

The Corporate Brand Promotion Council establishes important policies on the corporate brand (corporate value) based on the JAL Group Corporate Policy and strategies, clarifies the status of corporate activities, manages the progress of various corporate brand enhancement measures and shares information.

Group Council for Safety Enhancement General Meeting (Convened 13 times in fiscal 2015)

The Corporate Safety and Security Department has been established directly under the President for the purpose of rigorously promoting safety. The Group Council for Safety Enhancement General Meeting, which serves as secretariat for the Corporate Safety and Security Department, shares information on safety in daily operations, decides countermeasures, considers important measures related to safety and checks policies.

Management Liaison Committee (Convened 24 times in fiscal 2015)

The Management Liaison Committee checks the progress of matters related to management and shares information among the Directors.

Internal Auditing

The Internal Auditing Department, an independent body under the direct control of the President, carries out operations with the Chief Auditor as Head of Internal Auditing and Auditing Department personnel as internal auditors. These auditors pass on information on important issues and conditions related to internal control, discovered through their internal auditing activities to auditing corporations, the corporate auditors and other relevant parties. They seek guidance, advice and other forms of mutual assistance and cooperation when necessary.

Board of Directors and Board of Corporate Auditors Meetings and attendance

Meetings	Number of meetings held	Average rate of attendance	
		Directors	Corporate Auditors
Board of Directors	19	93%	89%
Board of Corporate Auditors	12	—	100%

Standards for Independence of Outside Directors

We have established the following standards to determine whether an Outside Director qualifies as independent in order to establish a Corporate Governance System that results in high management transparency and strong management monitoring and to enhance corporate value. (Basically, persons who are not described in the following items qualify as independent.)

1. A person who executes or has executed business in the Company or a consolidated subsidiary during the past 10 years.
2. A person who could be described by any of items a~f during the past three years.
 - a. A business counterpart or a person executing business for a business counterpart whose transactions with the Company for one business year exceeded 1% of the consolidated revenue of the Company or the business counterpart.
 - b. A major shareholder of the Company or a person executing business for a shareholder holding an equity ratio of 5% or more in the Company.
 - c. A major lender to the Company or a person executing business for such a lender.
 - d. A person who receives over 10 million yen in donations annually from the Company, or a person belonging to an entity receiving such donations.
 - e. A person receiving remuneration of over 10 million yen, excluding Director's remuneration, from the Company or a person belonging to an organization receiving remuneration exceeding 1% of the consolidated revenue of the Company.
 - f. A person executing business for the Company who also executes business for another company as Outside Director.
3. The spouse or a relative within the second degree of kinship of an individual described in 1 or 2.

(Note) "A person executing business" refers to an executive director or executive officer.

Selection of Outside Directors

During the selection process for Outside Directors, the Company consistently strives to ensure comprehensive diversity while nominating candidates with a wealth of experience in various fields who are also equipped with insight, specialized knowledge and other strengths. Selection of nominees is also based, moreover, on the "Standards for Independence of Outside Directors" presented above. The JAL Group's current Outside Directors were chosen for the reasons summarized below.

	Name	Independent Officers	
Outside Directors	Kimie Iwata	○	Throughout her many years serving in government and corporate positions, Ms. Iwata has accumulated a diverse range of experience and accomplishments in activities promoting more active roles for women, corporate social responsibility (CSR) and many other fields, while also cultivating deep insight, attributes that we believe make her a promising member who can make a significant contribution to JAL's management as an Outside Director. She also serves as chairperson for the Japan Institute for Women's Empowerment & Diversity Management and as a Tokyo municipal corporate auditor, among other positions.
	Eizo Kobayashi	○	Mr. Kobayashi has accumulated wide-ranging experience and a fund of knowledge concerning management during his time serving as head of management for a general trading company, where he takes responsibility for global corporate management and a diverse range of other tasks for the corporate group as a whole. We therefore believe he is equipped to make significant contributions to JAL's management. He currently serves as Chairman of ITOCHU Corporation, as an outside auditor for OMRON Corporation and as an outside auditor for Asahi Mutual Life Insurance Co., among other capacities.
	Masatoshi Ito	○	Mr. Ito is a top executive in a global corporation who excels in marketing that incorporates the customer's perspective. He possesses a diverse range of experience and insight into management, attributes that equip him to make a significant contribution to JAL's management as an Outside Director. He serves as Representative Director and Chairman of the Board of Ajinomoto Co., Inc. and as Head Director of the Japan Advertisers Association Inc.
Outside Auditors	Hiroyuki Kumasaka	○	Mr. Kumasaka has accumulated extensive experience and accomplishments as a certified public accountant. His rich fund of wide-ranging insights into the accounting field make him a perfect fit for the position of Outside Auditor, in which has served JAL since March 2011. He is also an outside director (auditing committee member) of Matsuda Sangyo Co., Ltd.
	Shinji Hatta	○	A professor of Aoyama Gakuin University, Prof. Hatta is an authority on financial auditing and corporate internal control. He brings wide-ranging experience and deep insight in these areas to the position of Outside Auditor for JAL, which he has occupied since July 2012. Professor Hatta also serves as an outside auditor for the Development Bank of Japan Inc., as a council member on the Japanese government's Financial Services Agency Business Accounting Council and in various other positions.
	Osamu Kamo	○	Since earning certification as an attorney in April 1973, Mr. Kamo has accumulated a broad range of experience and cultivated deep knowledge in the fields of compliance and corporate governance. He serves as an attorney at Ginza Sogo Law Firm, as a committee member at CHANS (Office for Government Procurement Challenge System, under the jurisdiction of the Japanese Cabinet Office) and in various other capacities.

Issues for Corporate Governance

We have established a corporate governance framework based on the stipulations of the Corporate Governance Code implemented by the Tokyo Stock Exchange as part of ongoing efforts to increase our corporate value. Because the JAL Group considers the following two issues to be of particular importance, we have clearly expressed them in the Group's Fundamental Policies of Corporate Governance. The committees established by the Board of Directors also focus on these issues in their discussions and deliberations.

Succession planning for Chief Executive Officers and other top management

The Nominating Committee considers the succession plan for members of top management such as the President in order to realize our Corporate Policy, medium- to long-term management strategies and management plan.

Directors' roles/responsibilities and compensation for management personnel

With the objectives of ensuring sustained, steady growth and strengthening corporate value over the medium to long term, the Compensation Committee is considering the introduction in fiscal 2017—the first year of the next Medium Term Management Plan—of performance-linked compensation and compensation for management personnel in the form of JAL shares. This is expected to give managers strong motivation to pursue efforts in close sync with JAL's Corporate Policy and strategies.

Fundamental Policies on the Internal Control System

The JAL Group has established the following Fundamental Policies on the Internal Control System in order to increase the effectiveness of the Fundamental Policies on Corporate Governance. These policies will help to ensure compliance with the Companies Act and the Ordinance for Enforcement of the Companies Act in our business activities. We make adjustments in our system of internal control, moreover, evaluate and verify its operation and institute improvements as necessary.

1. We have developed a system to ensure compliance with the Articles of Incorporation and laws and regulations governing the execution of the duties of directors.
2. We have developed a system concerning the preservation and management of information concerning the execution of the duties of directors
3. We have developed regulations and other systems concerning risk management with respect to losses.
4. We have developed a system to ensure that the duties of the Directors are executed efficiently.
5. We have developed a system to ensure that the duties of all JAL Group personnel are executed appropriately.
6. We have developed an employee system that assures the ability to respond should Corporate Auditors require that employees by assigned to support their duties, to maintain the independence of such employees from Directors and to ensure that the instructions given these employees by the Corporate Auditors are effective.
7. We have developed a system governing reports, etc., to Corporate Auditors.
8. We have developed a system for advance payment or repayment of costs arising from the execution of duties by the Corporate Auditors and a policy for processing of costs or liabilities arising from the execution of other duties.
9. We have developed other systems to ensure that audits by the Board of Corporate Auditors or Corporate Auditors are executed effectively.

Please visit the following page for details on adjustments and operation of JAL's internal control system:



http://www.jal.com/en/outline/corporate/governance/internal_control.html

Solving governance-related problems and fostering a more robust management framework through information disclosure and the establishment and operation of a sounder risk management system.

Promoting Compliance

To promote compliance with all laws, regulations and rules governing our corporate activities, we have designated the General Affairs Department of Japan Airlines Co., Ltd. to oversee all compliance matters, and are implementing various measures in a focused effort to elevate employee awareness.

We have created the JAL Group Compliance Network comprising directors from each JAL Group company, which seeks to cultivate a climate of compliance throughout the JAL Group by sharing relevant information promptly, publishing in-house newsletters and mail magazines about compliance regularly and providing information over the Intranet.

In addition to these efforts, we offer compliance training and various seminars on laws and regulations organized by the Legal Affairs Department in both one-on-one and e-learning formats as part of proactive efforts to disseminate relevant knowledge throughout the Group. In these ways, we promote activities rooted in widely accepted social standards as well as legal-risk prevention measures.

Risk Management System

The JAL Group manages risks by dividing them into three categories: (1) corporate risks associated with management in general and excluding risks related to air transportation; (2) operational risks associated with aviation safety, aviation security and other issues related to air transportation; and (3) strategic risks associated with business management that may have a material impact on corporate revenues and expenditures.

We have established the following five committees in order to identify existing risks, analyze and assess them, and implement appropriate measures in response.

1. Risk Management Committee

The Risk Management Committee is headed by the Executive Officer of General Affairs, and its membership primarily comprises general managers responsible for supervising operations departments. The Committee takes responsibility for overall risk management—encompassing corporate risk, operational risk and strategic risk—for the purpose of stabilizing Group-wide management activities. It has also established the JAL Group Basic Policies on Risk Management. When existing risks are identified, it reports on the progress of responses to them and shares information with Group management via the Management Liaison Committee.

2. Information Security Committee

The Information Security Committee is headed by the Executive Officer of General Affairs and the Executive Officer for IT Planning, and its membership comprises the heads of relevant departments. The Committee carries out activities specific to information management, upgrades information security measures and strives to reduce corporate risk.

3. Group Council for Safety Enhancement General Meeting

The Corporate Safety and Security Department promotes safety rigorously under the direct control of the President. The Group Council for Safety Enhancement General Meeting, which serves as secretariat for the Corporate Safety and Security Department, shares information on safety in daily operations, determines countermeasures, considers important measures related to safety and checks policies.

4. Group Operational Safety Promotion Committee

Organized as a subdivision of the Group Council for Safety Enhancement General Meeting, the Group Operational Safety Promotion Committee maintains and strengthens collaborative, safety-related pursuits among departments/divisions as well as among Group airline companies with the aim of enhancing the safety of Group air transport operations as a whole. The Committee comprises the Executive Officer (who serves as Chairperson) of the JAL Operational Safety Promotion Committee, heads of departments responsible for JAL safety management appointed by the Chairperson, and Executive Officers responsible for safety at Group airline companies.

5. Financial Risk Committee

The Financial Risk Committee is chaired by the Executive Officer of Finance and Accounting and includes the President, Executive Vice President and heads of the relevant departments/divisions. The Committee identifies financial risk as appropriate and strives to facilitate improvements in corporate management. More specifically, it conducts regular financial condition-based simulations and reviews the results. In the event of a major financial crisis, large-scale disaster or other major risk-generating event that the Committee expects to exert a large, quantifiable impact on the Group, moreover, it calculates the estimated financial impact of the risk in question and, if necessary, pursues collaborative responses with the Risk Management Committee.

Business Continuity Plan (BCP)

When responding to specific risks that threaten our ability to fulfill our responsibilities as a provider of public transportation, such as the emergence of pandemic influenza or unidentified viral infectious diseases or occurrence of earthquakes, we have established a business continuity plan (BCP) that enables us to continue business effectively in emergency situations based on guidelines established in collaboration with regulatory bodies and other relevant institutions. The BCP covers the basic points of policies and procedures that are necessary for ensuring the safety of our employees and their families and for maintaining air transport operations essential to the JAL Group, including reservations and guidance, as well as payment and settlement operations. We conduct regular reviews and implement revisions as required for enhancing practical application of the BCP.

We responded according to our BCP during the Ebola outbreak in West Africa in 2014. We coordinated our operations with the relevant governmental bodies, developed the necessary systems and added the “Policy for Handling the Ebola Virus Disease (International Flights)” to our BCP.

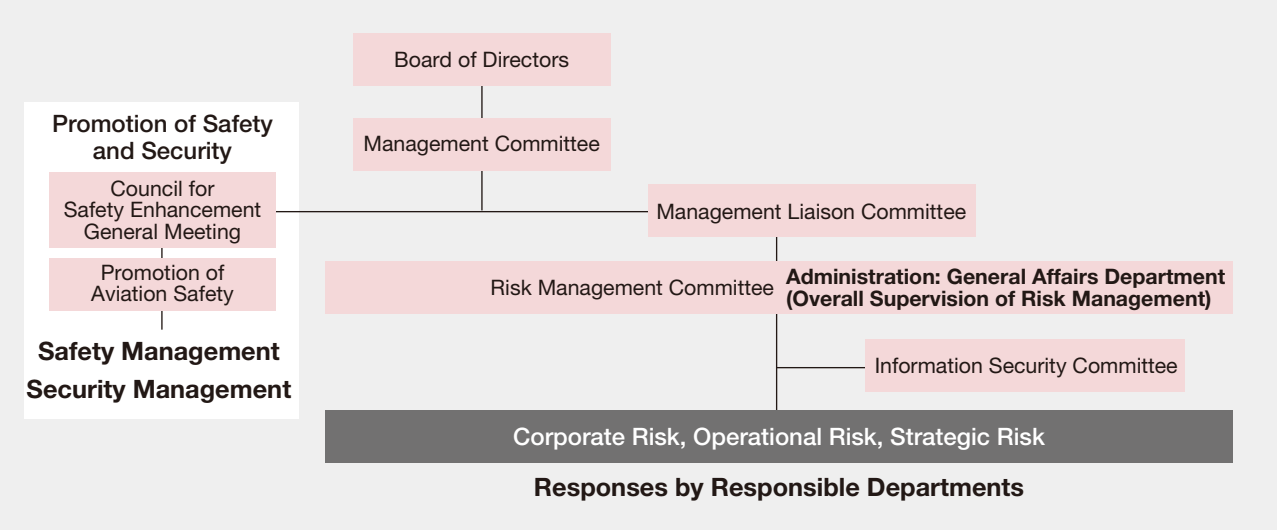
We introduced a safety confirmation system in 2007 to facilitate speedy confirmation of the safety of all JAL Group staff and their families in the event of a large-scale disaster. The Group-wide system was upgraded in 2014 to make safety-related information available more quickly. Communication and other practice exercises are conducted regularly throughout the JAL Group to foster staff awareness of risk management and reinforce preparedness for unexpected situations.

Information Security Measures

An incident involving leakage of personal information from JAL Group data occurred in September 2014 when hackers attacked the JAL Mileage Bank’s systems and gained illegal access to the customer information management system. We deeply regret the inconvenience and concern this has caused to many customers and persons involved. We have responded by strengthening information security as a top priority and taking steps to prevent a reoccurrence.

Specifically, we pushed forward with previously planned measures for reinforcing information security to establish a robust system for detecting and monitoring increasingly advanced and complex cyber-attacks from outside the Company, while continuing to upgrade preventive measures to the highest level. The Risk Management Committee is following up to ensure that these measures are making steady progress.

Risk Management System



Lead Independent Outside Director Discusses JAL Corporate Governance

JAL provides its Outside Directors with full, highly detailed information disclosure reflecting its sincere efforts to achieve greater management transparency. Working to support the JAL Group's growth, I try to motivate executives and other Group employees.



Kimie Iwata
Outside Director

Thorough Disclosure of Information to Outside Directors and Establishment of Effective Committees by JAL

JAL's Outside Directors can participate in meetings of the Board of Directors and the Management Committee and communicate information to these bodies. We are also invited to participate in important meetings of the Group Earnings Announcement Session. I think very highly of JAL's detailed and thorough disclosure of information to Outside Directors as well as of the Group's impressive management transparency.

As a company with a Board of Corporate Auditors, JAL has voluntarily established various committees. The Group added a fifth committee to oversee corporate governance in October 2015 in response to the establishment of the Corporate Governance Code. This marked a new addition to the four existing committees organized to oversee nominations, personnel, compensation and disciplinary measures for corporate officers.

Outside Directors serve as heads of four of the five committees, excluding only the Personnel Committee, and a majority of each committee's membership comprises Outside Directors to ensure sufficient independence from JAL's executive management. The decisions resulting from committee deliberations are reflected in concrete measures, leading to what I consider highly effective operations.

Issues such as succession planning for chief executive officers and other top management personnel, a new compensation framework including performance-linked compensation and compensation in the form of JAL shares, and other issues raised in the Corporate Governance Report are being appropriately deliberated, for example, by the Nominating Committee, Compensation Committee and/or other committees. The Corporate Governance Committee evaluated the effectiveness of the Board of Directors and, following a resolution by the Board, disclosed the results of its evaluation in May 2016. The Personnel Committee is continually striving to secure successors to central management positions at the earliest possible date from among executive officer nominees and other personnel.

Efforts to Strengthen the Governance Functions of the Board of Directors

As concerns the JAL Board of Directors, I felt its members needed more time for discussion to reach a true understanding of the management environment, management-related issues and other such conditions, and to then engage in thorough deliberations of business plans, strategies and other matters based on that understanding. In order to secure sufficient discussion time to these ends, we assigned a portion of the items in pending Board resolutions to the executive staff in February 2016. We abolished the Managing Executive Officers Committee, formerly the second-highest decision-making body after the Board of Directors, at the same time, thus clarifying the President's role as chief executive, and created the Management Committee to serve in an advisory capacity. We also increased the number of Outside Directors serving the General Meeting of Shareholders from two to three. I believe that Outside Directors can make use of their wide-ranging experience and expertise, cultivated through endeavors outside of the JAL Group, to encourage even freer and more open discussions by the Board of Directors.

My Role as a JAL Outside Director and My Expectations for the JAL Group

As an independent Outside Director, I seek to employ my unique perspectives, decision-making skills and other capabilities cultivated through experience working outside the JAL Group, and to express my opinions in a frank, unreserved manner. I hope to continue doing so in the future. Fully aware of my responsibility for serving the shareholders, moreover, I work to motivate JAL management and other employees with the goal of raising shareholder value over the medium-to-long term.

The most notable characteristic of the JAL Group's corporate governance is the sincere dedication, rooted in the JAL Philosophy, of the management personnel and the employees who serve them. It is my hope that the Group can retain the spirit of humility, earnest devotion and passion promoted by the JAL Philosophy as its members endeavor to revitalize the Group and accomplish even greater things in the future.

Members of the Board of Directors



Masaru Onishi
Director, Chairman

Reappointed



Yoshiharu Ueki
Representative Director,
President
Chairman, Management
Meeting Executive Officers,
Chairman, Council for Group
Safety Enhancement, Chairman,
Corporate Brand Promotion
Council, Chairman, JAL Philosophy
Committee, Chairman, CSR
Committee

Reappointed



Tadashi Fujita
Representative Director,
Executive Vice President
Aide to the President

Reappointed



Junko Okawa
Representative Director,
Senior Managing Executive Officer
Communication Division

Reappointed



Norikazu Saito
Director, Senior Managing
Executive Officer
Finance & Accounting

Reappointed



Toshiaki Norita
Director, Senior Managing
Executive Officer
Corporate Planning
Business Creation Strategy

Reappointed



Hideki Kikuyama
Director, Senior Managing
Executive Officer
Managing Division Route Marketing

Newly appointed



Toshinori Shin
Director, Senior Managing
Executive Officer
Flight Operations
Safety General Manager

Newly appointed



Kimie Iwata
Outside Director

Reappointed
Outside
Independent



Eizo Kobayashi
Outside Director

Reappointed
Outside
Independent



Masatoshi Ito
Outside Director

Newly appointed
Outside
Independent

Corporate Auditors and Executive Officers

Corporate Auditors



Hisao Taguchi
Corporate Auditor

Mr. Taguchi has served in various departments since joining JAL, including Sales, Personnel Affairs and Flight Operations. He was appointed Executive Officer and CEO for the Americas Office in April 2007 and Executive Vice President in February 2010. He has been a member of the Audit & Supervisory Board since February 2012.

Reappointed



Yasushi Suzuka
Corporate Auditor

During his career at JAL, Mr. Suzuka has engaged primarily in maintenance operations such as maintenance projects and engineering. He has, moreover, made a substantial contribution to JAL Group management. A member of JAL's Audit and Supervisory Board since July 2012, he is also chairperson of the Japan SAP Users' Group.

Reappointed



Hiroyuki Kumasaka
Outside Auditor

Mr. Kumasaka has acquired a wealth of experience and advanced knowledge in accounting in the course of a career as a certified public accountant. He became a JAL Outside Auditor in March 2011. He also serves as an outside director (auditing committee member) for Matsuda Sangyo Co., Ltd.

Reappointed

Outside

Independent



Shinji Hatta
Outside Auditor

Professor Hatta is an authority on financial auditing and corporate internal control and has served as an Outside Auditor for JAL since July 2012. A professor of Aoyama Gakuin University, he also serves as an outside auditor for the Development Bank of Japan Inc. and as a council member on the Japanese government's Financial Services Agency Business Accounting Council, among other positions.

Reappointed

Outside

Independent



Osamu Kamo
Outside Auditor

Since his certification as an attorney in April 1973, Mr. Kamo has accumulated extensive experience and expertise in the fields of compliance and corporate governance. An attorney for the Ginza Sogo Law Firm, he also serves as a committee member for CHANS (Office for Government Procurement Challenge System, under the jurisdiction of the Japanese Cabinet Office), among other capacities.

Newly appointed

Outside

Independent

Managing Executive Officer

Nobuyoshi Gondo

Corporate Safety & Security

Kiyoshi Ishizeki

IT Planning

Ryuzo Toyoshima

Corporate Control

Shinichiro Shimizu

Secretariat

Yuji Akasaka

Engineering & Maintenance,
President, JAL Engineering

Hideo Ninomiya

Managing Division Passenger Sales,
Domestic Passenger Sales,
President, JAL Sales

Executive Officer

Tsuyoshi Yamamura

Cargo & Mail

Tetsuya Onuki

President, J-AIR Co., Ltd.

Munemitsu Erikawa

Senior Vice President, China, Vice President and Regional Manager, Beijing, District Sales Manager, Beijing

Kiyoshi Marukawa

President, Japan Transocean Air Co., Ltd.

Akira Yonezawa

Managing Division Route Marketing
(International Route Marketing)

Toshiki Oka

Purchasing

Jun Kato

Managing Division Route Marketing
(Products and Services Planning)

Hiroyuki Hioka

General Affairs

Hidetsugu Ueda

Human Resources, Officer Responsible for Education, Vice President, Human Resources Management

Tadao Nishio

Managing Division Route Marketing (Domestic Route Marketing)

Hoshiko Nakano

Senior Vice President for Western Japan Area

Hiroki Kato

President, Japan Air Commuter Co., Ltd.

Tomohiro Nishihata

Managing Division Route Marketing (Passenger System Planning)

Takahiro Abe

Airport Operations

Hideki Oshima

Managing Division Route Marketing
(International Relations and Alliances)

Eri Abe

Cabin Attendants

Kazuko Yashiki

Vice President, Haneda Airport, President, JAL Sky Co., Ltd.

Takuya Oda

Human Resources

Yoriyuki Kashiwagi

Deputy General Manager, Managing Division Passenger Sales International Passenger Sales, Web Sales, Senior Vice President for Eastern Japan Area

(As of July 1, 2016)