

Message from the Chairman

Looking Back at My Time as President

I served as President for approximately six years since February 2012. During this time, I worked together with every JAL Group staff in pursuing our goal of becoming the world's most preferred and valued airline group. By arousing a sense of profitability through the introduction and penetration of the Amoeba Management System and building a shared set of values through a better understanding and practice of the JAL Philosophy, I believe that we have succeeded in laying the foundation for a new corporate awareness within the JAL Group.

Selecting My Successor & Expectations for the New President

During my six years in office, we have seen the company deliver stable, positive financial performance. However, to realize further growth as defined in our Medium Term Management Plan, I felt that now was the right time to pass the baton to the next generation and appointed former General Manager of the Engineering & Maintenance Division Yuji Akasaka as the new President effective April 1, 2018. In the nomination process for the position of President, it was important to select the individual best able to implement the JAL Group Corporate Policy and management strategies, and it was only after exhaustive discussions with the external directors that the Nominating Committee made its decision. Mr. Akasaka has many years of experience in JAL Group's managing divisions for maintenance and safety and has worked hard to improve the quality of maintenance and maintain flight safety. He is a man with a strong sense of responsibility for safety and a passionate commitment to frontline operations. Furthermore, he has gained top level management experience as President of JAL Engineering Co., Ltd. I am confident that he is an individual who, as JAL President, will be able to amply display the leadership qualities he has developed during his career.

How I See My Role

Going forward, I will leave business operations and execution in the hands of the President, while I, as Chairman, will ensure that meetings of the Board of Directors are run appropriately to increase board effectiveness and fully support the President as he works to fulfil his duties. By enhancing the presence of the JAL Group through external activities, I remain committed to making contributions to increasing corporate value. I would appreciate your continued warm support.

Yoshiharu Ueki

Representative Director, Chairman

