

## Board of Directors

JAPAN AIRLINES COMPANY, LTD.

### Susumu Yamaji\*

Chairman of the Board of Directors

### Akira Kondo\*

President

Chairman, Flight Safety Board

Chairman, Restructuring Committee

### Akio Kouno\*

Executive Vice President

Chairman, CS Promotion Committee

Senior Vice President

- Associated Business

Executive Officer

- Public Relations

- General Affairs

### Shinzo Suto\*

Senior Managing Director

Executive Officer, Passenger Marketing

### Yoshihiko Murata

Senior Managing Director

Executive Officer,

Operations & Engineering Group

Senior Vice President

- Engineering and Maintenance Division

Chairman, Environmental Committee

### Isao Kaneko

Senior Managing Director

Senior Vice President, Human Resources

- Personnel & Organization Administration

- Industrial Relations

Senior Vice President & General Manager,

Medical Services

### Fumio Kuwano

Managing Director

Senior Vice President, Information Systems

### Satoshi Hirano

Managing Director

Senior Vice President, Executive Office

### Yukio Ootani

Managing Director

Senior Vice President, CEO for The Americas

### Zenta Yokoyama

Managing Director

Senior Vice President, Corporate Planning

Chairman, Information Systems Committee

### Toshio Shiota

Managing Director

Senior Vice President & General Manager,

Western Japan

Senior Vice President & Regional Manager, Osaka

### Masahide Ochi

Managing Director

Senior Vice President

- Facilities & Airport Projects

- General Affairs, Haneda

- Legal Affairs

Executive Officer, Airport Projects

### Yoichiro Takada

Senior Vice President and Deputy General

Manager, Engineering and

Maintenance Division

Senior Vice President, Maintenance

Auditing Office

### Sadao Hara

Chairman, Flight Safety Committee

Senior Vice President

- Flight Safety Board

- Environmental Committee

- Flight Operations Center

- Operations Services

- Aviation Security & Risk Management

### Kotaro Sato

Senior Vice President

- Public Relations

- General Affairs

- Customer Relations

### Toshiki Okazaki

Senior Vice President and General Manager,

Eastern Japan

Senior Vice President and Regional

Manager, Tokyo

### Naotaka Shibuya

Senior Vice President and General Manager,

Narita Airport

Senior Vice President, General Affairs, Narita

### Mamoru Ichikawa

Senior Vice President, Cabin Attendants Division

### Takeshi Ichinosawa

Senior Vice President and General

Manager, Hokkaido

Senior Vice President and Regional

Manager, Sapporo

### Katsuo Haneda

Senior Vice President and Deputy Executive

Officer, Passenger Marketing

- Product Planning & Marketing

- International Passenger Sales Planning

- Advertising

### Yasushi Yuasa

Senior Vice President & General Manager,

Flight Operations Division

Senior Vice President & Deputy General

Manager, Medical Services

### Tatsuru Fukaya

Senior Vice President

- Accounting

- Finance

- Revenue Accounting

- Purchasing

### Hiroyasu Hagio

Senior Vice President & Deputy General

Manager, Flight Operations Division

### Takashi Masuko

Senior Vice President & Deputy Executive

Officer, Passenger Marketing

- Passenger Marketing

- Passenger Systems

- Field Management Support

- Domestic Passenger Sales Planning

### Toshiyuki Shimachi

Senior Vice President, Cargo & Mail

### Kazunari Yashiro

Senior Vice President & Deputy General

Manager, Corporate Planning

### Akihiko Kaji

Senior Vice President & General Manager,

Kyushu

Senior Vice President & Regional Manager,

Fukuoka

### Tomio Ikeuchi

Senior Vice President & General Manager,

Europe, Middle East & Africa

Senior Vice President & Regional Manager,

London

### Matsuo Toshimitsu

Counselor, The Board of Directors

### Eishiro Saito

### Shunji Kouno

Auditors of the Board

### Toshiro Shinano

### Shosuke Machida

\* Representative Director

(As of June 27, 1997)