

JAL Announces New Organizational Structure and Change of Executive Officers

Tokyo, November 17, 2010: The JAL Group (JAL) resolves to achieve a swift corporate recovery without backsliding and in its progress forward, JAL today announced a change in its organizational structure. In order to realize an effective and speedy revitalization, JAL aims to create a leaner financial constitution that firstly fulfills the condition of maintaining the highest levels of safety in its operation, and will put in place a new organizational structure including a change in the board of executive officers from December 15, 2010.

1. Organizational Change

In this new organizational structure, each department will have to take full responsibility for their respective business' functionalities. To realize this, all departments will be classified as a profit generating unit (Managing Division of Route Marketing, Managing Division of Passenger Sales, and Cargo and Mail Division) or a business support unit (Flight Operations, Engineering and Maintenance, Cabin Attendants, Airport Operations, and other general management divisions) and the corporate foundations of JAL will be built on the profitability of each of these units. All unnecessary layers and redundant functionalities will be abolished to speed up the decision-making process within the company, in order to sensitively react and adjust to the ever changing environment.

The newly established Managing Division of Route Marketing will work closely with other business units to formulate the Route Profitability Plan, and is responsible to ensure execution of the plan to achieve target profits.

The Managing Division of Passenger Sales will be task with creating sales strategies based on the business plan generated by the Managing Division of Route Marketing and will be held accountable for the profitability of various channels such as sales to agencies, corporate clients, direct sales as well as regionally.

Cargo and Mail Division will continue drawing up corporate plans mainly based on the utilization of belly space available on the Group's passenger flights, and remains an integral part of the JAL Group as a business unit answerable for both revenue and profit.

Operational units such as flight crew, cabin attendants and airport staff will continue striving to safeguard customer satisfaction through safe flight operations and quality service. Other general management divisions which include Corporate Planning, Purchasing, Human Resources, newly formed divisions - Corporate Control, Finance and Accounting, General Affairs, and Group Companies Support, will jointly support the entire corporation to bring about a strong enhancement to the overall management capabilities and operational efficiency of JAL Group.

2. New Executive Appointments

A review of the current board of executive officers was conducted to better define responsibilities and increase motivation so as to realize an effective organizational reform as described above. Newly assigned executives, as



listed in the table below, will take office from December 15, 2010.

The appointed executives, together with each and every staff in JAL Group will strive in unity, day after day, to continue providing valued customers with the highest levels of flight safety and air transport services. At the same time, JAL Group will fervently pursue the soonest possible attainment of a complete recovery of its business, and may further fine-tune the organizational structure as well as review the Group's lineup of Vice Presidents.

Executive Officers with effect from December 15, 2010

	Name	Title	Assignments
1	Kazuo INAMORI	Chairman	
2	Akitoshi NAKAMURA *1	Deputy Chairman	Assistant to the Chairman
3	Masaru ONISHI	President	
4	Koichi MIZUTOME *1	Executive Vice President	Assistant to the President, Office of the Trustee, Corporate Planning, Finance & Accounting, General Affairs, Human Resources
5	Naoyuki MORITA *1	Executive Vice President	Assistant to the Chairman, Corporate Control , Purchasing Group Companies Support
6	Yoshihito OHTA *1	Senior Managing Executive Officer	Assistant to the Chairman Work Philosophy Enhancement
7	Hirohide KAMIKAWA	Senior Managing Executive Officer	Managing Division Passenger Sales Managing Division Passenger Sales, Domestic Passenger Sales President of JAL Sales
8	Yoshiharu UEKI	Senior Managing Executive Officer	Management Division Route Marketing
9	Tadashi FUJITA *2	Executive Officer	Managing Division Passenger Sales – International, Corporate, Web Senior Vice President, Eastern Japan Vice President of JAL Sales
10	Shigemi KURUSU	Executive Officer	Group Companies Support
11	Kunio HIRATA	Executive Officer	Cargo & Mail
12	Hisao TAGUCHI	Executive Officer	Purchasing
13	Tadao SAKAI	Executive Officer	Corporate Safety & Security
14	Manabu SATO	Executive Officer	Corporate Planning
15	Nobuhiro SATO	Executive Officer	Engineering & Maintenance Division President of JAL Engineering
16	Junko OKAWA	Executive Officer	Cabin Attendants
17	Norikazu SAITO	Executive Officer	Finance & Accounting



18	Toshiaki NORITA	Executive Officer	General Affairs, Executive Secretariat, Internal Control
19	Hideki KIKUYAMA	Executive Officer	Managing Division Route Marketing (Domestic Route)
20	Hideo NINOMIYA	Executive Officer	Managing Division Route Marketing (Marketing)
21	Makoto YONEYAMA *1	Executive Officer	Corporate Control
22	Kiwamu SUGIMOTO *1	Executive Officer	Vice President Office of the Trustee, Audit
23	Toshinori SHIN *1	Executive Officer	Flight Operations
24	Munemitsu ERIKAWA *1	Executive Officer	Human Resources
25	Kiyoshi MARUKAWA *1*3	Executive Officer	Airport Operations / President of JAL Sky
26	Tetsuya ONUKI *1	Executive Officer	Managing Division Route (International Route)
27	Tsutomu ANDO	Executive Officer	Managing Division Route (International Alliance)
28	Yoshito SHIMIZU	Executive Officer	President of JAL EXPRESS
29	Tsuyoshi YAMAMURA	Executive Officer	President of J-AIR
30	Arata YASUJIMA	Executive Officer	President of Japan Air Commuter
31	Makoto AOKI *1	Executive Officer	President of Japan Transocean Air
32	Eiichi YAMAGUCHI	Executive Officer	Senior Vice President, China Vice President and Regional Manager, Beijing
33	Toshio SHINOHARA	Executive Officer	Vice President of JAL Sky Vice President, Haneda Airport
34	Takahiro KATO *1	Executive Officer	Senior Vice President, Western Japan

*1) New appointments

*2) Appointment is subject to the approval of the board of directors of JAL Sales.

*3) Appointment is subject to the approval of the board of directors of JAL Sky.

Retirements from December 14, 2010:

	Name	Title	Last-held assignments
1	Hiroyasu OMURA	Senior Managing Executive Officer	Human Resource Management / Industrial Relations / Medical Services
2	Chihiro TAMURA	Senior Managing Executive Officer	General Manager, Corporate Safety & Security Division / Family Assistance & Support / Corporate Culture Reformation / Environmental Affairs
3	Hiroshi IKEDA	Executive Officer	President of JALways
4	Tatsuhito SAKIWA	Executive Officer	Deputy General Manager, Flight Operations Division / Vice President, Flight Planning and Administration, Flight Operations Division
5	Tetsuro SUGAWA	Executive Officer	Airport Operations Division / President of JAL Sky
6	Susumu FUKUSHIMA	Executive Officer	Regional Manager Narita / Executive Vice President of JAL Sky / Vice President, Narita Airport
7	Takashi SAITO	Executive Officer	Deputy General Manager, Engineering & aintenance Division / Maintenance Planning & Administration Office
8	Toshiyuki KAWARABATA	Executive Officer	Purchasing
9	Ryuzo TOYOSHIMA	Executive Officer	General Administration / Public Relations / Strategic Corporate Relations / Legal Affairs and Compliance

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