LEAD FROM THE



(Front row, from right) 1. Yoji Ohashi 2. Shinichiro Ito 7. Osamu Shinobe (Back row, from right) 5. Yoshinori Maruyama 3. Shinya Katanozaka 4. Shigeyuki Takemura 6. Kiyoshi Tonomoto

BOARD OF DIRECTORS

1. Yoii Ohashi

Chairman of the Board of Directors

1999: Senior Executive Vice President; Representative Director

2001: President & Chief Executive Officer; Representative Director

2005: Chairman of the Board of Directors, Representative Director

2007: Chairman of the Board of Directors (to present)

2. Shinichiro Ito

President & Chief Executive Officer: Representative Director; Chairman of Management Committee; Head of CSR Promotion Committee; In charge of Internal Audit; Chairman, All Nippon Airways Co., Ltd.

2007: Senior Executive Vice President; Representative Director

2009: President & Chief Executive Officer; Representative Director (to present)

3. Shinya Katanozaka

Senior Executive Vice President, Representative Director; Corporate Executive Officer; In charge of Human Resources Strategy, Corporate Planning

2011: Executive Vice President 2013: Senior Executive Vice President; Representative Director (to present)

4. Shiqevuki Takemura

Senior Executive Vice President Corporate Executive Officer; In charge of Government & Industrial Affairs. Strategic Planning-Asia Pacific, Airport & Facilities Planning

2010: Executive Vice President 2014: Senior Executive Vice President (to present)

5. Yoshinori Maruyama

Executive Vice President, Corporate Executive Officer; Chairman of CSR Promotion Committee; In charge of Public Relations, Executive Secretariat, Legal & Insurance, General Administration & **CSR** Promotion

2009: Member of the Board of Directors 2011: Executive Vice President (to present)

6. Kiyoshi Tonomoto

Executive Vice President, Corporate Executive Officer; In charge of Finance, Accounting & Investor Relations

2009: Member of the Board of Directors 2011: Executive Vice President (to present)

7. Osamu Shinobe

Member of the Board of Directors, President & Chief Executive Officer of All Nippon Airways Co., Ltd.

2009: Executive Vice President 2012: Senior Executive Vice President; Representative Director 2013: Member of the Board of Directors (to present)

Shosuke Mori

External Director Chairman and Representative Director, The Kansai Electric Power Co., Inc. 2006: External Director (to present)

Ado Yamamoto

External Director President and Representative Director. Nagoya Railroad Co., Ltd. 2013: External Director (to present)

Izumi Kobayashi

External Director Former Executive Vice President. Multilateral Investment Guarantee Agency, The World Bank Group 2013: External Director (to present)

CORPORATE AUDITORS

Shinichi Inoue

Corporate Auditor

Eiji Kanazawa

Corporate Auditor

Sumihito Okawa

External Corporate Auditor

Shingo Matsuo

External Corporate Auditor Adviser of Kyushu Electric Power Co., Inc.

Eiji Ogawa

External Corporate Auditor Board member and Vice President, Hitotsubashi University Professor, Graduate School of Commerce and Management, Hitotsubashi University

As of June 23, 2014