

# Universal Design

## JAL's Philosophy

A core value shared by the entire JAL Group is that we consider our work from the stance of our customers. This is the starting point for our implementation of universal design.



Jun Furuhata

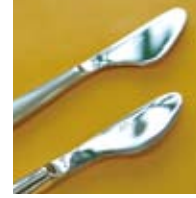
Passenger Experience Planning

Many passengers experience nervousness and stress when reserving and buying tickets, checking in, boarding, collecting luggage and carrying out numerous other procedures connected with air travel. We consider it vital to do whatever we can to reduce that stress and help our passengers enjoy a pleasant flight. We impress upon all our employees the need to put themselves in the position of our customers, remain sensitive to any possible sources of inconvenience, consider how to solve such problems and thus provide a better service.

To help spread this philosophy throughout our company, we have promoted the concept of universal design. One example of this is making a people-friendly airport. By listening to the views of ground staff, conducting repeated customer-satisfaction surveys and redesigning signs, we aim to maximize convenience for our customers, irrespective of age, language or physical ability. This undertaking is not limited to airport facilities, but is applied to everything that our customers see and use.

There is a tendency to consider design as signifying simply the design of visible objects, but there is more to the concept. In order to offer all our customers a pleasant flight, it is essential that our staff achieve complete empathy with customers and thereby acquire the knowledge they need to attend to them. All these activities together constitute universal design at JAL.

We value dialogue with all our customers. By putting ourselves in their place, we can act accordingly and build a trusting relationship.



## My Expectations of JAL

It is my hope that JAL will implement universal design throughout its global operations.

Universal design promotes an agenda of equality, an inclusivity, for all people of all ages and abilities. For the design community, this charge is one that embraces every individual and their unique wants and wishes as a vital concern in the creative pursuits by which we conceive, build and manufacture all places and products.

For me, it is both a professional and personal joy to work with a company that goes beyond merely understanding the needs of their customers, but rather embraces each consumer and their individual concerns. JAL exemplifies this corporate culture. By enhancing the education of its employees, the JAL “family” represents the highest level of training available. It has been my great pleasure and honor to serve JAL in this capacity. All great design begins with knowledge. And when knowledge is combined with empathy for those we serve, by design, then the result is extraordinary.

With the dedicated effort JAL has initiated for the most universal aircraft and support services, we are in a position to make an impact on the entire industry of air travel and mass transit. This attitude and potential extends to the environment of the terminal, host communities and all related personnel. Such a consortium approach benefits not only JAL, but every participating business and citizen. It is thrilling to recognize the extent and power of universality in design. I have every confidence that because JAL's commitment to this goal starts with the CEO and filters through every level of management, our future efforts will demonstrate, on a global level, the power of universal design.



### Patricia Moore

At the age of 26, industrial designer Patricia Moore began to have doubts as to whether she was really producing designs that were easy for everyone to use. In a three-year undercover investigation, she disguised herself as an elderly person so as to experience the world from such a person's perspective. She later set up her company, Moore Design Associates, which today receives a large number of commissions from both public and private institutions and is involved in developing environments, products and services based on the principles of universal design.

# Assuring All Passengers a Pleasant Flight



## Universal Design Coordinator

Universal Design Coordinator is a qualification sponsored and accredited by the Institute of Advanced Studies in Universal Design, a nonprofit organization (NPO) certified by the Cabinet Office in Japan. The qualification attests that the holder has specialized knowledge of areas including social welfare and medicine, understands universal design theory and can utilize this in products and services.

## Care-Fitters

The notion of being a “care-fitter” is one that originated in Japan and is directed at acquiring particular skills by those who frequently deal with senior citizens and people with disabilities. To this end, a care-fitter qualification is awarded by the Nippon Care-Fit Service Association, an NPO. JAL Group employees with the qualification wear identifying badges so that customers requiring their assistance may easily recognize them.



Automatic check-in terminals with easy-to-understand signs

## Universal Design as a Guiding Principle

The customers of the JAL Group represent a broad cross section of society and as such have a diverse range of needs based on such factors as age, how frequently they fly, language, cultural background and physical ability. We are implementing universal design as a guiding principle to provide secure and pleasant travel for all our customers.

Our universal design philosophy goes beyond increasing the legibility of airport signs or modifying facilities to make them easier to use. By being sensitive to any inconvenience or stress to our customers, we endeavor to find ways that will help put them ever more at ease.

## Universal Design Training

Since fiscal 2005, 205 of our employees have obtained the grade of Class 2 Universal Design Coordinator (see left). They are putting universal design into practice in the development and improvement of products and services. In fiscal 2007, we set up an e-learning course on the company’s intranet, enabling still more of our employees to understand the philosophy of universal design.

In addition, to be of service to our elderly and disabled customers, we have assigned 300 employees with Class 2 care-fitter (see left) qualifications to our 42 domestic airports.

## More Than Just Equipment

Towards our goal of a people-friendly airport, we are taking a fresh look at the activities of passengers from the moment they arrive at the airport to when they board their plane. In line with this, we are making changes to our airport signs in terms of overall style and the use of imagery, coloring and lettering so as to make them easier to understand. In March 2007, we changed the signs on automatic check-in machines and around our check-in counters at Haneda Airport. From fiscal 2007 onwards, we will extend these improvements to Narita and other airports. We have also introduced knives for our inflight meals that are easier to use. In future, we plan to study how to offer meals that are easier for all our customers to eat, based on universal design.



## Equipment Upgrade

Since fiscal 2005, we have been conducting surveys on the usability of our aircraft in active service. We have made repeated checks on the ease with which customers can use our equipment and whether the aircraft are work-friendly environments for cabin crew. With the introduction of new Boeing 737-800 aircraft, we have made toilet door handles more user-friendly and increased the legibility of the "occupied" signs. With the planned introduction of newly designed seats, we will change to personal-monitor controllers and seat-reclining buttons that are simpler to operate.



Easy-to-understand instructions for the seat and footrest

## JAL Smile Support

For domestic flights, the JAL Group has established the Smile Support Desk to help passengers with special needs, such as passengers with children up to three years old, expectant mothers, children traveling alone and passengers over the age of 65. At this desk, we offer support to ensure a safe and comfortable journey. Full details are listed in our timetable, on our website and in pamphlets at airports.

### ● Smile Support Desk

☎0120-25-0001 (available daily from 06:30 to 22:00)



### ●●● Services for expectant mothers and passengers with young children



- Priority seating
- *Mama & Baby Odekake Guide* (in Japanese)
- Loan of strollers
- Priority boarding

### Support for children traveling alone and passengers over the age of 65



- Priority seating
- Guidance to the arrivals lounge upon landing
- Original JAL toys for children

## Priority Guest Support

In the JAL Group, we refer to passengers with disabilities and those with illness or injury as priority guests and give them precedence over our other customers. Established in 1994, the JAL Priority Guest Center responds flexibly to a variety of conditions, such as passengers suffering from panic syndrome, autism or kidney disease, or those fitted with pacemakers or artificial anuses. The Priority Guest Center is staffed by experienced employees who respond attentively to customer inquiries.

On international routes, the JAL Group provides special meals, such as for diabetics and for people on low-calorie diets. We also offer inflight explanations in Braille (Japanese language), boards for written communication, stretchers, onboard wheelchairs and toilets adapted for those using wheelchairs. Guide, service and hearing dogs may be taken on all flights.

FAX 0120-747-606 (reservations and information for those with hearing and speech disabilities)

### ● Priority Guest Center

<<http://www.jal.co.jp/en/jalpri>>

☎0120-747-707 (available daily from 09:00 to 17:00)

# Responding to Customer Comments

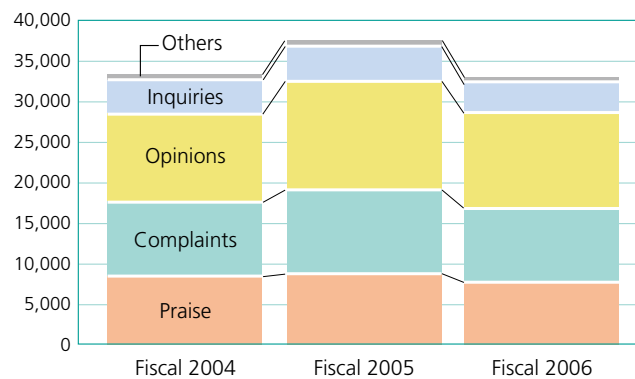


At our Customer Support Center, we endeavor to provide maximum satisfaction for our customers through sincere responses to the comments we receive and improved service.

In fiscal 2006, we received 32,263 customer comments via our toll-free comment line, e-mail, onboard comment cards and post. Each comment is treated as a vital asset for our business and a means to improve services and develop new products.

## Breakdown of Customer Comments

Of the comments we received in fiscal 2006, 36% were general opinions, 27% complaints and 25% praise. The number of comments received was 88% that of the preceding year.



## Examples of Customer Requests and Subsequent Improvements

### Request

Please install wireless LAN Internet connections in your domestic-terminal lounges.

### Improvement

Starting with our main domestic terminals (Haneda, Osaka, Sapporo and Fukuoka), we have launched a free wireless LAN service.

### Request

Please introduce Class J on your small aircraft.

### Improvement

We have introduced Class J on our 737-400 and MD-90 aircraft.

### Request

Our family would like to be able to share the air miles that we have collected.

### Improvement

We have created the JAL Card Family Program to enable family members to share their air miles.

Customer comments can be sent to us here:  
<http://www.jal.co.jp/en/information/index2.html>.

## Striving for Greater Customer Satisfaction

To understand our customers' needs more thoroughly and improve the quality of our products and services, we set up the Customer Satisfaction (CS) Improvement Division, which is under the direct supervision of JAL's president.

### Service Improvement

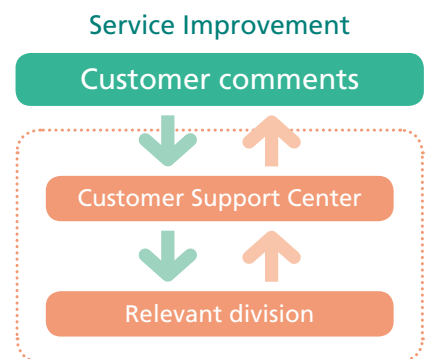
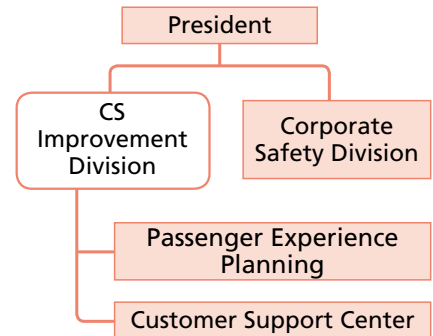
The customer comments we receive are collected and analyzed at our Customer Support Center. This information is then shared with relevant departments and used to improve our services.

Comments and inquiries concerning any of our services should be directed to this number:

☎0120-25-8600 (available weekdays from 09:00 to 17:00, except public holidays)  
 Comment cards are also available onboard.

### Service Improvements Led by Female Staff

To achieve a more balanced orientation of our work towards all customers, female JAL staff in February 2007 began working with individuals from outside the company to examine group products and services from a women's perspective (see box below).



### Taking a Fresh Look at Products and Services

We recently set up the Artemis Project to think about how we can best take advantage of female perspectives to improve our products and services. Artemis was the Greek goddess of hunting and childbirth, and we chose to name our project after a symbol of womanhood. We intend to take a fresh look at all our products and services from a female perspective and do our best to find ways to improve them.



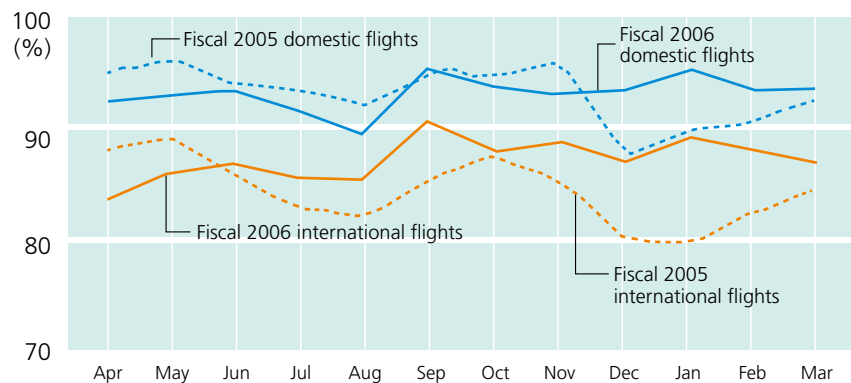
**Chieko Nagasaka**  
 Passenger Experience Planning

# Making Safe and Relaxed Travel a Reality



In fiscal 2006, JAL's on-time departure rate (the percentage of planes that left within 15 minutes of their scheduled departure time) was 93.1% for domestic flights and 87.1% for international flights. While still keeping safety our top priority, we will do our very best to improve this rate.

## On-Time Departure Rates



## Timely Departures

The JAL Group considers flight on-time performance a key indicator of service quality. Though there may sometimes be unavoidable reasons for delays, such as bad weather, punctuality is likely to be an important consideration for customers when selecting an airline.

### Cooperation Improving Punctuality



In 2006, we set up the On-Time Performance Improvement Committee to enable airport staff to meet and exchange thoughts and perspectives on how to improve punctuality. The committee came up with many ideas, including changing the order of cabin-cleaning tasks upon arrival, making sure that cleaning begins earlier and working to provide more precise instructions so that passengers can board their planes smoothly. We intend to strengthen cooperation among the relevant departments and further improve customer satisfaction through on-time departures.

**Kei Hideshima**  
JAL Sky Sapporo

To improve our punctuality and help ensure customer satisfaction, we have established the On-time Performance Improvement Project so that the relevant divisions in our headquarters can work together, study the factors that impede punctuality and come up with solutions. In practice, this means sharing information between headquarters and on-site airport staff, adjusting flight schedules and ship routing to prevent delays, and improving the efficiency of baggage handling and customer assistance. Throughout this process, we conduct regular checks to ensure staff members always treat safety as their top priority.

## Better Guidance for Arrivals and Departures

While there may at times be unavoidable reasons for flight delays, cancellations and route changes, at the JAL Group we do our best to convey accurate information to our customers as soon as possible.

During fiscal 2006, we redesigned the arrivals and departures section of our website to ensure it promptly displays the same information as our airport arrivals and departures boards. We also began a service for our domestic routes that allows JAL Mileage Bank members to receive rapid notification of delays and cancellations by e-mail. For our international routes, we introduced Sky Navigation, a 24-hour automatic telephone service providing arrivals and departures information.

In fiscal 2007, we plan to extend our e-mail information services. At the same time, we will increase the number of information displays around check-in counters and boarding gates at our main domestic airports. We will improve our facilities to give customers access to prompt and regular information on their flights.



## Improving Passenger Announcements

Until recently, passenger announcements by our flight crew consisted mainly of greetings or were to inform passengers about flight routes. In 2004, JAL reviewed the content of passenger announcements, and since then we have endeavored to provide detailed information concerning flight operations. Specialized information is provided by our flight crew at times when passengers may feel uneasy, such as in periods of turbulence and with unusual occurrences during the flight.

In 2006, we analyzed passenger opinions about our inflight announcements and shared this data among flight crews to improve the quality of these announcements.

We will continuously try to improve the quality of our announcements so that our passengers can feel more secure and relaxed on our flights.

### Reassuring Announcements

We used to receive comments from passengers saying they had been scared or felt uneasy during periods of turbulence. Recently though, we have received positive comments from our passengers, indicating that because of the inflight announcements they felt reassured. But we will never end our efforts to improve the quality of our passenger announcements and through these announcements will always try to decrease any sense of unease among our passengers.

**Takeshi Koshiishi**  
A300-600 captain



# Rapid Information Release

## Disclosure and Communication

The JAL Group actively communicates with individual shareholders and institutional investors, providing them with information on our operations in a speedy and impartial fashion. The group will continue such activities, thereby putting shareholders and investors in a position where they fully understand JAL and are able to make responsible investment decisions.

JAL takes comments and proposals from shareholders and investors seriously and makes efforts to see that these ideas are reflected in management decisions. The company provides timely disclosure of information for the benefit of all shareholders and investors, including the prompt posting of updated information on the JAL website. Please see <<http://www.jal.com/en/ir/index2.html>>.

Along with reports of financial results, JAL also issues *Community JAL* business reports mainly for individual shareholders (two editions a year are sent in print form to all shareholders, and two are available on our website). Once a year, JAL also issues an annual report in English and Japanese to all our shareholders and investors. The English edition is in print form and the Japanese edition is posted on our website.



Community JAL

## Regular Briefing Sessions

The JAL Group hosts briefing sessions for domestic institutional investors and analysts to coincide with quarterly results and the announcement of the medium-term business plan, which is usually updated annually. Recent financial results and future business plans are explained at these meetings by our management. For those unable to attend, materials used in the briefings and videos of presentations are made available on our website. Also, we periodically visit our main overseas institutional investors to explain the current business situation, medium-term business plans and other announcements.

Finally, since we value the two-way communication with our shareholders and investors achieved through direct dialogue, we also hold official briefings for individual shareholders.

These materials are all available on our website. Please see <<http://www.jal.com/en/ir/management/setsumeikai.html>>.

## Shareholder Activities

### Benefit Program

So that shareholders can better understand and support the JAL Group, we operate the Shareholders Benefit Program and invite them to use group products and services at a discount.

### Shareholders Desk

For matters relating to the Shareholders Benefit Program and stocks, the group operates an inquiry counter known as the Shareholders Desk, which handles telephone calls, letters and e-mails from our shareholders.

### General Meeting

Since our June 2006 shareholders meeting, we have made it easier for our shareholders and investors to vote by giving them access to our online Institutional Investor Voting Platform.

We have also worked to provide the increasing number of individual shareholders with easy-to-understand explanations of the JAL Group's operations. For example, at our regular general meeting of shareholders, our business report was in the form of a video presentation. We will continue to take suggestions and inquiries from our shareholders seriously and do our best to provide appropriate responses.

## Shareholder Events in Fiscal 2006

As part of the Shareholders Benefit Program, JAL holds a variety of events so that our shareholders become better acquainted with the JAL Group and our business. In August and October 2006, JAL was pleased to show shareholders around our maintenance facility at Haneda Airport. With the cooperation of Kansai International Airport and Central Japan International Airport (known as Centrair), we also hosted a lecture presentation titled "Sky Tales." At Kansai International Airport, attendees had an opportunity to see the site of the new second runway, which opened in August 2007. At Centrair, investors got a close-up view of aircraft taking off and landing from the Centrair Sky Deck against the backdrop of Ise Bay.



Showing shareholders around our maintenance facility at Haneda Airport



One of our pilots giving a "Sky Tales" presentation at Centrair

### Socially Responsible Investment Index

The CSR activities of the JAL Group have been acknowledged and in March 2007 were included in Japan's Morningstar Socially Responsible Investment Index (MS-SRI) and the FTSE4Good Index Series.



FTSE4Good

# A Comfortable Workplace

## Balancing Personal and Professional Life

A good work-life balance is created by promoting personal development, fulfilling leisure time and a healthy lifestyle. In encouraging each employee to achieve his or her full potential, we can at the same time strengthen the personnel and organizational resources of our company. The JAL Group aims to provide facilities and policies to create an environment where management and staff can cooperate to spread the concept of a healthy work-life balance, and where employees can actively pursue personal development.

### Work-Life Balance Campaign

This project aims to promote efficiency in everyday work, maintenance of reasonable working hours and the taking of annual leave. Through this project, it is hoped that staff will become more aware of the need for a healthy work-life balance.

### Flexible Working Hours

So that our ground staff can enjoy leisure time and the chance for a diversity of lifestyles, in addition to our standard starting time of 8:45 a.m. we have established five other times to choose from: 8:00, 8:15, 8:30, 9:30 and 10:00.

### Work-Life Balance Day

Each week, a representative from a different department at the JAL Head Office makes a special announcement, encouraging employees to leave at the end of standard working hours.

### Work-Life Balance Communication

This educational publication includes information on the use of leisure time and articles based on the personal experiences of staff.

### Vacations

We encourage staff to take long holidays.

## Support Programs

### Maternity and Child-Care Leave

This is a policy aimed at supporting our employees and as well the next generation of the nation's youth. The JAL Group allows employees to take child-care leave up until the end of the month of their child's third birthday. This system compares favorably with the legal requirement for a single year of leave, extendible by six months in certain cases. Almost 60% of those who use the system take the full period offered.

### Caregiving Leave

The JAL Group also provides a system for extended leave of absence to care for elderly parents and close relatives for up to 18 months. This too compares favorably with the legally mandated 93 days. In all, 118 employees took advantage of this and our shortened-working-hours system in fiscal 2006.

### Staff Taking Maternity and Child-Care Leave

(number of employees on leave at fiscal year end)

Fiscal 2004	771
Fiscal 2005	782
Fiscal 2006	823

### Maternity Leave

This system aims to protect the welfare of pregnant employees by allowing them to take time off work in the period before they give birth. The system is in accordance with the legal requirement for six weeks' leave before birth and eight after. In fiscal 2006, 307 of our employees took maternity leave.

### Alternative Work for Pregnant Cabin Crew

This is a voluntary alternative to maternity leave, under which pregnant cabin crew elect to work as ground staff in the period prior to birth. In fiscal 2006, 150 of our cabin crew took advantage of this system.

### Paternity Leave

JAL has introduced this system to encourage fathers to participate in the child-rearing process. Male employees can take paternity leave in the first 10 weeks after their baby's birth. In 2005 (the first year of the scheme), seven employees took paternity leave, and 12 did so in 2006.

## A Worker and a Mother

I've used JAL's maternity-leave system three times now. The first was in 1997, and each time I've taken one year off work. The first two times, I returned to work at JAL's check-in counters, while the third time I returned to my present job in general affairs at JAL Sky Sapporo. Returning to employment after leave, I did have concerns about whether I'd be able to work in the same way as before, but each time my colleagues were very welcoming and I was able to make a smooth transition back. If I had resigned each time, it would have been very difficult to look for a new job and difficult too to get used to the new work. Thanks to this system, I've been able to raise my young children with peace of mind.



**Mieko Yoshii**  
General Affairs,  
JAL Sky Sapporo

## Working Arrangements to Suit Lifestyles

### Discretionary Employment

This is a voluntary work system for cabin crew. If they meet certain conditions, employees can apply to work just 10 days a month, which is half the full-time workload.

### Cabin-Crew Reemployment

JAL, JALways and Japan Asia Airways have introduced a system enabling reemployment of former cabin crew, from within the group or outside, on a part-time basis. This system allows us to tap the experience of these workers, while also allowing them to find work to match their lifestyles, families, child-rearing responsibilities and personal interests. In January 2007, we established the online Experienced Cabin-Crew Registration Bank so that potential staff can promptly obtain information on employment opportunities.

### Retired Staff Reemployment System

JAL has a system to provide reemployment opportunities to all staff who reach official retirement age but wish to continue working. Retired staff desiring reemployment are rehired by the JAL Group Senior Center and posted to a variety of positions.

## Getting back in the Air

Nearly 20 years ago, I quit my job as a cabin attendant to have a baby, but I always thought that I would like to go back to work if I had the chance. Although I originally worked for a different airline, my husband is a JAL captain and I learned about the system through JAL's company newsletter. I applied and began work at Japan Asia Airways in 2005. I think the scheme is an excellent chance for anyone who leaves the workplace but later wants to return to cabin-crew employment. When I went back, it had been a long time since I'd last worked on an aircraft, so there were lots of challenges. On the other hand, the difficulties were more than compensated for by the pleasure of flying. I'm so glad I went back to work.



**Mihoko Hino**  
Cabin attendant,  
Japan Asia Airways

### Human-Resources Development Cycle



In fiscal 2006, the JAL Group conducted 235 in-house group-education and/or training sessions, with 4,663 employees taking part.

## Education and Training

The daily work of JAL Group staff demands a high level of specialist expertise in various fields, and extensive training is required to acquire that knowledge. At our Human Resources Development Center, as well as such specialist training we provide education and training in JAL Group philosophy and goals. At the center, we help employees acquire the knowledge and skills that are needed in all roles within the JAL Group. Although training generally takes place on the job, in cases where that is not possible the Human Resources Development Center provides supplementary training and gives participants a chance to meet and exchange ideas.

The diagram on the left shows the human-resources-development cycle within the JAL Group. Through this process, we aim to create a working environment where employees can grow to reach their full potential.

## Safety in the Workplace

To help our employees work securely and to their full ability, the JAL Group has set up a system called Total Health Promotion. This scheme aims to create a pleasant workplace and to foster mental and physical health. Specialist staff safeguard the health of our employees through mental-health initiatives, back-pain-prevention measures, nutritional advice and strategies to deal with metabolic syndrome.

## Staff with Disabilities

In 1995, we established JAL Sunlight to promote the employment of individuals with disabilities and create an environment where they can work effectively. JAL Sunlight was accredited as a special subsidiary under a law related to the promotion of employment for the physically disabled, and a large number of such staff are actively engaged, working mainly in business-service operations. In fiscal 2007, we initiated a scheme to employ staff with intellectual disabilities at our uniform-management operations at Haneda Airport. At present, physically disabled staff make up 1.57% of the JAL workforce (March 2007 combined figure for JAL, JAL International and JAL Sunlight), and although this is below the legally mandated figure of 1.8% we will endeavor to raise the ratio further.

## Pledge on Promoting Human Rights

The JAL Group does not discriminate based on gender, age, nationality, race, ethnicity, religion, social station or physical disability — a position that is part of the JAL Group Code of Conduct. The company promotes human rights at various in-house training venues as it attempts to further the awareness of respecting human rights among its employees. Please see <<http://www.jal.com/en/corporate/action.html>>.

## Interstaff Communication

Good communication among staff and between management and employees is essential to the sound development of our business. Japan Airlines

International conducts various meetings and discussions with the company's unions to build mutual trust and understanding. In this way, we can strive together to achieve the JAL Group's mission within society.

### Female and Locally Hired Staff

Approximately half the staff at the JAL Group (including consolidated domestic affiliates) are women, and these employees are active in a broad array of work settings. In fiscal 2007, JAL hired 98 people as general office workers, of whom 21 were women. Around 90% of staff at our overseas offices are locally recruited, and their knowledge is crucial to the JAL Group's overseas operations.

When new staff are employed by the JAL Group, such issues as gender and nationality are irrelevant: of far greater importance are hard work and the capacity to accept challenges. While striving to recruit personnel with ambition and ability, JAL aims to provide an extensive support system to create a positive working environment for both women and locally recruited staff.

### Dream Skyward Award

The Dream Skyward Award was established to recognize achievements made by JAL and group companies in furthering an understanding of the JAL corporate philosophy, increasing organizational vitality and helping shape a dynamic corporate culture. In fiscal 2006, the award's third year, 44 Annual Prizes were awarded to workplaces and individuals at group companies, overseas offices and subcontractors.

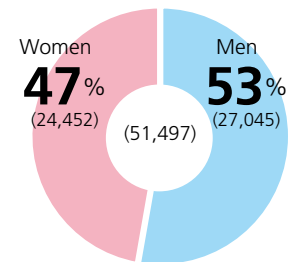
#### A Bridge Between Departments

When I was offered a job as an executive officer, I'd spent 30 years as a cabin attendant and was unsure whether or not I should accept. Still, I decided that the position would be a fresh chance to gain an overview of the Cabin Attendants Division's work and to facilitate the exchange of opinions between divisions. Cabin crew spend more time in direct contact with customers than any other JAL employees and consequently receive a variety of comments and suggestions for improvement. Since I became an executive officer, the amount of time I spend communicating with other divisions has increased dramatically. In future, I'd like to expand channels of communication between divisions and use my position as a member of the Cabin Attendants Division to facilitate the transfer of comments and take immediate action on suggestions for improvement.

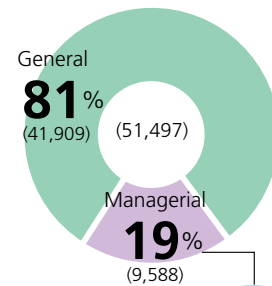


**Yoriko Nagata**  
Executive officer and deputy general manager, Cabin Attendants Division

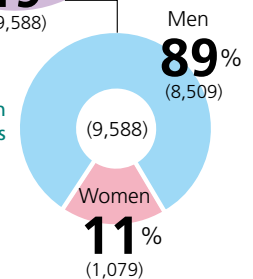
#### Male and Female Staff in the JAL Group



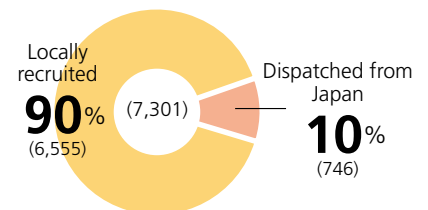
#### Employees in Managerial and General Positions



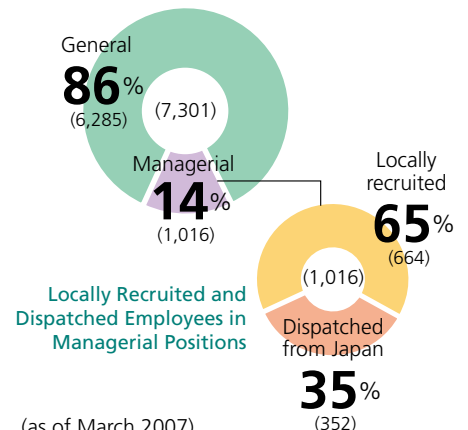
#### Men and Women in Managerial Positions



#### Overseas Employees Locally Recruited and Dispatched from Japan



#### Managerial and General Positions at Overseas Offices



(as of March 2007)

# Air Transport as a Bridge to Society

## Wings of Love

With the JAL Group's Wings of Love program, students from children's homes across Japan are invited for a three-day trip to Tokyo. The program started in 1988, and to date about 1,900 children have participated. For the program's 20th anniversary this spring, 29 elementary school pupils from six regions of Japan came to Tokyo. Originally devised by our employees, Wings of Love is funded by staff contributions and run by volunteers among our staff. The JAL Group manages the overall project, offers support and provides free air tickets.

## The Importance of Friends

Our original intention with Wings of Love was simply for the children to enjoy themselves through such activities as visiting theme parks. Later, we decided it would be better to develop the program to offer lasting benefit to the children as opposed to simply letting them have fun for three days. To this end, in 2004 we began putting children from different homes into small groups so that they could go sightseeing together in Tokyo and make new friends. Volunteer JAL staff accompanied the children and looked after them as they got to know each other. The theme of Wings of Love 2007 (March 25–27, 2007) was "Making New Friends from Faraway."



## A Rewarding Experience

I learned about the Wings of Love program through our company newsletter and decided to participate as a volunteer. During the program, staff from different sections of the JAL Group spent three days together with a group of children. It was an extremely rewarding experience to work together as a team playing games, taking part in quizzes and having fun through new challenges. I think the adult participants learned a lot from meeting the children and hearing their thoughts.

**Rika Suwa**  
Cabin attendant,  
Hokkaido Air System



## Wings of Love 2007 Main Events

### Day 1 Welcome Party

The children were split into groups for games and quizzes and to get to know each other. For the second half of the party, the children enjoyed traditional comic storytelling and paper-silhouette-cutting performances.



### Day 2 Tokyo Adventure Trail

The students followed an adventure trail around Tokyo using clue cards provided by staff. They split into six groups and explored two Tokyo sightseeing spots.

### Making Souvenir Scrapbooks

The children filled scrapbooks with photos from group activities, pamphlets and souvenirs from sightseeing spots.



### Day 3 Haneda Tour

The students took part in a study tour of the maintenance facilities at Haneda Airport.

## Keeping in Contact with Children's Homes

To begin with, when we invited children to take part in the Wings of Love program, we chose participants from several different children's homes in each selected JAL region. More recently, however, regional offices have selected a single institution from their area and invited all the Grade 6 students from the children's home as a group. In this way, the children are less nervous about taking part in the activities since they already live together, and they can later share their memories of the program as friends. When we choose the areas, we give priority to regions further away from Tokyo. It is also a prerequisite that JAL staff from that area visit the children's home throughout the year and build a relationship of trust with the institution. In the Hiroshima and Nagasaki regions, for example, our staff took part in Christmas parties at the children's homes and helped strengthen the ties between the institutions and the JAL Group.

## Learning More about Children's Homes

In running this program, we are well aware of the need to further our understanding of both the children we invite and the homes where they live. Since the 2005 Wings of Love program, we have held preparatory training sessions for volunteers before each year's activities. The annual training typically involves inviting staff from the children's homes and hearing from them about the children's daily lives and how best to interact with them. In recent years, an increasing number of children have been admitted to such institutions because of child abuse. The training sessions are an opportunity for participants to learn about the background and scale of such social problems.

## Information Gathering and Rigorous Preparation

Every January, two employees from the JAL Group are selected to have responsibility for running the Wings of Love program office. They spend around three months in the Public Relations Division at our headquarters, where they learn about the ideas behind the program, its aims and how to plan safe and practical activities for the children.

The program also provides support to children with special health needs. Prior to the activities, the program's office contacts children's homes to collect information on any special health needs and informs volunteers as necessary. Lastly, during the program itself, nursing staff are available to provide help and advice on health issues.

Every year, it is necessary for us to rethink the contents of the Wings of Love program to keep pace with social changes. Our aim is not just to provide a fun time for the children: we are continually working to create a program that will both be useful in the children's futures and a source of personal growth for employees who volunteer to take part.

## Volunteer Work to Meet Changing Times

Many of the children participating in the program have never been on a plane or visited Tokyo. To provide them with a variety of new experiences, we have in recent years been accepting invitations from the JAL Hiroshima Office to take part in the Wings of Love program.

We believe that the children can broaden their horizons through activities they wouldn't normally experience and by making friends with children from institutions outside the prefecture. Of the children who have taken part in the program so far, many have become more talkative and lively as a result. Many of our younger children tell us how they're looking forward to taking part.



**Tetsuo Kamikuri**

Director, Hiroshima Shinsei Gakuen  
(social welfare nonprofit organization)

# Corporate Citizenship Activities in Fiscal 2006

The JAL Group will fulfill its responsibilities as a corporate citizen as outlined in the Code of Conduct. Through active participation in social activities by each employee, JAL aims to deepen its relationship of trust with society.



Pacific Music Festival

## Social Conduct Guidelines

- As a corporate citizen, the group will support activities to aid children and young people, who are the key to all our futures. We will also help those with financial or physical difficulties and support activities that show respect for nature.
- The JAL Group will use its position as an air-transport business with a network uniting Japan and the world to encourage both human interaction and cultural activities.
- The group will actively plan and participate in various social activities, including those at the local level.

- ♥ Cooperation with external groups
- ✈ Offering assistance with transport
- 🏠 Offering other kinds of help
- 👤 Employee volunteer work

## International Exchange among Young People

### Children's Haiku Camp ♥ ✈

Winners of the World Children's Haiku Contest, organized by the JAL Foundation, were invited to the World Children's Haiku Camp 2006 in Matsuyama, Ehime Prefecture, for haiku appreciation and international exchange.



### JAL Scholarship Program ♥ ✈ 🏠

Students from a number of other countries in Asia and Oceania were invited to take part in summer schools in Tokyo, Kanazawa and other locations in a joint project with the JAL Foundation.

## Art and Cultural Activities

### Assistance with Social and Cultural Events ♥ ✈

The JAL Group provided support for the 2006 World Heritage Hagi Symposium and a museum conference.

### JAL Otobutai Concerts ♥ ✈ 👤

In 2006, the JAL Group supported the Otobutai concerts, as it has done since this series of performances by Japanese and overseas artists at historic sites in Kyoto and Nara started in 1989.

### Supporting New National Theatre and Mori Art Museum ♥ ✈

### Pacific Music Festival ♥ ✈

In partnership with the city of Sapporo, the JAL Group in 2006 supported this program, which started in 1990, to assist the next generation of young musicians from around the world.

### Assistance with Art Transport ♥ ✈

The JAL Group assisted in the transport of foreign artworks for exhibitions across Japan, and Japanese artworks for exhibitions in various locations overseas.

## Environment-Conservation Activities

### Field Trip to Hokkaido for Employees

JAL Miles for Eco ♥ (see page 49)

Preventing Desertification in Inner Mongolia, JAL Sky Eco China ♥ ✈ (see page 49)

Flight-Crew Project to Help Reduce CO<sub>2</sub> Emissions 🏠 (see pages 46, 51)

Tropospheric Observation 🏠 (see page 48)

Support for the World Wide Fund for Nature (WWF) and the Earthwatch Institute ♥ ✈ 🏠

Support for the 17th International Conference on Bear Research and Management ♥ ✈

Volunteer Tree Planting in Hokkaido 👤 (see page 48)

JAL Global Environmental Seminar 🏠

## Education and Welfare of Young People

### Emergency Humanitarian Aid 🇯🇵✈️🇺🇸🇰🇷

Following the May 2006 Java earthquake, the JAL Group provided free transport for 32 NGO staff and 19 tons of emergency aid from the Japanese Red Cross Society, the Korean Red Cross and regional organizations. We also raised ¥1,520,000 through donations from employees and a charity concert for staff.

### Miles for Special Olympics 🇯🇵🇺🇸🇰🇷

We support the Japan Committee of the Special Olympics through volunteer work, dispatching staff to the committee office and by encouraging JAL Mileage Bank (JMB) members to make donations using their air miles.

### Miles for Children's Vaccines 🇯🇵

We support the Japan Committee Vaccines for the World's Children by encouraging JMB members to make donations using their miles.

### Support for UNICEF 🇯🇵✈️🇺🇸🇰🇷

The JAL Group supports UNICEF through assistance to the Japan branch of the organization. Since November 2006, we have extended onboard fund-raising from three of our U.S. and European routes to all our international flights. Other support includes painting the UNICEF symbol on our aircraft, helping with charity events, selling UNICEF cards onboard, placing collection boxes in our Narita and Kansai airport lounges and transporting coins collected for the UNICEF Change for Good campaign.



### JAL Group Young Green Squad 🇯🇵🇺🇸🇰🇷

Junior staff from the JAL Group are engaged in a number of volunteer activities. In fiscal 2006, 50 employees from 42 group companies divided into four groups and participated in volunteer work at kindergartens, nursery schools, free schools and farms. A group of 100 employees, mostly past participants in the program, also took part in a project to clean the banks of the Ara River in Tokyo.

### Essay Contest 🇯🇵✈️

The group supports the children's essay contest run by the Japan Association of the United Nations World Food Programme.

### Support for NPOs and NGOs 🇯🇵✈️

Transport support for the Japan NGO Network for Education, Japan Association for Refugees, the Japan branch of Amnesty International and various other NPO and NGO projects

### Sponsoring sports classes taught by members of JAL Rabbits (women's basketball) and JAL Wings (rugby) 🇯🇵🇺🇸🇰🇷



### Wheelchairs with Wings 🇯🇵✈️

Waiving surplus cabin-baggage charges for wheelchairs repaired by Japanese high school students and sent abroad

### Charity Event Assistance 🇯🇵✈️

The JAL Group supports charity activities, such as Care Wave — a musical charity event — social development events and a concert organized by the Japan International Volunteer Center.

### Pink Ribbon Campaign 🇯🇵🇺🇸🇰🇷



Since 2004, JAL has supported the Pink Ribbon campaign, which serves to highlight the importance of early detection and treatment of breast cancer. On two of our domestic routes, we initiated Pink Scarf Flights, on which Pink Ribbon

badges and cards are distributed to passengers. A total of 678 Pink Ribbon brooches were also sold to staff last year and part of the proceeds donated to Breast Cancer Network Japan.

### Support for Local Educational Projects 🇯🇵🇺🇸🇰🇷

JAL staff from our head office in Tokyo's Shinagawa Ward gave talks at local middle schools about their experiences working at JAL. We also assisted with job-training programs at our Kobe Office and airport facilities.

### Extracurricular Lessons 🇯🇵✈️🇺🇸🇰🇷

We advertised throughout Japan for elementary schoolchildren and their parents to take part in study trips to our maintenance facilities. We also made efforts to increase interaction with local areas through conducting classes around the nation, explaining our work to schoolchildren.

### International Cooperation Volunteer Activities 🇯🇵🇺🇸🇰🇷

Volunteers among our staff made picture books to send to children in Laos and Cambodia. They also made cloth toys for children in Cambodia.



### Fair-Trade Learning Activities for Employees 🇯🇵🇺🇸🇰🇷

**Santa Claus on the Airplane** 🇯🇵 (a volunteer project by Narita staff)

**Love-Wing** 🇯🇵 (a volunteer project by Kansai Airport regional staff)

Please see JAL's website for further information on these activities. The JAL Foundation's website also contains information on its joint programs with the JAL Group.

<<http://www.jal.com/en/society>>

<<http://www.jal-foundation.or.jp/indexe.htm>>