



## JAL's Commitment to Service Quality

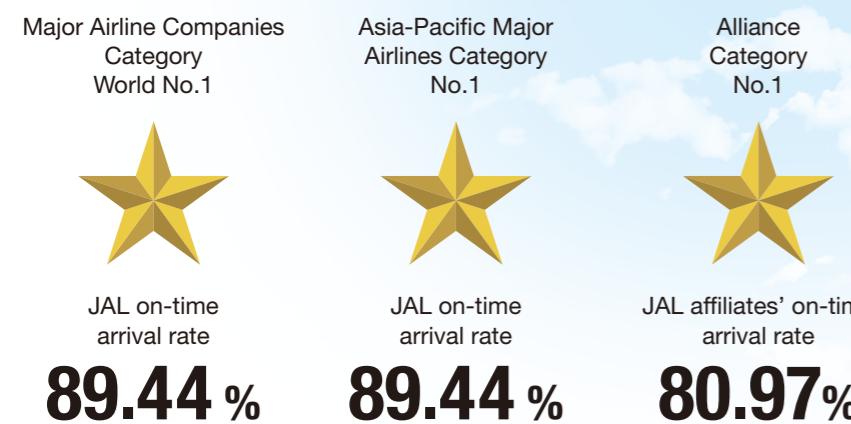
### The Quality of Service Envisioned by the JAL Group

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## On-time Performance

## JAL's provision of essential quality

The JAL Group's Corporate Philosophy is to provide customers with unparalleled services. The most essential quality of an airline, ensuring on-time performance with the highest priority placed on maintaining safety, is our proud mission. Building on this foundation, the JAL Group embraces service quality distinguished by attention to every small concern arising from the customer's perspective.



## Fourth "triple crown" for on-time arrival rate

JAL placed first among all major international airlines in the on-time arrival category on both its domestic and international routes during the year from January to December 2015 in rankings compiled by the U.S.-based FlightStats flight status and travel planning service based on various analyses of airline on-time arrival rates. JAL also ranked first in the best major Asia-Pacific airlines category, and the **oneworld** airline alliance of which JAL is a member placed first in all three categories with relevance to JAL.

JAL is the only airline in the world to have won this "triple crown" (first place in three categories) even once, and this marked the fourth time it has achieved this distinction (following 2010,<sup>\*1</sup> 2012 and 2013).

\*1 There was no alliance airlines category in 2010, but JAL placed first in the (subsequently discontinued) Asia regional airlines category that year.



## Mental vector alignment by every employee

On-time performance with safety as its first priority is an essential factor contributing to the service quality of a public transportation company, which enables passengers to optimize use of their precious time. Realizing this performance requires acquiring passengers' understanding and cooperation with the on-time departure concept and marshalling the combined efforts of every member of the JAL Group.

Aircraft operation involves cooperation among many divisions, including the reservations, airport, in-flight, ground handling, cargo, maintenance, flight, passenger cabin, sales and other support and headquarters planning divisions, among others. To achieve our common goal of on-time performance, the personnel in all our divisions must align their mental vectors for each and every flight and perform their duties with precision. It is also essential to make the best baton pass from division to division and from staff member to staff member between assignments.

Our ability to align our mental vectors and consider the next person in line in order to make the best baton pass is crucial to achieving superior on-time performance.

To improve our on-time performance further, moreover, we must continue to foster creativity and innovation based on the concept, "Today should be better than yesterday; tomorrow better than today." We will continue to build on this foundation into the future through steady and consistent efforts to make even minor improvements and refinements, both inside and outside our divisions.

## Achieving on-time performance by observing the JAL Philosophy

All JAL Group employees are taught to reflect during the conduct of their daily duties on the JAL Philosophy, which provides the awareness, values and way of thought required for working with JAL products and services, including on-time performance.

The 40 tenets of the JAL Philosophy include "align mental vectors," "make the best baton pass" and "today should be better than tomorrow; tomorrow better than today." Put simply, every employee's consistent observance of the JAL Philosophy enables us to provide safe, comfortable journeys by air with superior on-time departure and arrival performance.

Keeping the JAL Philosophy in mind at all times, we shall continue our efforts to improve on-time performance while ensuring flight safety, and to disseminate awareness of the proud on-time performance quality of Japan's transportation services.



## On-time Performance

## Collaborative system supporting the world's No.1 on-time arrival rate

All JAL personnel work as a single coordinated team for the sake of each flight. Their aim is to make the best baton pass through meticulous work procedures and precise cooperation.

Provision of safe, on-time flights is the most important promise an airline must fulfill to earn the confidence and trust of its passengers. The time required to cover a certain route may change depending on the direction of the wind. Standby status is sometimes required when departing and arriving flights overlap. Even under such conditions, every division and staff member involved in a flight strives to act with speed and precision to make the best baton pass and maintain our on-time performance. We will continue to cooperate and innovate above and beyond our job categories to ensure a world-leading level of quality in JAL's safety and on-time performance.



### Reservations and ticketing

Trained personnel inform customers of their departure times and other requisite information while handling reservation and ticketing operations with precision.



Previous day



### Spot-in

The aircraft marshallers work with the wing tip wardens to guide aircraft to the proper parking slot after landing.



Pre-arrival,  
immediately post-arrival



### Check-in

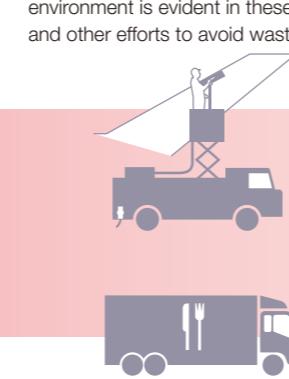
Check-in personnel manage passenger and baggage check-in procedures, direct passengers to the boarding gate and keep them informed of the time required to reach the gate and the time boarding begins.



Pre-departure

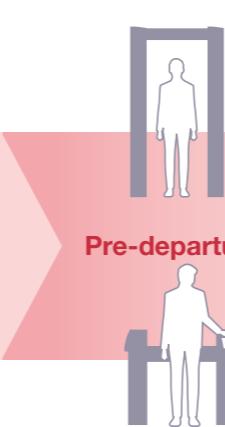
### Fueling

An appropriate amount of fuel is pumped into each aircraft depending on the weather conditions, number of passengers and crew, and cargo weight. JAL's consideration of the environment is evident in these and other efforts to avoid waste.



### Security check area

Obtaining every passenger's cooperation in advance enables security checking to be conducted both smoothly and rigorously.



### Flight operation and load control

All relevant information (such as information on weather and airport conditions) is gathered and passed on to the flight crew for use in determining the appropriate route, direction and altitude.



### Flight crew

After checking reports from the flight crew and mechanics concerning the previous flight and the aircraft's condition, the flight crew determines a flight plan for the current flight and briefs the cabin attendants.



### Baggage pick-up

Passengers are asked to take care to make sure they pick up the correct baggage. Every effort is made to enable passengers to round off their trip nicely by picking up their baggage with no unnecessary delay.



### Welcoming passengers at the boarding gate

Connecting passengers are informed of the shortest route to their next flight's boarding gate to help ensure a smooth connection. Support is provided to facilitate disembarkation of passengers requiring help or traveling with small children.



### Airport

Seating assignments are made and boarding passes prepared in advance for passengers traveling in groups. Passengers requiring assistance are also identified to ensure that boarding procedures go smoothly on the following day.



### Maintenance checks

Mechanics inspect approximately 50 designated points for dents or other damage to the aircraft after landing. Measures are taken in response to reports from the flight crew concerning problems or malfunctions.



### Cleaning and stocking

The personnel who clean the seats, restrooms and other facilities and tidy up or replenish such items provided for passengers as blankets, pillows and in-flight magazines play a vital role in maintaining a comfortable cabin environment.



### Catering

The in-flight meal delivery trucks must not only be hygienic, but they must also leave the processing center and deliver meals at the proper time to ensure on-time performance.



### Boarding gate

The various steps taken to ensure smooth boarding include priority boarding for passengers in need of help and handling of baby strollers that cannot be taken onto the aircraft.



### Baggage and cargo loading

Precise plans are formulated for quick, accurate weight balancing based on data on such factors as the number of passengers and size and weight of the cargo.



### Cabin attendants

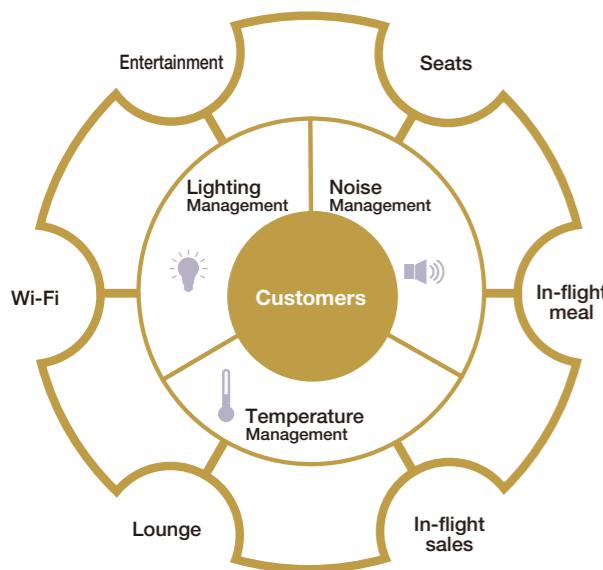
The cabin attendants contribute to on-time departure by preparing to welcome passengers quickly, helping them to find their seats and store their baggage smoothly and otherwise confirming cabin safety.



## Comfort

**Making travel increasingly comfortable**

JAL makes every effort to provide facilities and services that ensure its passengers a pleasant, comfortable flight. High-quality services reflecting ongoing consideration of comfort and convenience have been developed with a priority on the passenger's perspective.

**Seeking to rise a class above on international routes**

We pursue high quality and full service at multiple contact points on our international routes, including our airport lounges, cabin seats and in-flight meal service, with the aim of offering unparalleled services that assure passengers a consistently fresh and enjoyable travel experience. Our JAL SKY SUITE aircraft, in particular, developed based on the concept of incomparable, one-class-above quality, realize a completely new level of in-flight comfort.

In-flight entertainment on our current aircraft comprises over 300 programs, and many JAL SKY SUITE aircraft offer even more through Internet connectivity services. An array of services is provided to enable individual passengers to enjoy their time in the sky in a way that suits their personal tastes.



JAL SKY PREMIUM

JAL SKY SUITE III

**Key improvements in comfort on domestic routes**

The products and services provided on our domestic routes are designed to give passengers full satisfaction by combining convenience with simplicity. The JAL SKY NEXT aircraft we began adding to our fleet in May 2014 are flown not only on core routes, but also on many regional linking routes. We plan to replace all 77 aircraft operating on JAL's domestic routes with these new-generation aircraft by the end of 2016. All seats on these aircraft have leather seat covers and offer in-flight Internet connectivity. Our subsidiaries are also adopting cabin equipment specifications to improve quality.

We are also pursuing wide-ranging efforts to enhance customer convenience based on the JAL Smart Style concept. These include introduction of the JAL Express Tag Service for faster baggage check-in.



JAL SKY NEXT First Class



## Comfort

## A Spirit of hospitality engendering unparalleled service

We offer personalized service integrating the commitment of every individual staff member into a single whole in accordance with the JAL spirit of hospitality.

We pay constant attention to every detail during a flight to ensure our passengers a comfortable journey with a minimum of stress.



### Considering the comfort of every individual passenger

In-flight comfort is composed of three personal elements: the facilities (e.g., the aircraft and seats); the services (e.g., in-flight meals and entertainment); and the hospitality provided by every cabin attendant.

JAL cabin attendants take responsibility for passengers' safety on the aircraft, and do everything in their power to provide the most attentive possible service based on the Japanese spirit of hospitality. Every passenger has different personal preferences and expectations concerning in-flight service. Our cabin attendants treat them as individuals from the moment they board the aircraft, and respond to each situation as it arises with their sensitivity attuned to the passenger's personal feelings in every encounter.

As concerns meal services, the cabin attendants make a special effort to ensure that meals taste as fresh as possible depending on the ingredients, and serve them in the best possible condition. They conduct the meal service in a refined, precise manner reflecting a desire for passengers to enjoy their meals fully as their highest priority. Our SKY OASIS service makes snacks and beverages available to passengers whenever they wish on long flights.



### Conscientious creation of a comfortable cabin environment

JAL cabin attendants take care to provide high-quality service in terms of temperature, lighting and sound control to ensure passengers' ability to travel in optimal comfort on long journeys inside the enclosed cabin space.

The cabin temperature is set higher than usual on routes with resort destinations, for example, on which passengers tend to wear lighter clothing, while the cabin is kept as quiet as possible at night for the comfort of sleeping passengers, with cabin attendants remaining on standby to serve passengers who stay awake. These are among the many ways in which we accommodate ourselves to passengers' needs.

Another important role of our cabin attendants is to maintain cleanliness and harmony in the cabin. As part of their safety checks, they also make sure passengers can use the restrooms in comfort, while also keeping watch for passengers who are feeling unwell and sharing a friendly word with them.

In the future we will continue to combine creativity with innovation to ensure our ability to keep a close watch on our passengers at all times, and to assure them a pleasant journey from takeoff to arrival.



BEST ECONOMY CLASS  
AIRLINE SEAT



JAL SKY WIDER

### External evaluations

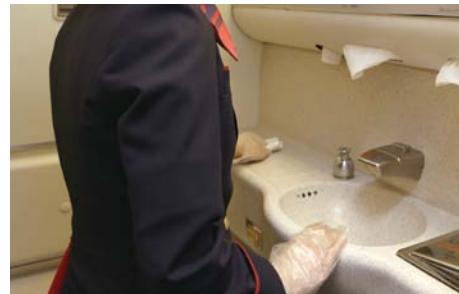
JAL earned first place in the International Airlines Loyalty category in the "Fiscal 2015 Japan Customer Satisfaction Index, 4th Survey Results" for the third consecutive year. We were also awarded first-place honors in the Customer Satisfaction category for the first time.

Since we failed to gain first place in the domestic category, however, we will continue our efforts to improve the quality of our service further on both our domestic and international routes.

The JAL SKY WIDER II seats installed in our Boeing 787s in December 2014 won a Good Design Award in fiscal 2015. This follows our receipt of the same award in fiscal 2013 for the first JAL SKY WIDER seats we introduced in our Boeing 777-300ERs and 767-300ERs. These economy class seats are designed to afford more legroom on international routes.

Encouraged by this external recognition, we will continue our efforts to provide satisfaction for every passenger flying on the wings of the JAL Group.

## Comfort



## VOICE

### Fully configured facilities and amenities with JAL's unique personal service added. Seeking to provide unparalleled quality through considerate services

The JAL Philosophy of providing customers with unparalleled service requires us to offer customers the world's highest level of safety, on-time performance, comfort and convenience with the aim of achieving the world's highest level of customer satisfaction.

One of the targets of our Medium Term Management Plan for the fiscal 2012 to 2016 period is to provide customers with unparalleled services that continuously deliver fresh, enjoyable travel experiences with the aim of achieving the No.1 customer satisfaction rating by fiscal 2016.

Our vision of customer satisfaction calls for stimulating a desire in customers to fly with us again and a willingness to recommend us to others, raising our profitability and making a meaningful contribution as a Japanese airline to the ongoing development of society.

All our thinking, values and behavior concerned with achieving customer satisfaction originate in the JAL Philosophy,

the guiding policy that serves as a foundation for all our employees.

We view our services as composed of facilities, amenities and personal service. Unparalleled services are made possible by resolutely combining all three. We seek to give our customers full satisfaction by providing a highly amenable cabin, delicious in-flight meals and wholehearted service from our cabin attendants.

All our personnel, from those who plan our services and those who prepare and support them to those who actually serve our customers, practice the JAL Philosophy. Focusing on our customers' needs and desires, we will continue our efforts to provide unparalleled services in the three areas of facilities, amenities and personal service.



**Hikari Baba (left) and Toshiyuki Urasawa (right)**

[Products and Services Planning Division]  
Operations Division, Operations Group