FY2017-2020 JAL Group Medium Term Management Plan
and the Financial Results for the Year Ended March 2017
Principal Q&A

■ International Passengers
Q1 : What is the anticipated unit price for FY2017?
A1 : We anticipate an 8.5% increase compared to FY2016. This is due to an
increase in fuel surcharges and further introducing “JAL SKY SUITE” products.

Q2 : What about capturing overseas demand?
A2 : We will proactively capture higher yield in-bound demand that is expected to
increase. We aim to increase the number of in-bound passengers up to roughly 50%
in our total international services in FY2020.

■ Expenses
Q3 : Your strategic expenditures in the FY2017 include innovative expenses related
to the passenger service system (PSS). Would this PSS increase the FY2018 expenses as well?
A3 : We are planning a cutover of our New PSS this November, which will cover
more than half of our 21.5 billion yen expenses. Its depreciation in next fiscal year
will increase simply because of longer depreciating period, but an increase in personnel expenses to facilitate this cutover would only be seen for this fiscal year.
Q4 : What are the reasons for the increase in maintenance expenses for FY2017?
A4 : The increase in engine maintenance expenses for Boeing 787 and other aircraft
will be roughly 10 billion yen. On the other hand, it is expected that the
maintenance expenses for FY2020 will be almost the same level as FY2017 by
best utilizing IT.

■ Unit Costs
Q5 : What are your expected unit costs in the future?
A5 : By realizing maximum revenue, minimum expenses, and a lean management,
endeavors will be made to maximize the unit profits as much as possible. After
FY2018 it is expected that both the maintenance expenses other than for engines
and the personnel costs required for PSS transition will decrease. The increase in
ASK, the denominator of the unit cost, will also contribute to control the unit costs.