

Fiscal Years 2012-2016 JAL Group Medium Term Management Plan
Rolling Plan 2015 Q&A Summary

◆ International passenger operations

Q1 : How do you plan to increase RPK by 5.2% next fiscal year?

A1 : We expect robust Japanese corporate demand to continue and a growth in inbound demand from overseas. On the other hand, the reason why revenue passenger numbers, which simply shows the number of users, remains at +2.4% is that we assume an increase in passengers on mid to long - haul routes, such as the new Nagoya - Bangkok route and the Kansai - Los Angeles route opening in March 2015.

Q2 : How do you plan to capture overseas visitors to Japan in relation with the coming Tokyo Olympic Games, etc.?

A2 : As an example of increasing overseas sales, we have established a joint travel agent with JR East Japan in Taiwan and are carrying out a campaign overseas. The main destinations of overseas visitors are major cities in Japan. As local area in Japan, as well as major cities, have various attractive offerings, we will proactively transmit information on the beauty and charm of regional Japan in cooperation with various organizations.

◆ Domestic passenger operations

Q3 : What is the background for the 0.3% increase in yield in FY2015 from the previous year?

A3 : This year we expect to observe effects of the increase in fares implemented last year. Another factor is an increase in business persons triggered by the introduction of JAL SKY NEXT.

◆ Investments

Q4 : What is the reason for an increase in investments in FY15 over the previous fiscal year?

A4 : Aircraft related investments make up a major portion of investments. As the majority of payments is based on US dollars, we foresee the weaker yen to push up the investment amount.

◆ JAL Brand

Q5 : How will you enhance the JAL Brand?

A5 : Last November, we established the Corporate Brand Department to oversee the corporate brand including services, public relations and CSR. We will enhance the JAL Brand which projects a sense of unity across every division, and steadily press forward toward our target of being No. 1 for Customer Satisfaction.