

JAL Group Medium Term Management Plan Rolling Plan2018

Principal Q&A

■ Grand Design

Q1 : Why did you show the Grand Design?

A1 : We introduced our Grand Design, which describes the future of the company and its operations, when the JAL Vision is finally realized.

■ International passenger

Q2 : What is the anticipated unit price for FY2018 ?

A2 : Net unit price which exclude the impact of Fuel surcharge, FX and as such will be the same level or slightly increase as the previous year.

■ Expenses

Q3 : What kind of costs will increase?

A3 : Depreciation costs for new passenger service system will increase 9 billion yen, and maintenance costs and personnel costs will also increase.

As for personnel costs, we will control and contain staff numbers and personnel costs below the scale of business growth.

As for maintenance cost, outsourcing costs and material costs needed for engine maintenance will continue to trend up. However, we will work hard to improve maintenance quality, increase efficiency and level out costs for further cost control. Furthermore, we will restructure maintenance facilities into consolidated facilities in order to significantly cut fixed costs relating to maintenance.