

A woman with short brown hair is sitting in an airplane seat, looking out of a circular window at a bright sunset or sunrise. The sky is a mix of blue and orange. The airplane's interior is visible, including the window frame and part of the seat.

RUNWAY 02

➤ Becoming the Airline of Choice for *Customers* through Empathy

Key Points in This Chapter

- The Connections with Customers That the JAL Group Values
New Brand Slogan: Soaring Together
- CX Strategy Leveraging a Strong Customer Base

CX Strategy

Message from Our Group CCO

Earning Customer Loyalty and Building Lasting Relationships — Leveraging Intangible Assets to Enhance Corporate Value



AOKI Noriyuki

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Realizing Our Management Vision through Customer-Centric Management

In the spring of 2020, the world was confronted with the devastating impact of the COVID-19 pandemic. Despite the shock of seeing nearly empty airports and aircraft, we continued to enhance our products and services. We have now moved beyond recovery and into a new phase of growth. In FY2025, we had the privilege of serving a great many customers across the JAL Group, and I would like to express my sincere gratitude for their continued support.

To put our JAL Group Corporate Policy of delivering unparalleled service to our customers into practice in more concrete terms, we recently established the JAL Group Customer-Oriented Management Policy. The policy expresses our collective commitment to responding to the diverse values of our customers and society, ensuring that customers can use our services with safety and peace of mind, and continually improving our products and services based on their valuable feedback. As Chief Customer Officer (CCO), I reaffirm my commitment to embedding this policy throughout the JAL Group, strengthening our competitiveness, and ultimately realizing our Management Vision.

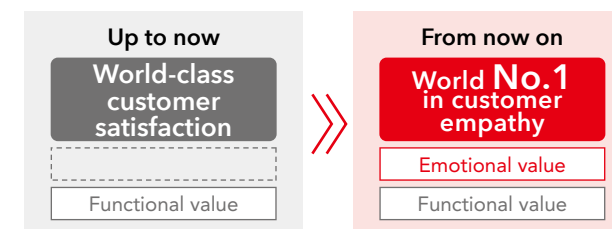
Delivering Encounters and Experiences That Resonate with Customers, Aiming for World No. 1 in Customer Empathy

This year marks our 75th anniversary, and we are deeply grateful to have reached this milestone. Around the world, some airlines have histories spanning more than a century, while others have only just begun operations. As airlines compete and learn from one another and the industry continues to grow and evolve, standards of comfort and convenience continue to rise. To remain the airline of choice in this environment, we believe it is essential to connect with our customers on an emotional level.

We have set a 10-year goal of becoming the world's No. 1 airline group in customer empathy. In addition to the tangible functional value we provide through safety and quality, we want to create intangible emotional value through our brand

and hospitality, creating encounters and experiences that truly resonate with our customers. Our ambition goes beyond customer satisfaction. We want to earn our customers' empathy and build deep, lasting relationships with them. This cannot be achieved overnight, but our engines are now in motion as we press forward toward the future we envision.

Customer-Related Management Targets



Building a JAL Brand for the Future

Two major changes are reshaping the environment around us. The first is a shift in the values of our customers and society. As remote interactions have become part of everyday life, the enduring value of meeting and connecting in person is being rediscovered. We are also welcoming far more international customers as inbound demand continues to grow. At the same time, people are placing greater importance on their own well-being, alongside the sustainability of society and the environment. The second change is taking place within the JAL Group itself and in the way we connect with our customers. As we transform our business, our offering has evolved into a multi-brand portfolio across LCCs and the Mileage and Lifestyle business. Our workforce, too, reflects an increasingly diverse range of values.

In light of these changes, we have established a new brand slogan, Soaring Together, to build a JAL brand suited to the future. Alongside the iconic Tsurumaru red crane logo, a symbol of the JAL Group, the new slogan gives us a shared language for the experiences and emotions we want to create for our customers. By bringing that promise to life through storytelling, we aim to build a brand that truly resonates with them.

CX Strategy

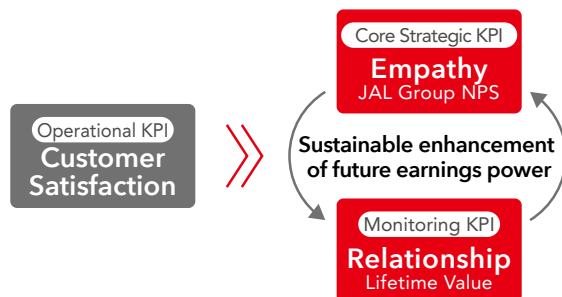
Message from Our Group CCO

Understanding What Matters to Our Customers through Data

As our customers' values and expectations become more diverse, understanding what truly moves them becomes increasingly important. This is where one of the JAL Group's greatest strengths comes into play: our customer base. We have a wealth of data across approximately 41 million JAL Mileage Bank members, 3.69 million JAL Card members, and our many other customers. By bringing together insights from usage histories, customer feedback, and other data, we can better understand what matters to our customers and what resonates with them.

To realize our Management Vision, we have developed two proprietary metrics to help us understand both customer empathy (JAL Group NPS) and the strength of our long-term customer relationships (LTV: Lifetime Value). We are also updating the way we measure day-to-day customer satisfaction. Listening to customer feedback, continually improving our products and services, and personalizing experiences to individual values are all essential. But our ambition goes further. We want to understand how everyday satisfaction develops into empathy, and how that, in turn, builds lasting relationships, encourages repeat business, and attracts new customers. By gaining a deeper understanding of this cycle, we can turn the strength of our customer base into sustainable growth in corporate value.

Customer KPIs and Their Positioning



Creating a Consistent, Unique Customer Experience

The experiences we create through our products and services give us countless opportunities to move and inspire our customers. Consumer expectations continue to evolve, shifting from material goods to experiences and, increasingly, to experiences with deeper personal meaning. Yet the value of authentic experiences that awaken the senses will only become more important. Our goal is to deliver a consistent JAL experience at every touchpoint, not only when customers fly with us but also before and after their journeys and in their everyday lives.

At the heart of that experience is our greatest strength, which is our people and the hospitality they provide. This is something our competitors simply cannot replicate. By bringing together physical, service, and digital elements, we will make that human connection even more powerful. With the JAL brand and customer data at the core, we will draw on Japan's unique culture and character, relationships and societal connections between people and communities, and a global perspective to create a customer journey rich in experiences that only the JAL Group can offer.

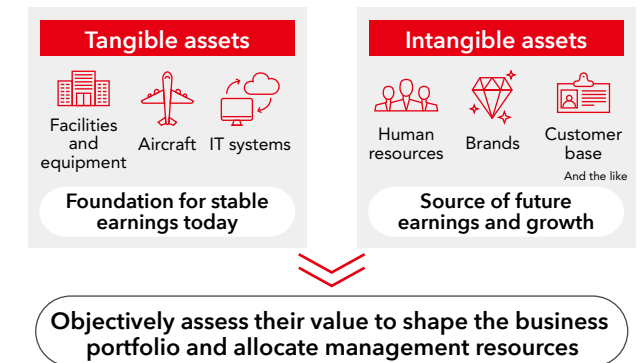
Turning Intangible Strengths into Corporate Value

Our human resources and their exceptional hospitality, our brand, and our customer base are all powerful intangible assets that set JAL apart. Their importance has long been recognized, but putting a value on them has never been easy. Today, that is beginning to change. With the growing wealth of data available to us and advances in technologies such as AI, we can begin to see more clearly how these strengths work together and ultimately create value.

We also need to rethink how we talk about intangible assets. Rather than simply dividing value into financial and non-financial, I believe we should adopt the perspective of 'pre-financial value'—intangible strengths held today that will generate financial value in the future. Our Management Vision embodies the CEO's ambition for JAL's future, and my role as CCO is to help translate

that ambition into the design of our business portfolio. Beyond tangible assets and financial returns, I need to identify where our intangible strengths can create the greatest potential for growth and ensure we make the most of them. By assessing their value objectively and reflecting it in how we allocate resources, we can turn these strengths into sustainable growth in corporate value.

Leveraging Intangible Strengths to Enhance Corporate Value



Creating the Moments Today That Shape Tomorrow

No one can know for certain whether we will earn our customers' empathy 10 years from now. That is precisely why what we do today matters as we need to create the moments we believe will lead us toward that future. I still remember living alone in Okinawa while on assignment, when a few warm words from the owner of a local restaurant touched me deeply and stayed with me. Sometimes, the simplest moments are the ones that resonate most. If we can create more of these moments consistently across the JAL Group, I believe they will bring us closer to becoming the world's No. 1 airline group in customer empathy.

We want to cherish every moment we have with our customers, earning their empathy and loyalty and building deep, lasting relationships. With safety and peace of mind as our foundation, every JAL Group employee will work together to embody the JAL brand and deliver unparalleled service to our customers.

Details of the CX Strategy

Basic Concept

As stated in our Corporate Policy, the JAL Group is committed to delivering unparalleled service to every customer. We provide clear and understandable information about our products and services, carefully review customer feedback, and continually use those insights to develop and improve our products and services.

To meet the diverse values of our customers and society, we incorporate customer feedback into our development and improvement efforts and pursue innovation in our products and services.

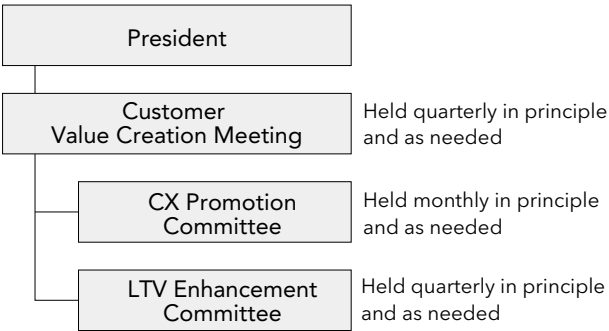
To this end, we have now formalized this commitment in our Customer-Oriented Management Policy as mentioned above, reflecting our determination to further enhance customer satisfaction and develop products and services that reach the hearts of every customer.

 **JAL Group Customer-Oriented Management Policy**
<https://www.jal.com/en-jp/sustainability/human/satisfaction/customer-oriented/>



Promotion System

To ensure fast, consistent decision-making with the customer at the center, we have established the following promotion system. Discussions and progress at meetings are reported to and reviewed by the president, ensuring senior management oversight as we work to make our initiatives more effective across the JAL Group.



Overall Strategy

The JAL Group aims to become the world's No. 1 airline group in customer empathy by building deep, lasting relationships with our customers. Four priorities are central to this goal, which are gaining a deeper understanding of our customers, responding flexibly to change, further improving service quality, and achieving both higher quality and greater productivity.

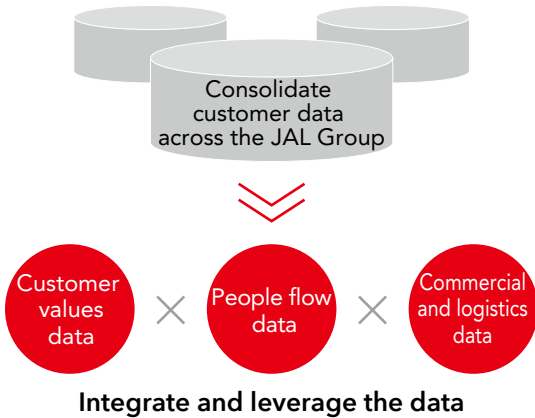
Two foundations underpin these efforts, namely our customer data platform and the JAL brand, both of which we continue to strengthen every day.

Our customer data platform will help us better understand the diverse needs of each customer and offer services that are most relevant and appealing to them. We will expand its application internationally, scaling it seamlessly across our global network. By combining the insights this data provides with a consistent expression

of the JAL brand, we will create a seamless customer experience across every stage of the customer journey. At each touchpoint, we want to create moments that gently lift our customers' spirits. Together, these moments will bring us closer to our goal of becoming the world's No. 1 airline group in customer empathy and forging deep, lasting relationships with our customers.

Customer Data Strategy

To earn our customers' empathy, we need to understand their values and lifestyles and use those insights to make our marketing and communications more effective. A key foundation for this is the wealth of data available across the JAL Group, which helps us better understand how our customers behave. By bringing this data together and combining information on customer values with patterns in the movement of people, goods, and commerce, we can develop services that deliver the greatest possible value to our customers.



CX Strategy

Details of the CX Strategy

Enhancing Corporate Value through the JAL Brand Strategy

» Establishing a New Brand Slogan

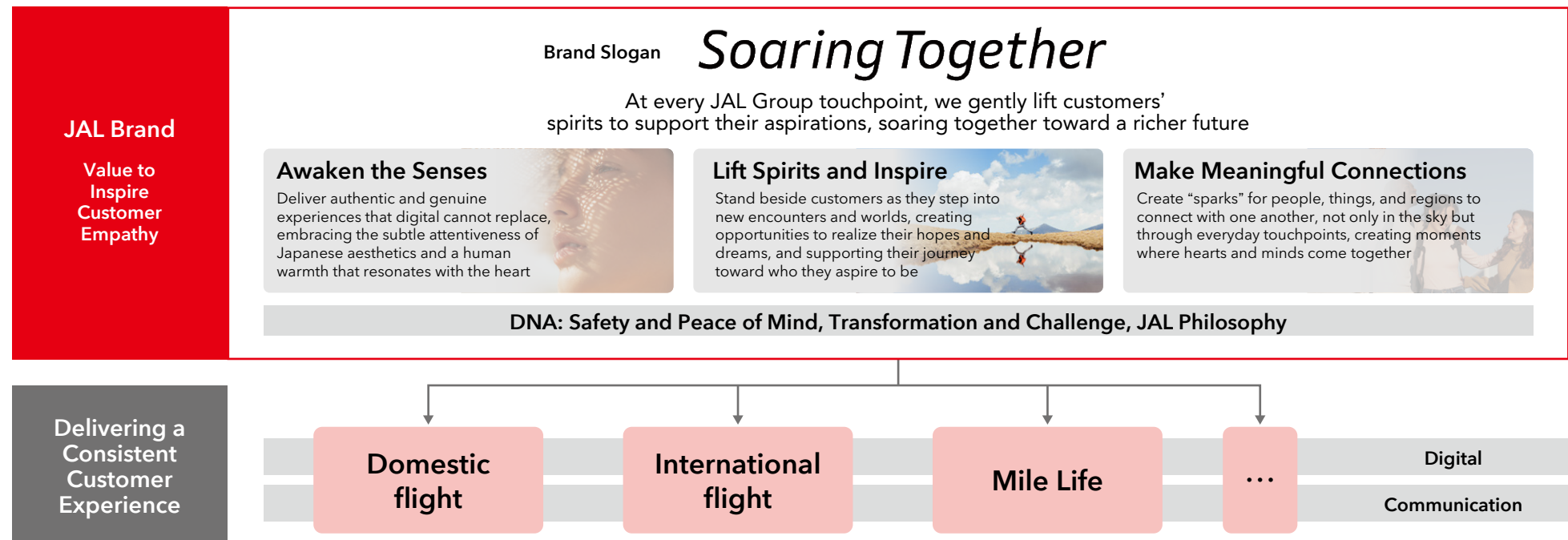
Under the JAL Group Management Vision 2035, we have established Soaring Together as our new brand slogan. Since our founding in 1951, we have cherished countless moments where people meet, connect, and nurture relationships alongside our customers. In recent years, our touchpoints have expanded significantly from air travel into daily life as customer values have become increasingly diverse. In response to these changes, we have evolved the JAL brand to better reflect today's lifestyles. Soaring Together embodies the collective determination of approximately 40,000 JAL Group employees and our commitment to being a partner to our customers, gently uplifting their spirits and empowering them to pursue their aspirations.

» What We Want Our Customers to Experience

Under "Soaring Together," we want our customers to experience three things. The first is authentic experiences that awaken the senses. As digital connections become ever more pervasive, people are rediscovering the unique value of experiences in the real world. The second is inspiring our customers to take a new step forward. In a world of rapid change and increasingly diverse lifestyles, our pioneering spirit puts us in a unique position to stand by our customers as they step toward new encounters and worlds. We want to spark dreams and hopes and empower them to move forward toward the lives they envision. The third is meaningful connections that enrich people's lives. At a time when opportunities for human and emotional connection are diminishing, the bonds we share with people and communities have become an irreplaceable part of a fulfilling life. Building on our long-standing strength in connecting, we will create opportunities to bring people, goods, and

communities together, not only in the skies but also throughout daily life, creating moments when people truly connect with one another.

We are also investing in internal branding. At our April 2026 welcome ceremony for new employees, for example, we shared the new slogan and what we want our customers to experience. Our goal is for every employee to deepen their understanding of the brand and bring it to life across the many ways customers interact with the JAL Group, from our services to our broader initiatives. Whether during travel, at their destination, or in their daily lives, we want to create moments that uplift their spirits.



Details of the CX Strategy

Customer Experiences That Resonate

The JAL Group is pursuing a range of initiatives to create memorable experiences for our customers as we work to enhance corporate value through our CX and JAL brand strategies.

▶ Make Meaningful Connections: Domestic Services and Mileage and Lifestyle

Japan Airlines has been progressively renewing its domestic services since April 2026 under the new concept, New Angles, New Stories—Uncovering the Hidden Charms of Japan. Specifically, we invite customers to rediscover the charms of Japan that are often overlooked in daily life, from the distinctive character of different regions to their local cultures and customs. On board, for example, our inflight magazine introduces lesser-known attractions across Japan, and First Class customers can enjoy bento-style meals featuring ingredients from regions highlighted in the magazine. To keep that sense of discovery and excitement alive, we are connecting every stage of the journey—from airport flow and cabin ambiance to inflight shopping before and after the trip, and even into everyday life. We want to offer more than a means of transportation. Our goal is to create meaningful connections with the places and people our customers encounter, enriching their lives long after they return home.

Through our Mileage and Lifestyle services, we are also expanding the ways customers can earn and use miles beyond air travel, with a

range of services designed to enrich their everyday lives. Our status program, LSP, recognizes customers' everyday engagement with JAL and allows us to stay connected with them as part of their daily lives. Through these connections, we aim to build deeper, longer-lasting relationships with our customers.



▶ Lift Spirits and Inspire

Under the banner of the New JAL Digital Experience, the JAL Group has been renewing its major digital services since FY2025. The JAL Mileage Bank app now offers greater personalization, helping customers feel connected with JAL both in their everyday lives and when they travel. The JAL app, renewed in April 2026, combines a simple design with timely information tailored to each customer's

journey. It also provides a clearer path to connecting to inflight Wi-Fi, making the process more seamless. We are upgrading inflight Wi-Fi with faster connectivity, giving customers greater freedom to spend their time on board in the way that suits them best. Our digital services are designed to support customers throughout their journeys, helping everyone travel with confidence and peace of mind. By making travel simpler and more seamless, we aim to empower our customers to step toward new encounters and worlds.

▶ Awaken the Senses: International Services

As digital experiences become an increasingly familiar part of everyday life, people are rediscovering the value of authentic, real-world experiences. On JAL Group international flights, we offer special menus created in collaboration with leading Japanese chefs in Japan and around the world, designed to awaken the senses. We have also expanded our beverage selection, including Japanese teas, and introduced seasonal menus that bring a sense of discovery and delight to dining in the skies. We are also building on the human hospitality that has always been at the heart of JAL. Our dessert cart service, for example, creates opportunities for personal interaction, further elevating our renowned human hospitality even in cabins optimized for personal privacy. By continuing to refine this distinctly human approach to hospitality and responding to the diverse needs of our customers, we will create new experiences that truly resonate with them.

