

The Future of Civil Aviation in the Asia Pacific Region

October 8th, 2019

Tadao NISHIO
Managing Executive Officer
Corporate Strategy & Planning

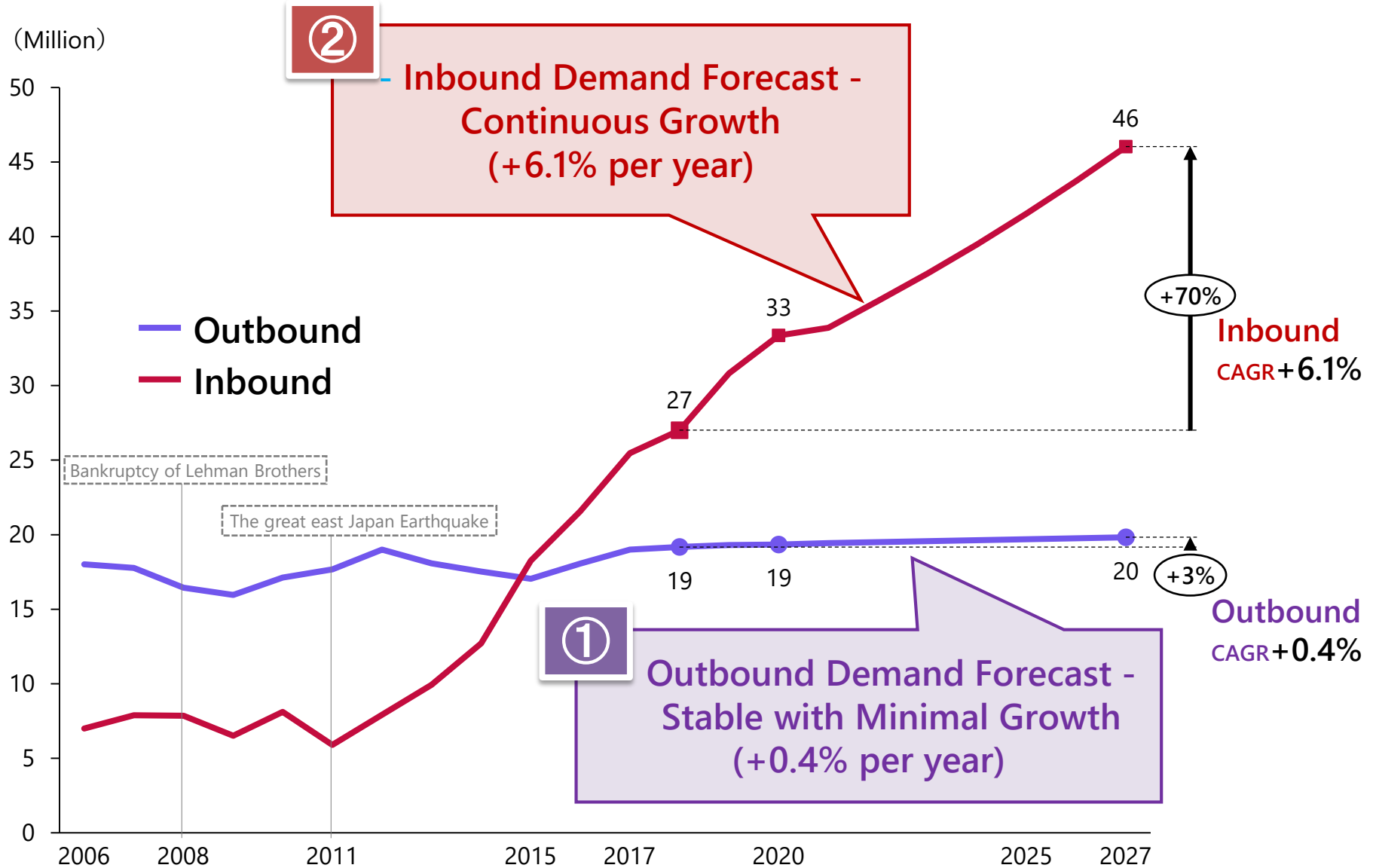


JAPAN AIRLINES

Air Passenger Traffic Demand in Japan



Air Passenger Traffic Demand in Japan

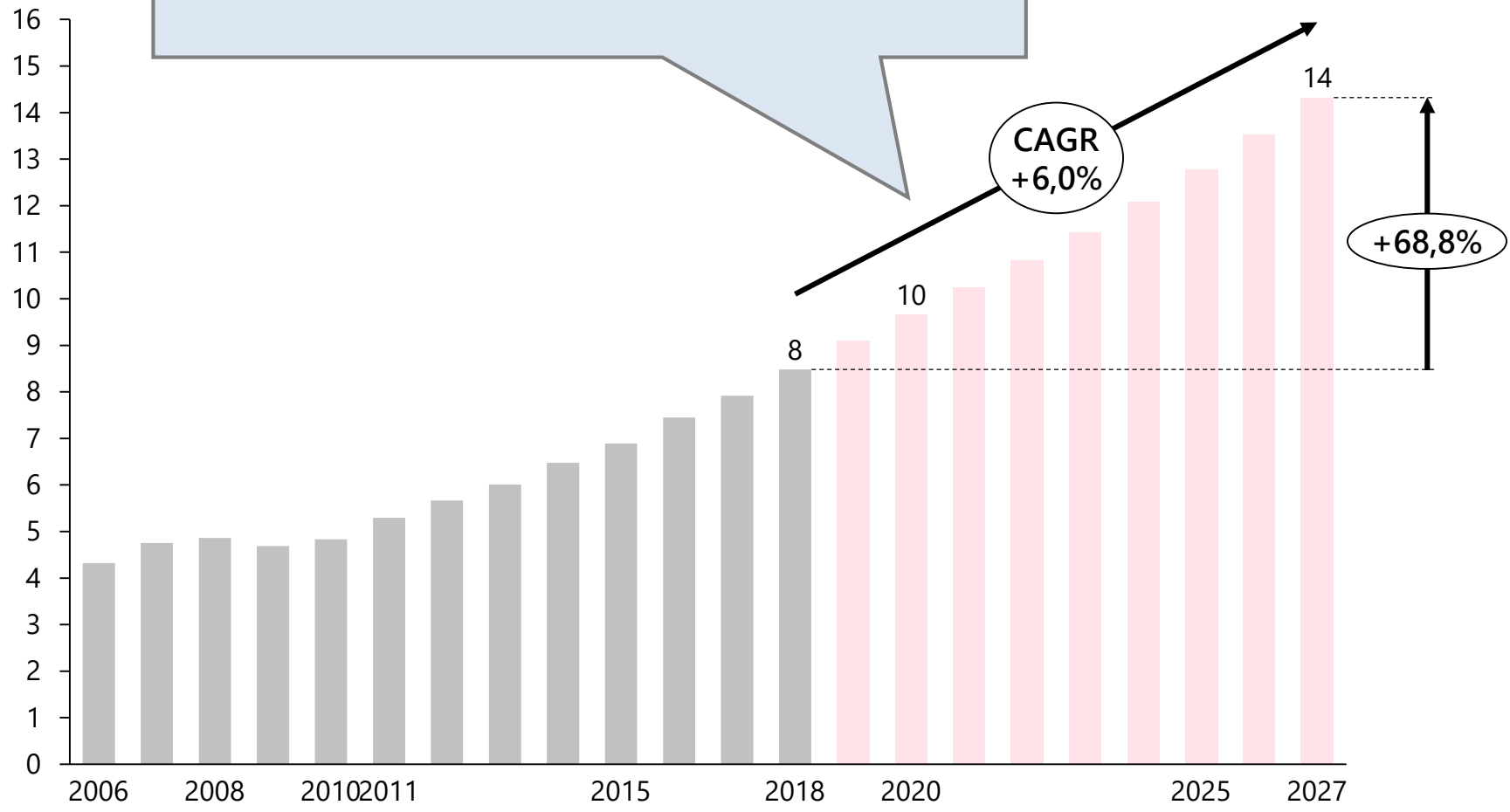


Forecasting Air Passenger Traffic Demand between South East Asia and North America

③

Total demand between North America and South East Asia will grow significantly.

(Million)



JAL Strategy

- ① Haneda & Narita Airport
- ② Global Network
- ③ Corporate Portfolio
- ④ Narita Airport Hub

① Haneda & Narita

Strategy of Airports in Tokyo (HND/NRT)



Haneda

Narita

Slot Growth

+50FLT/DAY

TTL+100FLT/DAY

+50FLT/DAY

Network Strategy

- ① Business Demand (High Yield)
- ② Point to Point Service
- ③ Inbound Passenger to Japan Domestic Areas 200Flights/DAY

- ① Strengthen Network Strategy through partnerships and JL Operated Flights
- ② Transit between South East Asia and North America
- ③ Increase Inbound Demand utilizing Jetstar Japan
- ④ Loung haul LCC

2027 JAL Target

Number of Destinations

402 Cities → 500 Cities

Ratio of International Passengers

| | | | |
|-----------|-----------------|---|----------------------|
| Passenger | 46% (FY2018) | → | 60% (in 10 years) |
| Revenue | 36% (FY2018) | → | 50% (in 10 years) |

② Network

Inbound Demand - Domestic Cities Serviced by Jetstar Japan



Jetstar Japan Narita Network

Number of Flights via Narita (2019 Summer Schedule)



14 Destinations

43 Flights/Day



| | Route | Flights/Day |
|---------|---------------|-------------|
| Major | Sapporo | 8 |
| | Fukuoka | 8 |
| | Kansai | 4 |
| Shikoku | Okinawa | 4 |
| | Takamatsu | 3 |
| | Matsuyama | 3 |
| | Kochi | 1 |
| Kyushu | Oita | 2 |
| | Nagasaki | 1 |
| | Kumamoto | 3 |
| | Miyazaki | 2 |
| | Kagoshima | 2 |
| | Shimoji-shima | 1 |
| | Shonai | 1 |

① Haneda & Narita

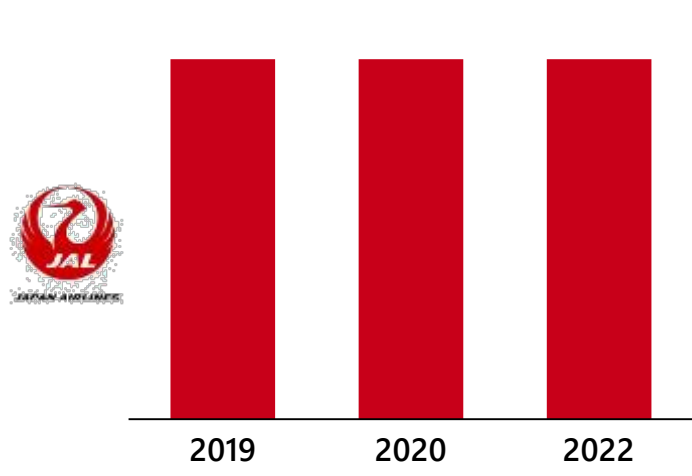
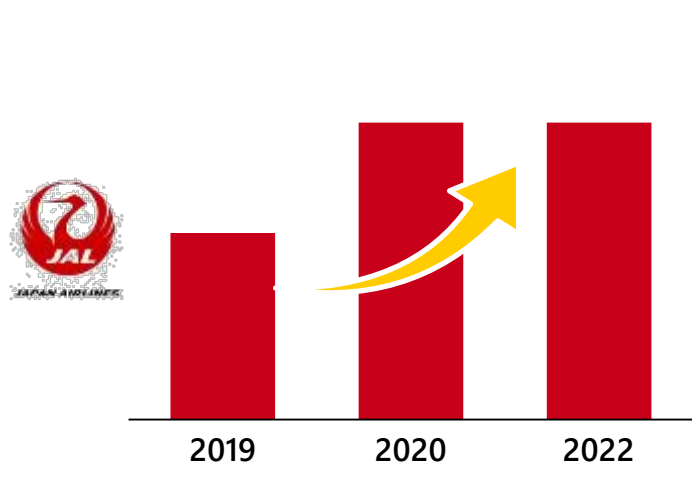
Changes in Number of Flights (Forecast)



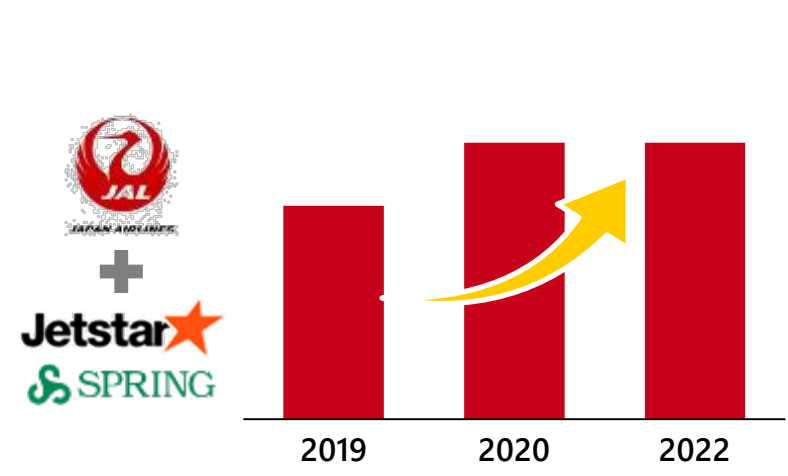
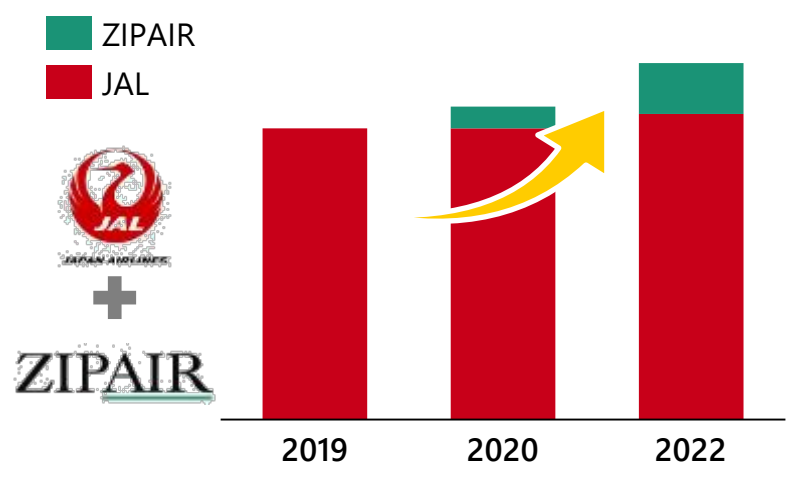
International

Domestic

Haneda

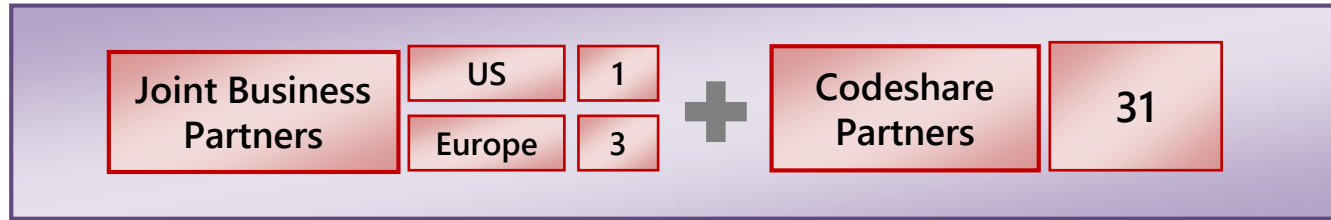


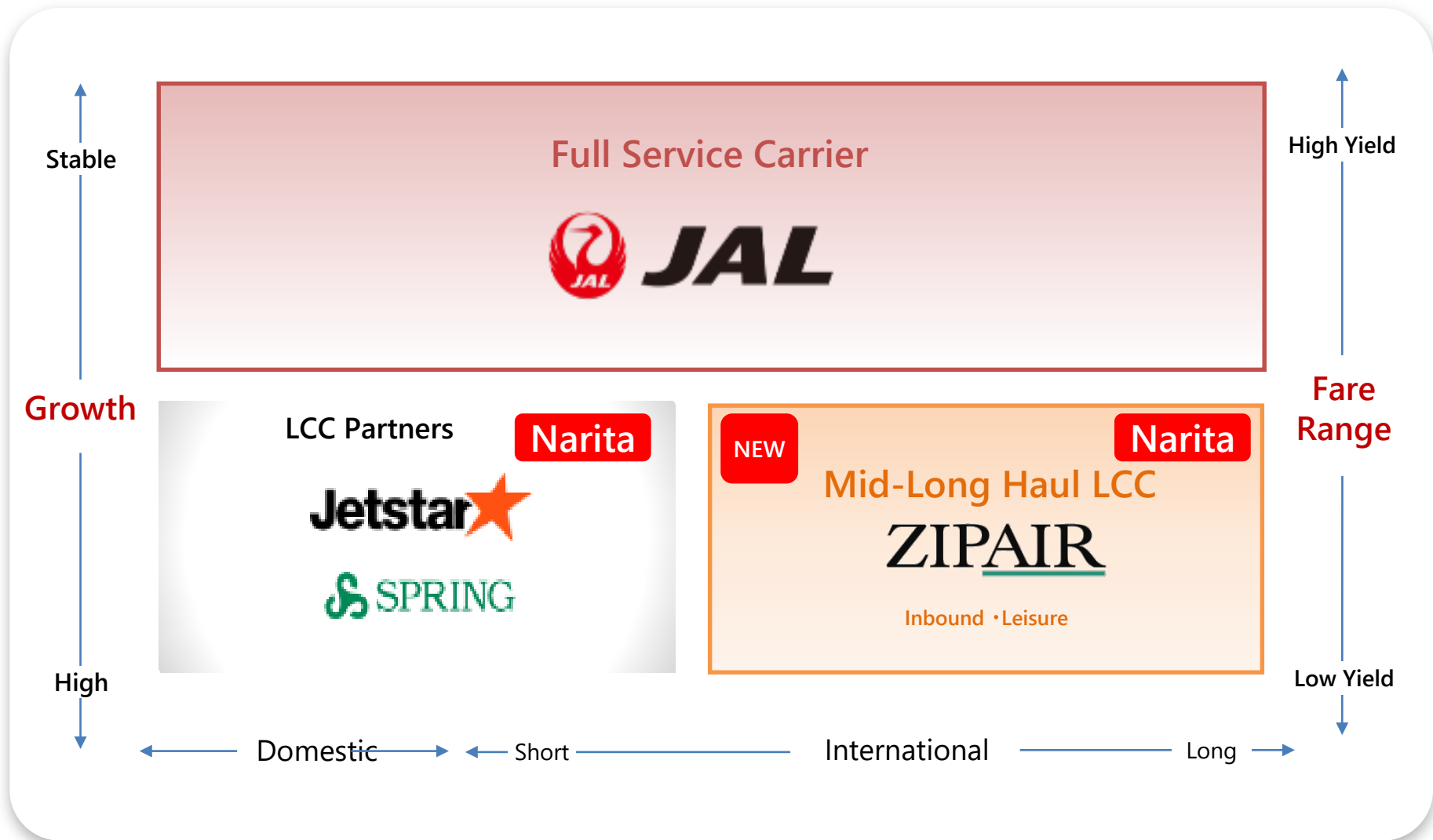
Narita



② Network

Network Strategy through Partnerships





④ Narita Connection

Strategy for South East Asia and North America



Products /Services

Full-flat Business Class Seats

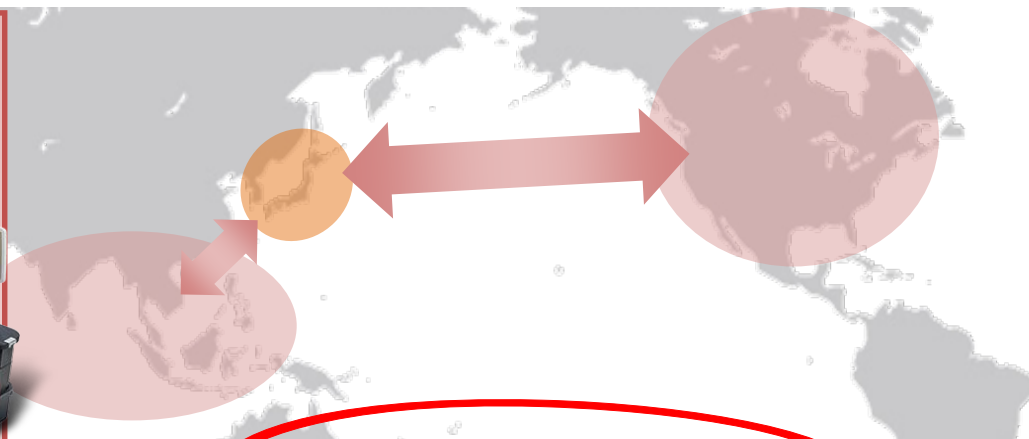


Lounge Services



Renewed
Lounges at
NRT

5 Lounges
1300 seats
at NRT

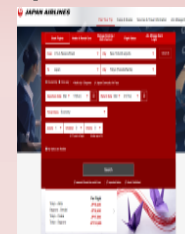


IT Infrastructure

Passenger Service System

Smartphone+Application

amadeus



Marketing & Sales

Utilizing JB Partner's Sales Channels



④ Narita Connection

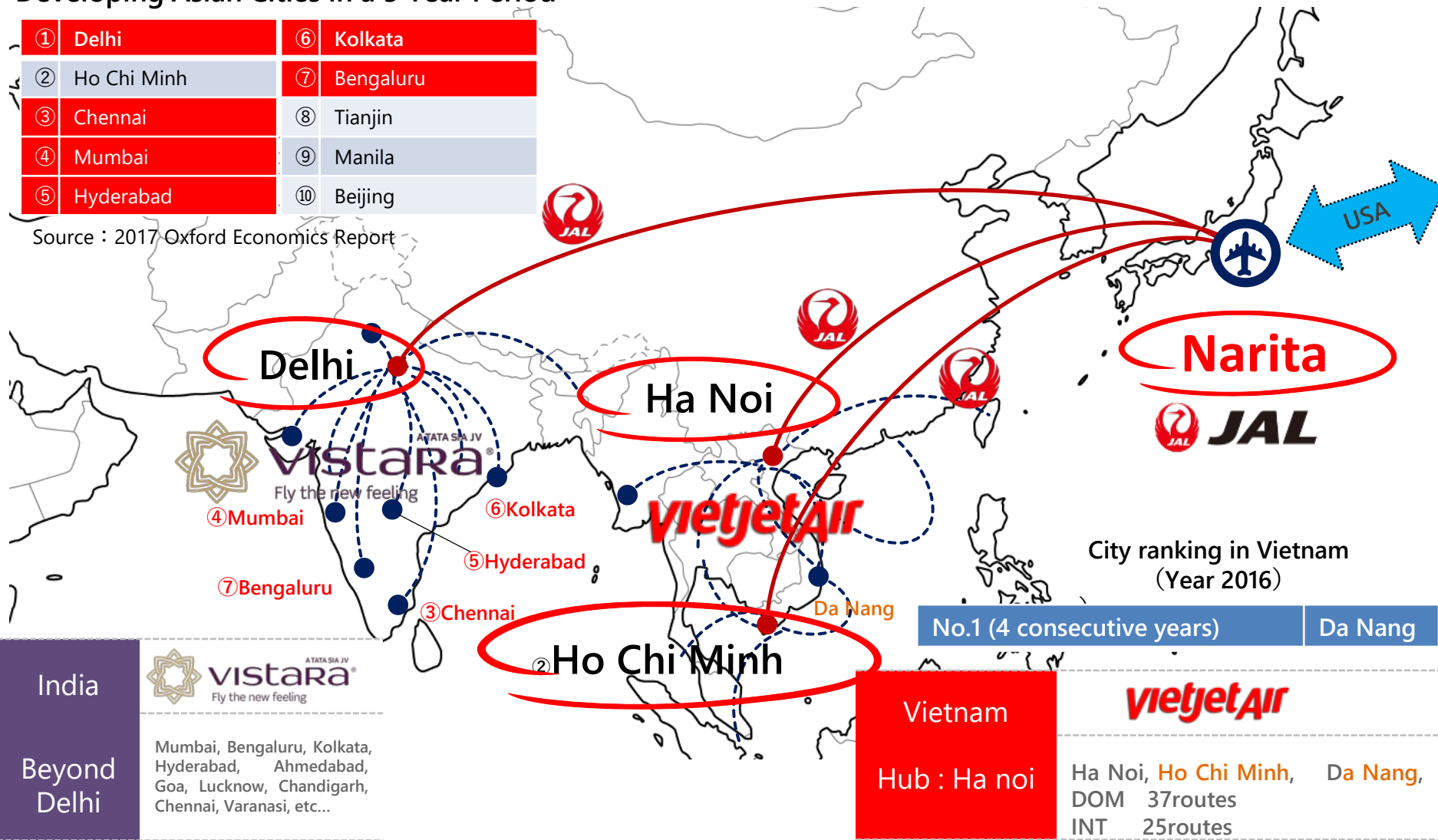


Enhancing Narita as a Hub between Asia and North America

Developing Asian Cities in a 5 Year Period

| | |
|---------------|-------------|
| ① Delhi | ⑥ Kolkata |
| ② Ho Chi Minh | ⑦ Bengaluru |
| ③ Chennai | ⑧ Tianjin |
| ④ Mumbai | ⑨ Manila |
| ⑤ Hyderabad | ⑩ Beijing |

Source : 2017 Oxford Economics Report



City ranking in Vietnam (Year 2016)

| | |
|----------------------------|---------|
| No.1 (4 consecutive years) | Da Nang |
|----------------------------|---------|

India

Beyond Delhi

vistara
Fly the new feeling

Mumbai, Bengaluru, Kolkata, Hyderabad, Ahmedabad, Goa, Lucknow, Chandigarh, Chennai, Varanasi, etc...

Vietnam

Hub : Ha noi

vietjet Air

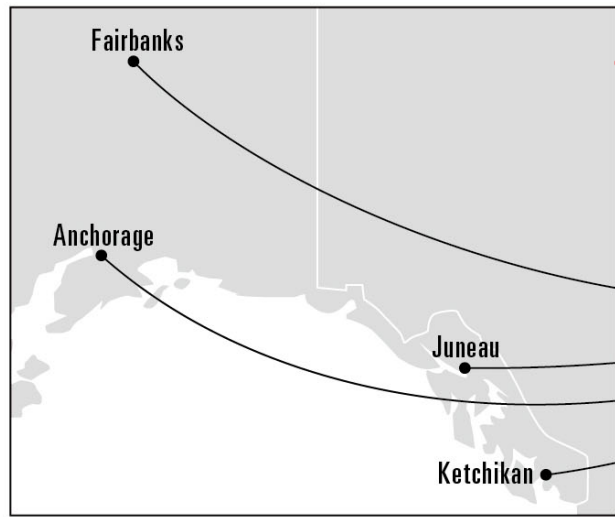
Ha Noi, Ho Chi Minh, Da Nang,
DOM 37routes
INT 25routes

④ Narita Connection

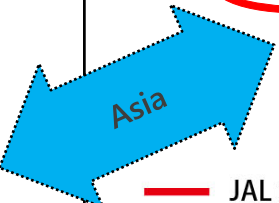
Enhancing Network Strength via Codeshare Partners



Major codeshare flights in Seattle with Alaska Airlines(AS)



Narita



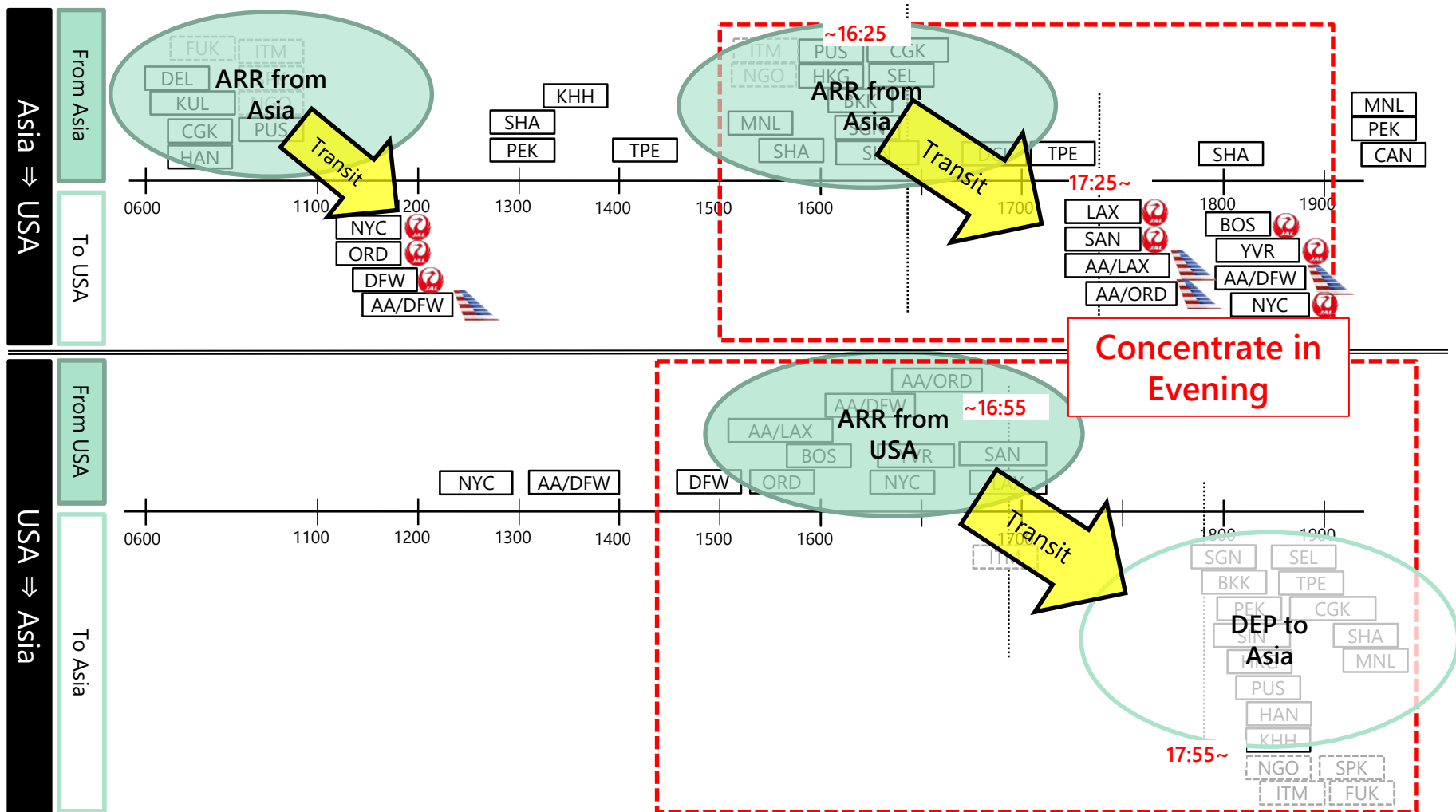
— JAL new route
— Route operated by AS(JAL codeshare flights)

④ Narita Connection

Structure of Time Schedule in Narita Airport



2 frames are created for transit passengers between Asia and North America



Thank you for your attention!



© Japan Airlines. All rights reserved. Confidential and proprietary document. This document and all information contained herein is the sole property of Japan Airlines. No intellectual property rights are granted by the delivery of this document or the disclosure of its content. This document shall not be reproduced or disclosed to a third party without the express written consent of Japan Airlines. This document and its content shall not be used for any purpose other than that for which it is supplied. The statements made herein do not constitute an offer. They are based on the mentioned assumptions and are expressed in good faith. Where the supporting grounds for these statements are not shown, Japan Airlines will be pleased to explain the basis thereof.