

JAL Group Reforms Corporate Organization Structure ~ With effect from October 1, 2009

Tokyo, August 28, 2009: The Japan Airlines Group (JAL) announced today that the new corporate organization structure, which aims to improve passenger experience, consolidate intermediary functions in order to improve productivity of the Group's business practices, and to increase efficiency and competitiveness, will take effect from October 1, 2009.

A brand new Customer Experience Division has been established to centralize the planning-functions involving the hardware, software and human-relation aspects of customer satisfaction. This division will lead the coordination between Passenger Marketing, Airport, and Cabin Attendants divisions, managing the analysis, planning, implementation and feedback stages in the process of maintaining and improving all aspects of customer service. It will set the basic policies and strategies in maximizing JAL's value to customers, and coordinate closely with the Corporate Safety Division to forge a strong foundation for safe operations and customer satisfaction – the highest priorities of the JAL Group.

The restructure has also streamlined numerous intermediary functions within the organization in order to speed up decision-making processes that will strengthen the Group's overall efficiency, as well as to minimize the backend and overhead costs which is a measure in line with JAL's cost-reduction plans. Reorganizations were made to the Corporate Planning, Passenger Marketing, Cargo & Mail, Flight Operations, Engineering, Airports and Human Resource divisions, as well as the general administrative departments within each division. Subsequently, the number of function groups within the Company will be reduced by almost 25%.

In the continuous pursuit of higher efficiency and improvement in operational skills through shared-knowledge, the reorganization includes a merger of three of the Group's 100%-owned subsidiaries that provide airport-related services – JAL Sky Services Co., Ltd, JALSky Tokyo Co., Ltd and JALWave Co., Ltd, forming the new company, JAL Sky Co., Ltd. This is in addition to the announced merger of JAL's 4 aircraft-maintenance companies that will result in the new JAL Engineering Co., Ltd slated to start operations from October 2009. Another amalgamation of the 100% JAL-owned travel-related subsidiaries JALPAK Co., Ltd, JAL Sales Co., Ltd, JAL Sales Western Japan Co., Ltd, JAL Sales Kyushu Co., Ltd, and JAL Sales Hokkaido Co., Ltd. is aimed at strengthening the Group's overall travel sales and planning capabilities.

With the clear objective of improving profitability and securing sustainable growth in the future, the JAL Group will continue reviewing its business model and implement necessary changes that will strengthen and rebuild its business foundations.



About Japan Airlines

The JAL Group, Asia's largest airline group by operating revenue, serves some 220 airports in 35 countries and territories, including 60 airports in Japan. Its international network covers over 250 passenger routes and 28 cargo routes, while its domestic operations include flights on 143 routes.

With around 23,000 employees in the air transport segment, JAL Group operates a fleet of some 270 aircraft including Boeing 747s and 777s and is now in the process of a major fleet renewal, introducing more fuel-efficient small and medium aircraft such as the B737 New Generation series and in the future the new high-tech Boeing 787 "Dreamliner".

JAL First Class offers fully reclining Skysleeper or Skysleeper Solo seats. JAL Executive Class – Seasons, introduces the concept of "quality time" spent on board and features the award-winning JAL Shell Flat Seat that reclines to almost the horizontal and provides a high degree of personal privacy. From December 2007 JAL started offering JAL Premium Economy on key business routes, and from August 2008 started introducing on US routes a luxurious new suite to JAL First Class and the JAL Shell Flat NEO, a leading-edge seat for JAL Executive Class.

Top quality in-flight service has always been the hallmark of JAL's reputation. Cuisine offered in all classes is a combination of Western and Japanese food. JAL carries a fine selection of award-winning wines and sake in First Class and JAL Executive Class - Seasons, JAL's business class. Quality in-flight entertainment systems are a feature of JAL's international fleet aircraft.

A member of the **oneworld** global alliance since April 2007, JAL offers customers many benefits, such as the JAL Mileage Bank frequent flier program.

END

