

(Press Memo – For Immediate Release)

February 18, 2021

JAL Group Announces Revised Corporate Structure for FY2021

In order to respond to the rapid changes taking place in the global market, the Company must act with speed to deliver and meet the needs of diversified customer groups. In addition to focusing on digitalization to maximize efficiency within the company, the carrier aims to build a new sustainable business foundation that can endure the post-COVID era outside of the current full-service-carrier, cargo, LCC business model.

As a result, the JAL Group today announced several revisions to its corporate structure, which includes the reorganization of the current route marketing division and introducing a new business model focusing on finance, retail and merchandising.

Overview of Corporate Structure

1) The company will restructure its current Managing Division for Route Marketing and Passenger Sales and introduce four new divisions with key specific roles: Route Marketing, Passengers Sales and Marketing, Customer Experience and the Mileage and Lifestyle Business Division.

Route Marketing – To develop and formulate a strategy for its full service carrier/LCC business model, while maximizing profit on its route operations.

Passenger Sales and Marketing – To develop and formulate a strategy focusing on revenue management, distribution, and sales.

Customer Experience – To develop and formulate a strategy to promote its products/services to improve brand recognition and maximize overall customer experience/satisfaction levels.

Mileage and Lifestyle Business – A new business model focusing on the profitability within the finance, retail, and merchandising industry.

2) In order to take on the challenge to create customer value and engagement through digitalization, a new `Digital Innovation Division` will be established. (Current – Innovation Division) The new division will lead all projects related to digitalization for the JAL Group.

Attachment: JAL Group Corporate Structure (FY21)

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