

# 今後の展望および施策

Mid-term Outlook and Principal Business Measures

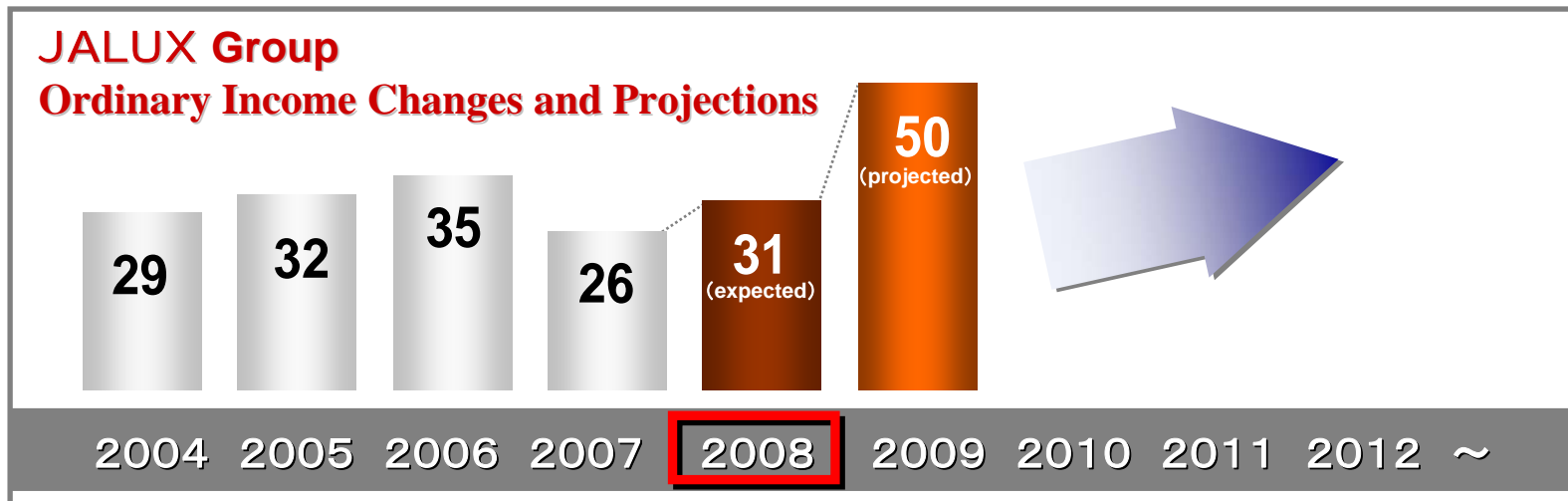


# II. 今後の展望および施策

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## ■ 当社を取り巻く事業環境 *Company's Business Environment*



To largest stockholder  
Sojitz

JALUX medium-term management plan

国内空港整備

Shizuoka  
Ibaraki  
Narita Parallel runway extension 200,000→220,000 times  
Haneda 4<sup>th</sup> runway begins service 290,000→400,000 times

事業環境の変化

Surge in crude oil and raw material prices  
Special procurement for Beijing Olympics  
Fuel oil price drop  
Financial confusion & continued strong yen  
Economic downturn

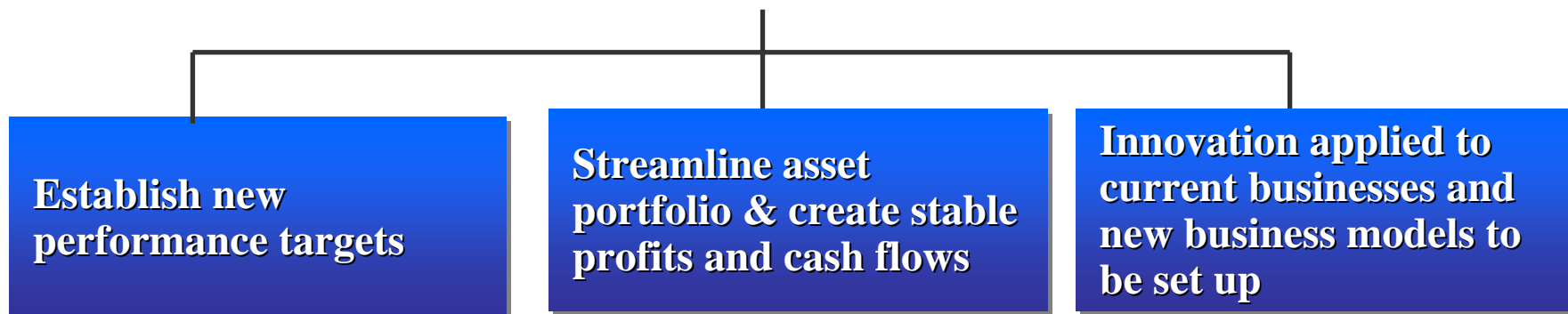


2006 - 2010  
Medium-term management plan  
Cost-cutting and enhanced financial strength

2008 - 2010  
Revitalization interim plan  
Aircraft renewal and premium strategy

## JALUX Group Medium-Term Management Plan

### Rolling Overview



Plan period

**3-year plan for 2009~2011**

Planned release

**Spring 2009 (tentative)**

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#### Principal Business Opportunities Expected During Plan Period

- Increase in air passenger traffic due to expansion of Haneda and Narita airports (completion in 2010)
- Dramatic rise in demand for flights in the Asia-Pacific region (world's largest air passenger market in 2011)
- Pursuit of high-quality and high value-added products and services, such as those applicable to the increasing orientation toward safe and reliable “food”

### Aviation-related business (Aircraft Engine Components, Used Aircraft Sales, Etc.)

Establish supply chain management functions for aircraft engine components  
 Sell used aircraft and jet engines owned by the JAL Group

- Dramatic rise in demand for flights in the Asia-Pacific region  
 (highest air passenger demand in the world by 2011)
- Signs of change in global airline industry trends, such as the rise of low cost carriers

#### Aircraft Engine Component “Storage and Supply System”

Supply chain management to store imported components necessary for aircraft engine repairs, manage quality, and provide such components to domestic heavy industries in a timely manner.

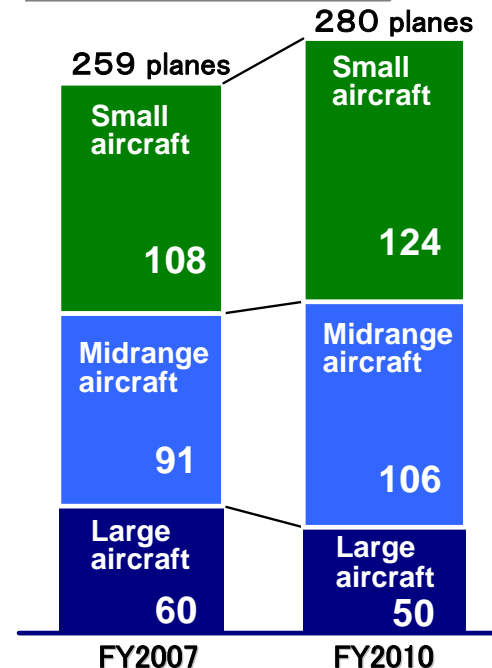
※In the past, import lead times and a burden on inventory management developed as the items were stored by heavy industries and due to such components being ordered from abroad when needed.



Need to alleviate the burden on inventory management and an increasing shift toward ordering engine maintenance from domestic heavy industries against the backdrop of airline growth in Asia

#### Used Aircraft Sales

##### JAL Group Fleet Strategy



From FY2008 to 2010, 46 aircraft will be retired (65 aircraft introduced)

### Dormitory & Company Housing Lease Operation

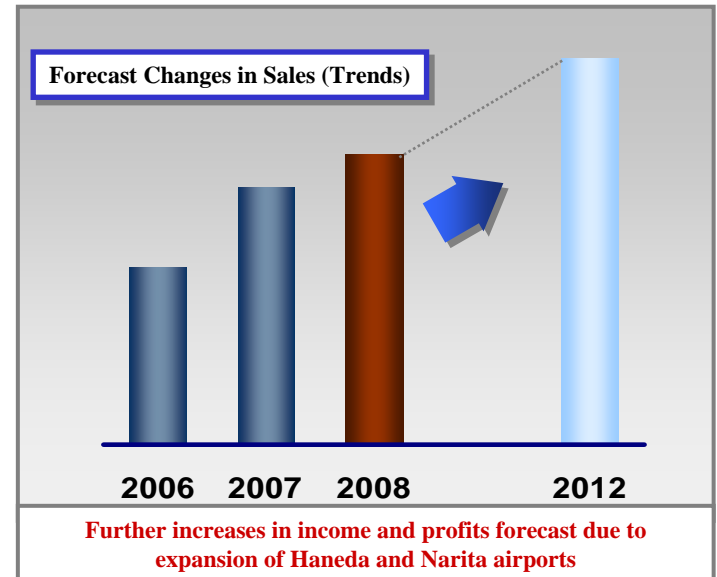
Development of a dormitory and company housing leasing operation mainly for employees engaged in airport-related work  
44 properties and roughly 2,600 rooms in service at locations close to Haneda, Narita and Chubu International airports

- Increase in JAL Group and other airport employees (Narita & Haneda)
- Rapidly increasing need for dormitories and company housing close to the airport owing to the 24-hour operation of Haneda Airport
- ”Need-based” solid business model not “development-based”



Completed Narita Project

Changes in Dormitory & Company Housing Lease Operations



# II. 今後の展望および施策

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In-flight and Airport

In-flight sales



In-flight catalog



In-flight merchandise



Airport shops



Duty-free shops



Total number of JAL passengers per year: 60 million

## Potential customers

Mileage

High-quality

Brand strength

Mail order



Travel and leisure



Insurance and finance



Real estate



Nursing care



Businesses targeting senior citizens



Regular Market

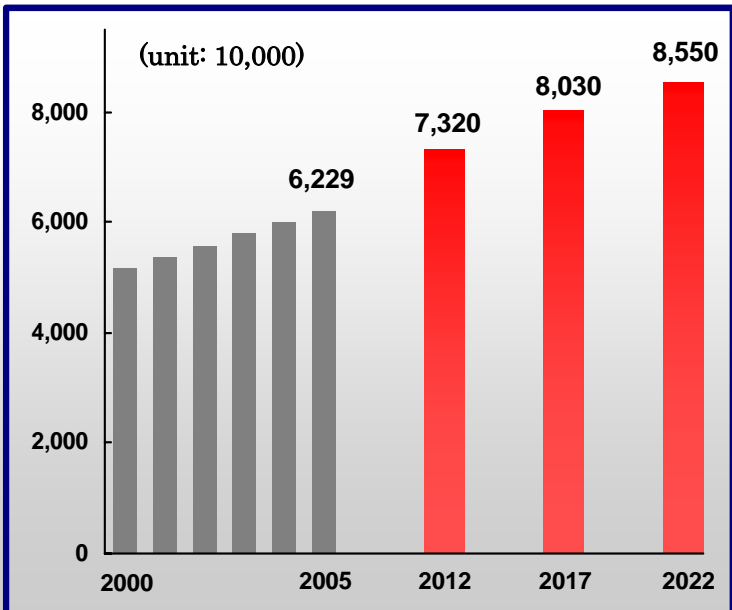
### Opening of Concept Shops at Haneda Airport (Planned)

Airport shop business operated through Japan's largest network of 96 shops at 25 airports nationwide

Three JAL-DFS duty-free shops in alliance with the DFS Group at Narita Airport

- Major augmentation of arrival and departure slots resulting from additional expansion of Haneda Airport, leading to a dramatic increase in airline passengers departing from Haneda
- JALUX retail value chain "Showroom" to open next spring at Haneda Terminal 1

Number of domestic airline passengers at Haneda Airport and projected future numbers



Dramatic increase in airline passengers leaving from Haneda Airport

Strengthening of collaboration among mail-order, in-flight sales and airport shops

Implementation of multi-faceted sales campaigns

Enhanced product brand value

Establishment of corporate brand

Pursuit of self-sustaining alliances and synergy

**JALUX**  
Jalux Retail Value-Chain

## Topics

# Insurance Retail Business Establishment of Strategic Subsidiary

**Company name:** JALUX Insurance and Service Inc.

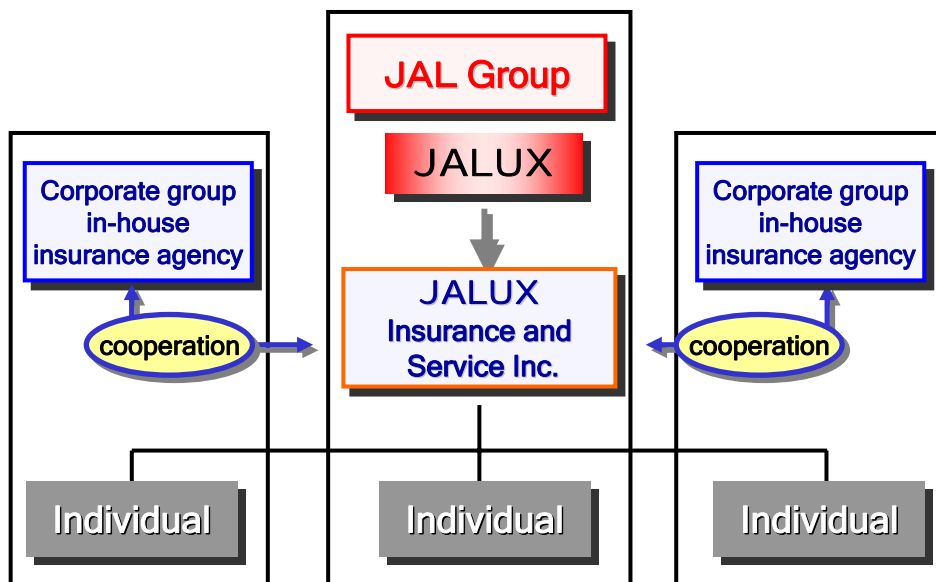
**Type of business:** Life and casualty insurance agency-based financial BPO business\*

**Capital:** ¥80 million (established October 2008)

**Equity share:** JALUX 100%

**Revenue plan:** ¥300 million (aggregate) estimated contribution to ordinary income by 2011

\*BPO: Business Process Outsourcing is when a company outsources part of its own business processes to an outside business.



## Business Strategy

New business scheme is proposed for cooperating (as an outsourcing consignment company) with in-house insurance agencies of major corporate groups facing lower profitability and increased competition due to the rapidly changing environment in the insurance business

Individual-oriented service capabilities are developed into strengths externally  
⇒ **Creating a new insurance business model**

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## Topics

### ~ Collaboration with the Sojitz Group ~ “Shokuraku Box Lunch” featured in in-flight meals on international routes



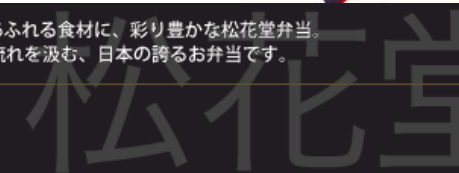
食楽<sup>Produced by JAL</sup>空弁

JALは2008年7月1日より東京(羽田)＝ソウル(金浦)線のエコノミークラスで月刊誌「食楽」とのコラボレーションにより空弁の機内食サービスを開始します。この新しい機内食を「食楽空弁」と名付けました。華やかで楽しく美味しい空弁です。

「お客様は飛行 食へ心こたわらねば生まれぬ喜びを味わう」  
 一ツオリティ・ライフスタイルを追求する大人のための上質生活誌

## 食楽空弁 Produced By JAL

【松花堂シリーズ】 バリエティあふれる食材に、彩り豊かな松花堂弁当。懐石料理の流れを汲む、日本の誇るお弁当です。



### 8月1日 10日 松花堂シリーズ 蒼

塩分が低く、甘くまろやかな甘さが特徴の西京味噌と相性のいい鯖(さわら)はじめ、海山の幸をバランスよくそろえました。

- ・鯖ご飯
- ・卵焼きと蒲鉾
- ・海老寿司
- ・鰯の西京焼
- ・野菜の煮付け
- ・ゆかりご飯
- ・きじ焼き
- ・高菜ご飯



### 【井御膳シリーズ】 美味しいものをしつかり食べたい、というお客さんに向けての丼、炊き込みご飯のラインナップ

### 8月1日 10日 井御膳シリーズ 天むすどカツ

名古屋名物としていやや日本中に知られている「天むすど、ボリューム感たっぷりの「かつむすど」がドッキングしました。



### 8月1日 20日 井御膳シリーズ 帆立煮井

芳醇でまろやかな味わいの青森産帆立を甘辛く煮付けて、ご飯と相性抜群のお弁当に仕上げました。



### 8月21日 31日 井御膳シリーズ 海老と鰻のちり

風味豊かな海老と鰻をつかって、少し贅沢ならし寿司を作りました。付け合せの卵の甘醤油もアクセントが利いています。



### 8月11日 20日 松花堂シリーズ 碧

海の風味たっぷりの海老寿司、蟹飯や、筍や野菜など山野の薫り高い食材を、バリエティ豊かにお届けします。

- ・節ご飯
- ・芋菓子
- ・錦糸ご飯
- ・焼魚(鯖)
- ・野菜の煮付け
- ・海老寿司
- ・鶏肉タルタル焼き
- ・蟹飯



### 8月21日 31日 松花堂シリーズ 藍

いくらご飯、きのこご飯などの人気メニューに加え、ピリッとさわやかな菜鶏明太子やえななど、見た目にも美しい松花堂弁当です。

- ・きのこご飯
- ・菜鶏明太子やえな
- ・ゆかりご飯
- ・鰯の西京焼
- ・揚げ南瓜
- ・野沢菜飯
- ・きじ焼き
- ・いくらご飯



Collaboration with Tokuma Shoten through monthly magazine “Shokuraku”

## Once Again the Spotlight Shines on “Japan (Nippon) Business” Business Opportunities Return

World’s highest level of  
“Craftsmanship & Technology”

”Service”  
with overflowing hospitality

Radical changes to come in the “flow of people and goods”

Improved relative position in  
the global economy

Sound  
fundamentals

Sustainable  
strong yen