Since its establishment, the JAL Group has developed its business to meet the needs of the times. Following bankruptcy in 2010, the Group was given the opportunity to restructure, and since then has been progressing steadily focused on the goals of delivering unparalleled service to customers and contributing to the betterment of society.

**1951—2010**

- **1951**
  - August: Establishment of Japan Airlines
  - Head Office Building at the time of establishment

- **1970**
  - February: Lists on the first section of a number of stock exchanges

- **1985**
  - August: JAL flight 123 accident

- **2010**
  - January: Files for reorganization proceedings under the Corporate Reorganization Act

**Rebirth of JAL**

**2011**

- March: Completes corporate reorganization proceedings
- March: Launches Tohoku Support Project
- April: Commences operations with a new “Tsurumaru” logo
- April: Commences a joint business with American Airlines

**2012**

- April: Inaugurates the Boeing 787-8 on the new Tokyo (Narita) = Boston route
- July: Begins offering inflight internet service on international flights
- September: Relists on the first section of the Tokyo Stock Exchange, two years and eight months after filing for bankruptcy protection
- October: Commences a joint business with British Airways
- December: Inaugurates Tokyo (Narita) = San Diego route

**2013**

- June: JAL SKY SUITE named Best Business Class Airline Seat worldwide at Skytrax’s 2013 World Airline Awards
- July: Launches Narita = Helsinki route
- October: First Japanese airline to receive certification for operational procedures that reduce environmental impact from ASPIRE (San Francisco route)

**Operating Revenue**

(Billions of yen)

- 2011: 1,204.8
- 2012: 1,238.8
- 2013: 1,309.3
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>April: Commences a joint business with Finnair</td>
</tr>
<tr>
<td></td>
<td>July: Begins offering inflight internet service on domestic flights</td>
</tr>
<tr>
<td>2015</td>
<td>September: Opens the JAL Nadeshiko Lab</td>
</tr>
<tr>
<td></td>
<td>October: Inaugurates Tokyo = Dallas/Forth Worth route</td>
</tr>
<tr>
<td>2016</td>
<td>April: Launches Kumamoto and Oita Support Project</td>
</tr>
<tr>
<td></td>
<td>October: Commences a joint business with Iberia</td>
</tr>
<tr>
<td>2017</td>
<td>January: Awarded most punctual major Asia-Pacific airline by FlightStats, Inc. in the Mainline category and Network category (fifth consecutive year, seven wins in total)</td>
</tr>
<tr>
<td></td>
<td>February: Selected as a Health &amp; Productivity Stock for the third consecutive year</td>
</tr>
<tr>
<td></td>
<td>March: Selected as a Nadeshiko Brand for the third consecutive year</td>
</tr>
<tr>
<td></td>
<td>May: Selected as a Competitive IT Strategy Company for the second consecutive year</td>
</tr>
<tr>
<td></td>
<td>June: Begins offering complimentary inflight internet service on domestic flights</td>
</tr>
<tr>
<td></td>
<td>June: Receives Skytrax award for the Best Economy Class Airline Seat for the second time</td>
</tr>
<tr>
<td></td>
<td>September: Launches Narita = Melbourne route</td>
</tr>
<tr>
<td></td>
<td>September: Launches Narita = Kona route</td>
</tr>
<tr>
<td></td>
<td>December: CONTRAIL atmospheric observation project receives the Environment Minister’s Award for Global Warming Prevention Activity in the International Contribution Category</td>
</tr>
</tbody>
</table>

For more details, please refer to JAL’s History online http://www.jal.com/en/outline/history/
AT A GLANCE

International Passenger Operations

Fiscal 2017 revenue by category

- International passengers: 33.5%
- Other businesses: 22.3%
- Cargo and mail: 6.7%
- Domestic passengers: 37.5%

---

**Passenger revenues**

(Billions of yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values</td>
<td>400</td>
<td>437.5</td>
<td>454.8</td>
<td>448.7</td>
<td>415.2</td>
</tr>
</tbody>
</table>

+11.5% vs. fiscal 2016

---

**Revenue passengers carried**

(Thousand passengers)

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values</td>
<td>7,723</td>
<td>7,793</td>
<td>8,460</td>
<td>8,394</td>
<td>8,585</td>
</tr>
</tbody>
</table>

+2.3% vs. fiscal 2016

---

**Load factor**

(%) 90.0

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values</td>
<td>76.5</td>
<td>75.7</td>
<td>79.7</td>
<td>80.3</td>
<td>81.0</td>
</tr>
</tbody>
</table>

+0.8pt vs. fiscal 2016

---

**Revenue Passenger Kilometers** / **Available Seat Kilometers**

(Million passenger km / Million seat km)

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values</td>
<td>46,235</td>
<td>47,696</td>
<td>50,563</td>
<td>50,621</td>
<td>51,836</td>
</tr>
</tbody>
</table>

+3.4% vs. fiscal 2014

---

* From fiscal year 2015, revenue passengers carried, load factor, revenue passenger kilometers and available seat kilometers include code-share tickets sold by other companies for JAL-operated flights.
Domestic Passenger Operations

Fiscal 2017 revenue by category
- International passengers: 33.5%
- Domestic passengers: 37.5%
- Other businesses: 22.3%
- Cargo and mail: 6.7%

Passenger revenues
(Billions of yen)
- 2013: 487.4
- 2014: 487.5
- 2015: 501.2
- 2016: 498.6
- 2017: 518.2

Revenue passengers carried
(Thousand passengers)
- 2013: 31,218
- 2014: 31,644
- 2015: 32,114
- 2016: 32,570
- 2017: 34,033

Load factor (%)
- 2013: 64.0%
- 2014: 66.1%
- 2015: 67.9%
- 2016: 69.3%
- 2017: 71.8%

Revenue Passenger Kilometers / Available Seat Kilometers
(Million passenger km / Million seat km)
- 2013: 23,745
- 2014: 23,993
- 2015: 24,341
- 2016: 24,550
- 2017: 25,643
Financial Data (As of March 31, 2018)

Operating profit margin

12.6%

- Operating revenue (Billions of yen)
- Operating profit (Billions of yen)
- Operating profit margin (%)

Profit attributable to owners of parent

¥135.4 billion

- Profit attributable to owners of parent (Billions of yen)
- Total dividends (Billions of yen)

Equity ratio

57.2%

- Shareholders’ equity (Billions of yen)
- Equity ratio (%)

ROIC*

10.1%

- ROIC (%) = Net operating profit after tax (NOPAT)/fixed assets (including future rental expenses under operating leases)

Free cash flow*

¥101.3 billion

- Cash flow from operating activities (Billions of yen)
- Cash flow from investing activities (Billions of yen)*
- Free cash flow (Billions of yen)

EBITDA margin

22.1%

- EBITDA (Billions of yen)
- EBITDA margin (%)
Non-financial Data (As of March 31, 2018)

Number of Group companies: 134 companies (3 companies year over year)
Consolidated staff headcount: 33,038 people (285 people year over year)

Traffic results
- Domestic passengers: 34.03 million passengers (1.46 million passengers year over year)
- International passengers: 8.58 million passengers (0.19 million passengers year over year)

Number of Group aircrafts
- Large Boeing 777: 40
- Medium Boeing 787/767: 71
- Small Boeing 737: 65
- Regional jet: 55

Average fleet age: 9.3 years

Operational rate
Domestic and International routes total: 98.6% (1.1 pt year over year)

On-time arrival rate
Domestic and International routes total: 85.1% (2.1 pt year over year)

Flight destinations
(including code-share flights): 343 cities (5 year over year)
### FINANCIAL AND NON-FINANCIAL HIGHLIGHTS

#### NPS*¹

<table>
<thead>
<tr>
<th>Category</th>
<th>International</th>
<th>Domestic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>2.0 pt↑</td>
<td>1.7 pt↑</td>
</tr>
</tbody>
</table>

#### Aircraft accidents / Serious incidents

<table>
<thead>
<tr>
<th>Category</th>
<th>0 cases</th>
<th>1 case</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aircraft accidents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Serious incidents</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Aircraft accidents ↓ 1 case year over year, serious incidents ↑ 1 case year over year)

* For details of aircraft accidents and serious incidents, please refer to P.126: Data on Incidents.

#### Customer injuries

<table>
<thead>
<tr>
<th>Category</th>
<th>2 cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>(↓ 6 cases year over year)</td>
<td></td>
</tr>
</tbody>
</table>

#### Irregularities due to human error

<table>
<thead>
<tr>
<th>Category</th>
<th>47 cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>(↓ 1 case year over year)</td>
<td></td>
</tr>
</tbody>
</table>

#### Irregular operations

<table>
<thead>
<tr>
<th>Category</th>
<th>51 cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>(↓ 15 cases year over year)</td>
<td></td>
</tr>
</tbody>
</table>

#### CO₂ emissions per revenue ton kilometer*²

<table>
<thead>
<tr>
<th>vs. fiscal 2005</th>
<th>82.2 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>(↑ 2.4 pt year over year)</td>
<td></td>
</tr>
</tbody>
</table>

#### Industrial waste*³

<table>
<thead>
<tr>
<th></th>
<th>3,266 tons</th>
</tr>
</thead>
<tbody>
<tr>
<td>(↓ 170 tons year over year)</td>
<td></td>
</tr>
</tbody>
</table>

#### CO₂ emissions (Scope 1 and 2) *⁴

<table>
<thead>
<tr>
<th></th>
<th>9.14 million tons</th>
</tr>
</thead>
<tbody>
<tr>
<td>(↑ 0.32 million tons year over year)</td>
<td></td>
</tr>
</tbody>
</table>

#### Heat use (crude oil equivalent) *³

<table>
<thead>
<tr>
<th></th>
<th>43,512 Kiloliters</th>
</tr>
</thead>
<tbody>
<tr>
<td>(↑ 1,424kl year over year)</td>
<td></td>
</tr>
</tbody>
</table>

#### Water use*³

<table>
<thead>
<tr>
<th></th>
<th>435 thousand m³</th>
</tr>
</thead>
<tbody>
<tr>
<td>(↑ 9 thousand m³ year over year)</td>
<td></td>
</tr>
</tbody>
</table>

#### Number/ratio of women in management positions

<table>
<thead>
<tr>
<th>Japan Airlines Co., Ltd. and 51 consolidated subsidiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>853 people</td>
</tr>
<tr>
<td>(↑ 7 people year over year)</td>
</tr>
</tbody>
</table>

#### Ratio of paid holiday taken

<table>
<thead>
<tr>
<th>Japan Airlines Co., Ltd.</th>
</tr>
</thead>
<tbody>
<tr>
<td>89.5%</td>
</tr>
<tr>
<td>(↑ 4.0 pt year over year)</td>
</tr>
</tbody>
</table>

*¹ Net Promoter Score; a popular method of measuring the customers’ intention to recommend
*² All international and domestic routes operated by the JAL Group
*³ Data for domestic offices, airports and maintenance facilities
*⁴ Excludes overseas offices and airports
Awards and Recognition

■ Services

Skytrax
- 5-Star Airline - The World Airline Star Ratings
- Best Economy Class Airline Seat 2018
  (second consecutive year, three wins in total)

FlightStats
- Best Major Airline for On-time Performance in the
  Asia-Pacific Region 2017
  1st in Mainline category (sixth consecutive year,
  eight wins in total)
  1st in Network category (sixth consecutive year,
  eight wins in total)

Trip Advisor
- 2018 Travelers’ Choice™ awards for airlines
  Best Airline in Japan
  Top 10 World’s Best Airline – 4th Place

Ministry of Land, Infrastructure, Transport and
Tourism (MLIT) of Japan
- 11th MLIT Award for Promoting Barrier Free Measures to
  improve the usability for the disabled customers

JCSI (Japanese Customer Satisfaction Index)
Survey
- International Airlines category
  First for customer satisfaction
  First for loyalty (reuse intention rate)

Global Traveler
- Voted Best Trans-Pacific Airline 2017
- Voted Best Airline to Japan 2017

OAG
- Ranking of best on-time performance (OTP)
  First in Mega Airlines category

■ Diversity

Ministry of Economy, Trade and Industry of Japan
(METI) and the Tokyo Stock Exchange (TSE)
- Nadeshiko Brand 2018 (fourth consecutive year)

Ministry of Economy, Trade and Industry of Japan
(METI)
- New Diversity Management Selection 100 Selection

Ministry of Health, Labour and Welfare
- “Eruboshi” certification

Ministry of Health, Labour and Welfare
- “Kurumin” certification

work with Pride
- Certified as a Gold Company in the Pride
  Rating System 2017 (second consecutive year)

■ Workstyle Innovation, Health and Productivity
  Management

Ministry of Health, Labour and Welfare
- Shiny telework prize, Minister’s Special Prize for Promoting Telework

Tokyo Metropolitan Government
- Award for Promoting Staggered Commuting (Jisa Biz)

Tokyo Metropolitan Government
- Certified as a company that supports and promotes sport

■ Business Reform

Procurement Leaders
- World Procurement Awards 2018
  The GEP Procurement Team Award Winner

■ IT

Nikkei Business Publications
- IT Japan Award 2018 Grand Prix

■ Web Communications

Japan Institute of Design Promotion
- Good Design Award

German Design Council
- German Design Award 2018
  Excellent Communications Design
  Winner, Web Category

■ Socially Responsible Investment (SRI) Index

The MSCI Japan Empowering Women (WIN) Select
Index