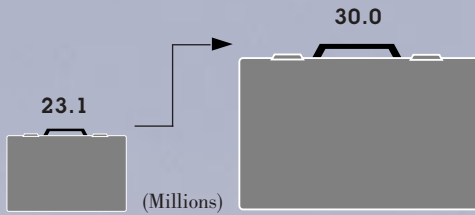
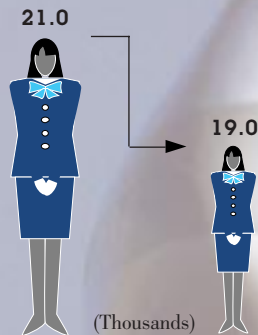


# Targeting Global Leadership



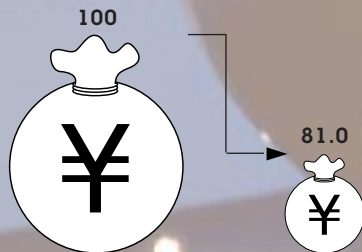
## Passenger Numbers at JAL

Passenger numbers for combined domestic and international operations totaled 30.0 million, a 30.0% increase over the figure five years earlier. This marked rise is proof positive of JAL's high level of service.



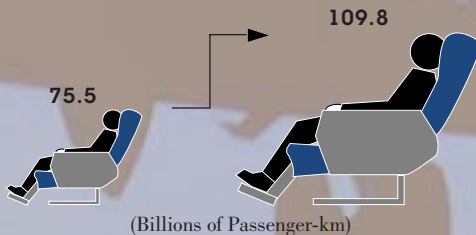
## Number of Employees

Excepting contracted cabin staff and secondees, JAL had 19,000 employees in the fiscal year ended March 31, 1997. Measures to make the most effective use of staff, such as the greater use of contracted cabin staff, are gradually beginning to lead to a more streamlined work force.



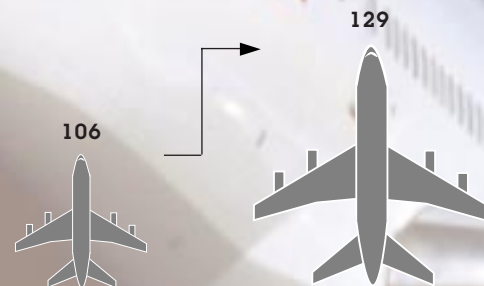
## Indexed Operating Costs Per Available Ton-Km

If operating costs per available ton-km are established at 100 for the fiscal year ended March 31, 1992, this value had fallen to 81.0 by 1997. Costs are the most pressing issue in the Japanese airline industry. JAL is taking measures to ensure that this index continues to fall well into the next decade.



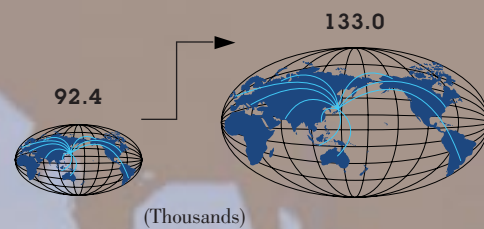
## Available Seat-km (ASK)

JAL's total ASKs over the past six years have risen 45%. The ability to maintain such a high seat load factor reflects both the company's effective management and the high level of trust passengers put in JAL.



## Size of Aircraft Fleet

Over the past five years, excepting those aircraft leased on a time basis, the size of JAL's fleet has grown by around 20%. While expanding its route network, JAL has introduced more efficient aircraft, improving cost performance.



## Number of Flights

In the past five years, as an indicator of the expansion of the JAL network, the company has expanded the total number of flights per year by 44%, helping to give JAL the global network it needs to be a global airline.