

Consolidated Financial Highlights

Japan Airlines Company, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2002, 2001 and 2000

Years ended March 31,	Millions of yen			Thousands of U.S. dollars
	2002	2001	2000	2002
For the Year:				
Operating Revenues	¥1,608,689	¥1,703,773	¥1,598,516	\$12,095,406
Operating Expenses	1,620,614	1,625,133	1,553,628	12,185,067
Operating Income	(11,925)	78,639	44,887	(89,661)
Net Income	(36,725)	41,021	19,740	(276,127)
Net Income Per Share (yen and dollars)	¥ (20.60)	¥ 23.06	¥ 11.10	\$ (0.154)
At Year-End:				
Long-Term Debt	¥ 886,178	¥ 839,821	¥ 955,135	\$ 6,662,992
Stockholders' Equity	228,657	267,654	237,903	1,719,225
Total Assets	1,836,371	1,801,855	1,911,177	13,807,300
Shares Issued (thousands)	1,783,473	1,783,473	1,778,943	

Note: The U.S. dollar amounts in this annual report are translated from yen amounts, solely for convenience, at ¥133=U.S.\$1.00, the exchange rate prevailing on March 31, 2002 (see Note 2 to the Consolidated Financial Statements).

Consolidated Operating Highlights

Japan Airlines Company, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2002 and 2001

Years ended March 31,		2002	2001	Change (%)
Revenue passengers carried (number of passengers):	Domestic	23,810,995	23,469,046	1.5
	International	13,372,050	15,137,007	-11.7
	Total	37,183,045	38,606,053	-3.7
Revenue passenger-km (1,000 passenger-km):	Domestic	19,188,331	18,866,556	1.7
	International	65,077,106	76,397,303	-14.8
	Total	84,265,437	95,263,859	-11.5
Revenue passenger-load factor (%; percentage point change):	Domestic	66.5	66.5	0.0
	International	69.1	75.6	-5.9
	Total	68.5	73.6	-5.1
Revenue ton-km performed (1,000 ton-km):	Domestic	1,738,564	1,736,516	0.1
	International	10,139,544	11,673,875	-13.1
	Total	11,878,100	13,410,391	-11.4
Revenue weight-load factor (%; percentage point change):	Domestic	53.6	54.8	-1.2
	International	65.9	72.0	-6.1
	Total	63.7	69.2	-5.5

Notes: 1. Ratios and percentages have been rounded to the nearest tenth of a percent.

2. Other figures less than one thousand, except for passengers carried, have been discarded.