

Consolidated Financial Highlights

Japan Airlines System Corporation and Consolidated Subsidiaries
For the Years Ended March 31, 2003, 2002 and 2001

Years ended March 31,	Millions of yen			Thousands of U.S. dollars
	2003	2002 (Pro forma)	2001 (Pro forma)	2003
For the Year:				
Operating Revenues	¥2,083,480	¥2,029,481	¥2,122,158	\$17,362,333
Operating Expenses	2,072,891	2,030,522	2,025,775	17,274,091
Operating Income (loss)	10,589	(1,041)	96,383	88,241
Net Income (loss)	11,645	(35,797)	43,263	97,041
Net Income Per Share (yen and dollars)	¥ 5.92	—	—	\$ 0.049
At Year-End:				
Long-Term Debt	¥1,094,285	¥1,132,238	—	\$ 9,119,041
Stockholders' Equity	254,256	254,803	—	2,118,800
Total Assets	2,172,284	2,294,836	—	18,102,366
Shares Issued (thousands)	1,980,465	—	—	

Note: The U.S. dollar amounts in this annual report are translated from yen amounts, solely for convenience, at ¥ 120=U.S.\$1.00, the exchange rate prevailing on March 31, 2003 (see Note 2 to the Consolidated Financial Statements).

Note: Figures shown in this report for 2002 and 2001 are simple additions of the figures for the Japan Airlines Group and the Japan Air Systems Group.

Consolidated Operating Highlights

Japan Airlines Company, Ltd. and Consolidated Subsidiaries
For the Years Ended March 31, 2003 and 2002

Years ended March 31,		2003	2002	Change (%)
Revenue passengers carried (number of passengers):	Domestic	46,520,059	46,311,761	0.4
	International	14,640,627	14,059,562	4.1
	Total	61,160,686	60,371,323	1.3
Revenue passenger-km (1,000 passenger-km):	Domestic	34,854,145	34,537,930	0.9
	International	69,959,085	66,302,882	5.5
	Total	104,813,230	100,840,812	3.9
Revenue passenger-load factor (%; percentage point change):	Domestic	65.3	64.8	0.5
	International	69.0	69.1	-0.1
	Total	67.8	67.6	0.2
Revenue ton-km performed (1,000 ton-km):	Domestic	3,068,380	3,053,557	0.5
	International	11,052,885	10,296,816	7.3
	Total	14,121,265	13,350,373	5.8
Revenue weight-load factor (%; percentage point change):	Domestic	48.7	48.5	0.2
	International	66.3	65.6	0.7
	Total	61.5	60.7	0.8

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.