



Corporate Data

Corporate Data

Group Companies	124
ESG Data	126
Domestic Route Map	127
International Route Map	128
Stock Information / Corporate Information	130

Group Companies

(As of March 31, 2016)

Group Total	Air Transport Business	Others
Number of Subsidiaries 87 (Consolidated Subsidiaries 55)	Number of Subsidiaries 32 (Consolidated Subsidiaries 30)	Number of Subsidiaries 55 (Consolidated Subsidiaries 25)
Affiliated Companies 59 (Equity Method Affiliates 14)	Affiliated Companies 3 (Equity Method Affiliates 3)	Affiliated Companies 56 (Equity Method Affiliates 11)

Customers and Business Associates

JAL Group

Air Transport Business

(JAL, thirty consolidated subsidiaries, two non-consolidated subsidiaries and three equity method affiliates)

Air Transport Business

JAPAN AIRLINES CO., LTD.
JAPAN TRANSOCEAN AIR CO., LTD. JAPAN AIR COMMUTER CO., LTD. J-AIR CO., LTD.
HOKKAIDO AIR SYSTEM CO., LTD. RYUKYU AIR COMMUTER CO., LTD.

Others

Provision of service and goods

Airport Passenger Handling

JAL SKY CO., LTD. JALSKY SAPPORO CO., LTD.
JALSKY OSAKA CO., LTD. JALSKY KYUSHU CO., LTD.

Ground Handling

JAL GROUND SERVICE CO., LTD.
OKINAWA AIRPORT SERVICE CO., LTD.

Maintenance

JAL ENGINEERING CO., LTD.
JAL MAINTENANCE SERVICE CO., LTD.

Cargo

JAL CARGO SERVICE CO., LTD.
JAL KANSAI AIRCARGO SYSTEM CO., LTD.
JAL CARGO SERVICE KYUSHU CO., LTD.

Passenger Sales

JAL NAVIA CO., LTD. JAL MILEAGE BANK CO., LTD.

Airport-Related Business

JAL ROYAL CATERING CO., LTD.

Others

Provision of service and goods

Others

(25 Consolidated Subsidiaries, 30 Non-Consolidated Subsidiaries, 11 Equity Method Affiliates, 45 Non-Equity Method Affiliates)

Maintenance

AL AIRTECH CO., LTD.

Airport-Related Business

JAL ABC, INC.
OKINAWA FUELING FACILITIES CO., LTD.

Passenger Sales

JALPAK CO., LTD. JAL SALES CO., LTD.

Others

JAL INFORMATION TECHNOLOGY CO., LTD.
AXESS INTERNATIONAL NETWORK, INC
JALCARD, INC.

Cargo

JUPITER GLOBAL, LTD.

Others

Consolidated Subsidiaries (As of March 31, 2016)

Corporate Name	Paid-in Capital (Millions of yen)	Ratio of Voting Rights			
		Direct (%)	Indirect (%)	Total (%)	
Air Transport Business Segment					
•Air Transport Business					
JAPAN TRANSOCEAN AIR CO., LTD.	4,537	72.8	—	72.8	
JAPAN AIR COMMUTER CO., LTD.	300	60.0	—	60.0	
J-AIR CO., LTD.	200	100.0	—	100.0	
HOKKAIDO AIR SYSTEM CO., LTD.	490	57.3	—	57.3	
RYUKYU AIR COMMUTER CO., LTD.	396	—	74.5	74.5	
•Airport Passenger Handling					
JAL SKY CO., LTD.	100	100.0	—	100.0	
JALSKY OSAKA CO., LTD.	30	100.0	—	100.0	
JALSKY KYUSHU CO., LTD.	30	100.0	—	100.0	
JALSKY SAPPORO CO., LTD.	30	100.0	—	100.0	
JALSKY NAHA CO., LTD. *1	30	51.0	49.0	100.0	
JTA SOUTHERN SKY SERVICE CO., LTD. *1	20	—	100.0	100.0	
JALSKY KANAZAWA CO., LTD.	10	100.0	—	100.0	
JALSKY SENDAI CO., LTD.	10	100.0	—	100.0	
JAL HAWAII, INCORPORATED	USD 1,000	100	100.0	—	100.0
•Ground Handling					
JAL GROUND SERVICE CO., LTD. *2	100	99.8	0.2	100.0	
JAL GROUND SERVICE TOKYO CO., LTD. *2	20	—	100.0	100.0	
JAL GROUND SERVICE OSAKA CO., LTD.	10	—	100.0	100.0	
JAL GROUND SERVICE KYUSHU CO., LTD.	10	—	100.0	100.0	
JAL GROUND SERVICE SAPPORO CO., LTD.	10	—	97.7	97.7	
OKINAWA AIRPORT SERVICE CO., LTD. *1,3	33	70.6	29.4	100.0	
•Maintenance					
JAL ENGINEERING CO., LTD.	80	100.0	—	100.0	
JAL MAINTENANCE SERVICE CO., LTD.	10	100.0	—	100.0	
•Cargo					
JAL KANSAI AIRCARGO SYSTEM CO., LTD.	100	69.2	—	69.2	
JAL CARGO SERVICE CO., LTD.	50	100.0	—	100.0	
JAL CARGO HANDLING CO., LTD.	50	—	100.0	100.0	
JAL CARGO SERVICE KYUSHU CO., LTD.	20	40.0	40.0	80.0	
•Passenger Sales					
JAL NAVIA CO., LTD.	50	100.0	—	100.0	
JAL MILEAGE BANK CO., LTD.	40	100.0	—	100.0	
JAL PASSENGER SERVICES AMERICA INCORPORATED	USD 1,000	205	100.0	—	100.0
•Airport-Related Business					
JAL ROYAL CATERING CO., LTD.	2,700	51.0	—	51.0	

Corporate Name	Paid-in Capital (Millions of yen)	Ratio of Voting Rights		
		Direct (%)	Indirect (%)	Total (%)
Other segments				
●Maintenance				
JAL AIRTECH CO., LTD.	315	66.6	3.4	70.0
●Cargo				
JUPITER GLOBAL, LTD.	HKD 1,000 1,960	46.4	4.6	51.0
●Passenger Sales				
JALPAK CO., LTD. *4	80	96.4	1.2	97.7
JAL SALES CO., LTD.	460	100.0	—	100.0
JAL JTA SALES CO., LTD.	30	16.7	83.3	100.0
JALPAK INTERNATIONAL HAWAII, INC.	USD 1,000 1,000	—	100.0	100.0
JALPAK INTERNATIONAL (CHINA) CO., LTD.	USD 1,000 600	—	100.0	100.0
JALPAK INTERNATIONAL (EUROPE) B.V.	EUR 1,000 1,600	—	100.0	100.0
JALPAK INTERNATIONAL (FRANCE) S.A.S.	EUR 1,000 160	—	100.0	100.0
EURO-CREATIVE TOURS (U.K.) LTD.	GBP 1,000 100	—	100.0	100.0
JALPAK INTERNATIONAL ASIA PTE. LTD.	SGD 1,000 146	—	100.0	100.0
JAL SATELLITE TRAVEL CO., LTD.	HKD 1,000 750	—	100.0	100.0
PT. TAURINA TRAVEL DJAYA *5	IDR 1,000 500,000	—	49.0	49.0
●Airport-Related Business				
OKINAWA FUELING FACILITIES CO., LTD.	100	40.0	20.0	60.0
JAL ABC, INC.	100	51.0	—	51.0
●Others				
JAL INFORMATION TECHNOLOGY CO., LTD.	702	100.0	—	100.0
AXESS INTERNATIONAL NETWORK, INC.	700	100.0	—	100.0
JAL CARD, INC.	360	50.6	—	50.6
JAL FACILITIES CO., LTD.	180	85.0	—	85.0
JAL BRAND COMMUNICATIONS CO., LTD.	100	100.0	—	100.0
JTA INFORMATION & COMMUNICATION CO., LTD.	50	—	100.0	100.0
JAL SUNLIGHT CO., LTD.	20	100.0	—	100.0
OFFICIAL FILING CO., LTD.	10	50.0	4.0	54.0
JPRO CO., LTD	10	—	100.0	100.0
JLC INSURANCE COMPANY LIMITED	USD 1,000 2,000	100.0	—	100.0

*1 On July 1, 2016, JAL Sky Naha Co., Ltd., JTA Southern Sky Service Co., Ltd., and Okinawa Airport Service Co., Ltd. merged, with Okinawa Airport Service Co., Ltd. as the surviving company.

*2 On April 1, 2016, JAL Ground Service Co., Ltd. and JAL Ground Service Tokyo Co., Ltd. merged, with JAL Ground Service Co., Ltd. as the surviving company.

*3 JAL Sky Airport Okinawa Co., Ltd. changed its corporate name to Okinawa Airport Service Co., Ltd. on July 1, 2016.

*4 Operating revenue (excluding operating revenue between consolidated subsidiaries) of JALPAK CO., LTD accounts for over 10% of consolidated operating revenue.

*5 Although JAL's ownership is 50% or less, the company is considered a subsidiary because JAL has substantial control.

►Environmental Data (E)

	FY2013	FY2014	FY2015	Unit
Environment				
CO ₂ Emissions	820	840	854	10,000 tons
CO ₂ Emissions/RTK (Comparison with FY 2005)	89.6	86.6	85.1	%
NO _x (LTO cycle)	6.26	6.12	5.78	1,000 tons
CO (LTO cycle)	4.39	4.38	4.43	1,000 tons
HC (LTO cycle)	0.72	0.70	0.72	1,000 tons
Electricity Use ^{*1}	129	125	120	Million kWh
Heat Use (crude oil equivalent) ^{*1}	49,633	48,494	46,770	1,000 liters
Water Use ^{*1}	452	445	430	1,000 m ³
Industrial Waste ^{*1}	3,720	3,415	3,475	Tons
Ratio of Final Disposal ^{*1}	1.2	1.2	1.2	%

^{*1} Airports, Offices, Maintenance Centers (Japan)

►Social Data (S)

	FY2013	FY2014	FY2015	Unit
Human Resources				
Consolidated Staff Headcount ^{*2}	31,472	31,534	31,986	Persons
Ground Staff	23,084	23,093	23,367	Persons
Flight Crew	2,405	2,446	2,519	Persons
Cabin Attendant	5,983	5,995	6,100	Persons
Average age ^{*2}	37.4	38.3	37.4	Years
Ground Staff	37.5	38.7	37.7	Years
Flight Crew	42.1	42.7	41.1	Years
Cabin Attendant	35.0	35.1	35.0	Years
Ratio of Men ^{*2}	53.3	53.2	52.3	%
Ratio of Women ^{*2}	46.7	46.8	47.7	%
Managerial Staff ^{*2}	15.6	15.9	16.0	%
General Staff ^{*2}	84.4	84.1	84.0	%
Ratio of Disabled Staff ^{*3}	2.00	2.04	2.28	%
Ratio of Female Managers ^{*2}	14.1	15.1	15.6	%
Training Period per Person ^{*4}	62.5	60.2	62.8	Hours/Person
Training Cost per Person ^{*4}	311,704	318,249	380,997	Yen/Person
Childcare Leave Applicants	702	779	782	Persons
Nursing Care Leave Applicants	62	51	42	Persons
Ratio of Local Hires at Overseas Offices ^{*2}	92.0	90.8	90.4	%
Ratio of Locally Hired Managerial Staff at Overseas Offices ^{*2}	62.1	62.8	60.8	%

Community Contribution

Participation in Voluntary Activities	915	1,044	909	Persons
Total Hours of Voluntary Activities	3,144	4,436	3,182	Hours

^{*2} As of the fiscal year-end ^{*3} As of June 1 of the year following each fiscal year. Combined data for Japan Airlines Co., Ltd. and its special subsidiary JAL Sunlight Co., Ltd.
^{*4} Past data have been revised in accordance with improvements made in the accuracy of data collection.

►Governance Date (Japan Airlines Co., LTD.) (G)

(As of the end of each fiscal year)

	FY2013	FY2014	FY2015	Unit
Governance				
Executives	7	9	9	Persons
Female Directors	2	2	2	Persons
External Directors	2	2	2	Persons
Auditors	5	5	5	Persons
Outside Auditors	3	3	3	Persons
Director Remuneration	294	386	414	Millions of yen
Directors Total (Including external directors)	228	320	339	Millions of yen
Auditors Total (Including external auditors)	66	66	75	Millions of yen

Note: Total 11 directors (including three outside directors) and five auditors (including three outside auditors) after the 67th Ordinary General Meeting of Shareholders on June 22, 2016)

●The routes below are operated as code-share flights with Fuji Dream Airlines Co., Ltd. (FDA) using FDA aircraft and crew: Shizuoka-Sapporo (New Chitose), Shizuoka-Fukuoka, Matsumoto-Sapporo (New Chitose), Matsumoto-Fukuoka, Nagoya (Komaki)-Fukuoka, Nagoya (Komaki)-Yamagata, Nagoya (Komaki)-Niigata, Nagoya (Komaki)-Izumo, Nagoya (Komaki)-Kochi, Nagoya (Komaki)-Kitakyushu, Nagoya (Komaki)-Kumamoto, and Niigata-Fukuoka.

●The routes below are operated as code-share flights with Hokkaido Air System Co., Ltd. (HAC) using HAC aircraft and crew : Sapporo (Okadama)-Rishiri, Sapporo (Okadama)-Kushiro, Sapporo (Okadama)-Hakodate, Sapporo (Okadama)-Misawa, Hakodate-Okushiri, and Hakodate-Misawa.

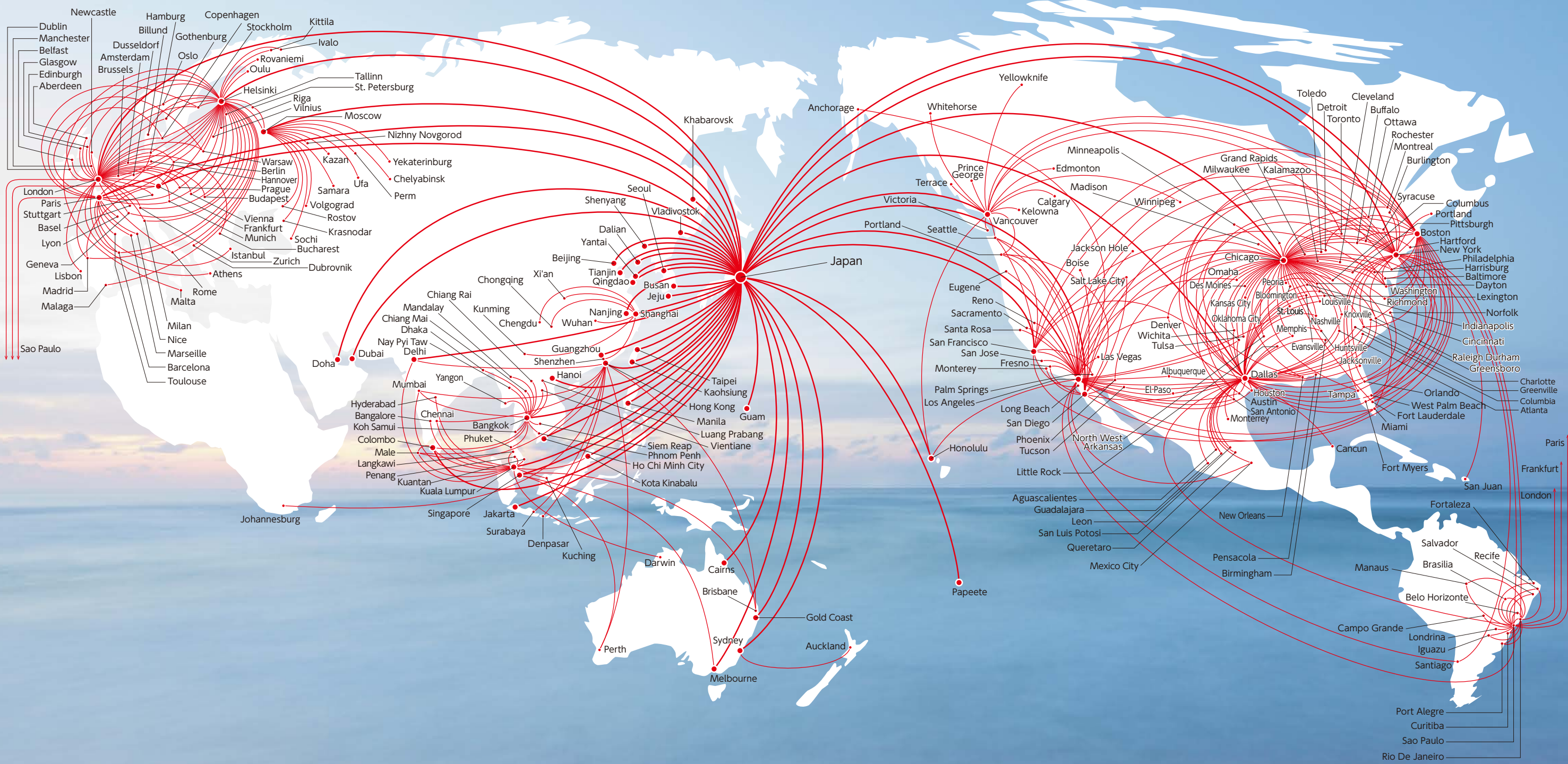
●The routes below are operated as code-share flights with Amakusa Airlines Co., Ltd. (AMX) using AMX aircraft and crew: Fukuoka-Amakusa and Kumamoto-Amakusa:

*Some flights on the Osaka (Itami)-Kumamoto route are also code-share flights with AMX.
*Some routes are not operated in certain seasons.



International Route Map

(As of June 28, 2016)



●The routes above include code-share flights.
●The map has been altered to highlight the cities on JAL's route network.

Stock Information / Company Information

(As of March 31, 2016)

Stock Information

- **Stock Exchange** The first section of the Tokyo Stock Exchange
- **The Stock Code** 9201
- **Number of shares per unit** 100 shares
- **Account closing date** March 31
- **Ordinary General Meeting of Shareholders** June each year
- **Date of Finalizing Shareholders Eligible to Exercise Voting Rights at the Ordinary General Meeting of Shareholders** March 31
- **Date of Finalizing Shareholders to Receive Year-end Dividends** March 31
- * We do not apply the interim dividends system.
- **Shareholder Registry Administrator**
Mitsubishi UFJ Trust and Banking Corporation

● **Contact**

Stock Transfer Agency Department
Mitsubishi UFJ Trust and Banking Corporation
10-11, Higashisuna 7-Chome, Koto-ku, Tokyo 137-8081, Japan
Phone: 0120-232-711 (toll free (Only with Japan))
Open: 9:00 am to 5:00 pm (Japan time)
Website: <http://www.tr.mufg.jp/daikou/>

● **Method of official announcement**

Electronic public notice at:
URL <http://www.jal.com/ja/corporate/publicnotices/>
Provided, however, that if the electronic notice cannot be made due to an accident or any unavoidable reason, the public notice shall be published in the Nihon Keizai Shimbun.

● **Limitation on listing or recording of Citizens of Foreign Countries and Other Persons in Register of Shareholders and Register of Beneficial Shareholders**

The Articles of Incorporation lay down the following provision concerning the Civil Aeronautics Act, Article 120-2.

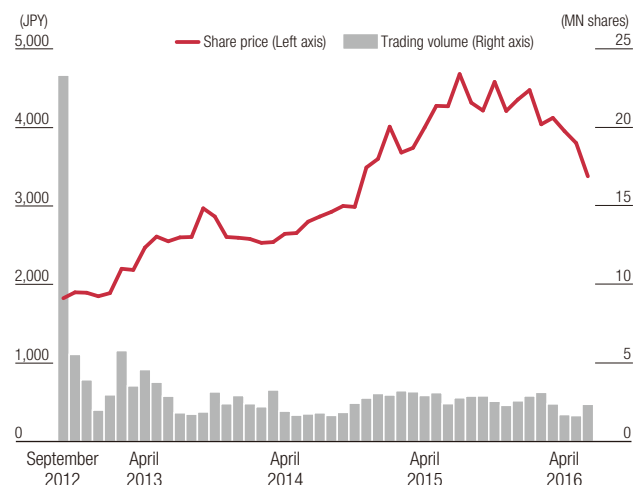
Article 12. Limitation on listing or recording of Citizens of Foreign Countries and Other Persons in Register of Shareholders and Register of Beneficial Shareholders 12.1 If the Company receives from a person, who falls into one of the categories listed in the items below, a request for listing or recording his or her name and address in the register of shareholders (including the register of beneficial shareholders; hereinafter the same), and if the acceptance of such request causes the total voting rights owned by persons, who fall into one of the categories listed in the items below, to represent one-third or more of the Company's total voting rights, the Company shall refuse such listing or recording.

(1) A person who does not have Japanese citizenship

(2) A foreign country, foreign public body or similar entity

(3) A corporation or other organization established under foreign laws and regulations

2. When the Company intends to list or record all shares held by any of the shareholders listed in the items of the following- paragraph, upon notification from a book-entry institution in accordance with Article 151. Paragraph (1) or (8) of the Act on Book-Entry Transfer of Company Bonds, Shares, etc., and thereby the total number of voting rights held by such persons listed in the items of the preceding paragraph will account for more than a third of the Company's voting rights, the Company shall list or record such shareholders in the register of shareholders in accordance with measures provided for in the Ordinance of the Ministry of Land, Infrastructure, Transport and Tourism to list or record only a part of the shares so that the total number of voting rights held by such shareholders in the items of the preceding paragraph accounts for less than a third of the Company's voting rights.

● **Transition of share price and trading volume**

*Trading volume refers to the average trading volume per day in the month.

● **Total number of shares to be issued** 750 million

(Common stock) (700 million)
(Class 1 Preferred stock) (12.5 million)
(Class 2 Preferred stock) (12.5 million)
(Class 3 Preferred stock) (12.5 million)
(Class 4 Preferred stock) (12.5 million)

● **Outstanding Issued Shares**

Common stock 362,704,000 (Number of shares per unit: 100)
Number of Shareholders 105,163

● **Major Shareholders**

Shareholders Name	Number of shares	Percentage of Shares Against Total Number of Issued Shares (%)
Japan Trustee Services Bank, Ltd.(Trust account)	21,048,400	5.80
The Master Trust Bank of Japan, Ltd.(Trust account)	16,050,600	4.42
Kyocera Corporation	7,638,400	2.10
Japan Trustee Services Bank, Ltd. (Trust account 9)	5,470,700	1.50
Daiwa Securities Group Inc.	5,000,000	1.37
MSCO CUSTOMER SECURITIES	4,541,100	1.25
STATE STREET BANK AND TRUST COMPANY	4,464,400	1.23
Japan Trustee Services Bank, Ltd. (Trust account 6)	3,924,500	1.08
Japan Trustee Services Bank, Ltd. (Trust account 5)	3,922,100	1.08
Japan Trustee Services Bank, Ltd. (Trust account 1)	3,904,400	1.07

Company Profile

Corporate Name Japan Airlines Co., Ltd.

Headquarters Nomura Real Estate Bldg., 2-4-11
Higashi-Shinagawa, Shinagawa-ku, Tokyo
Phone: +81 3 (5460) 3121
Website: <http://www.jal.com/jp>

Established August 1, 1951

Representative Director, President Yoshiharu Ueki

Capital 181,352 million yen

Employees Consolidated Employees 31,986 people
Employees 11,224 people

Capital and Paid-in Capital 355,845 million yen (Amount is rounded down to the nearest million yen)

Businesses 1. Scheduled and non-scheduled air transport services
2. Aerial Work Services
3. Other Related Business