

# JAPAN AIRLINES Co., Ltd.

## Financial Results

### 2<sup>nd</sup> Quarter Mar/2022 (FY2021)



**JAPAN AIRLINES**



Japan Airlines marked 70th Anniversary  
of the foundation on October 1, 2021

**November 2, 2021**



APEX

Health Safety Powered  
by SimpliFlying Audit  
Diamond



SKYTRAX

Covid-19 Safety Rating  
5 Star



SKYTRAX  
COVID-19 Excellence Award



SKYTRAX  
2021  
The World's Best Economy Class  
The Best Economy Class Seat



SKYTRAX

5-Star Airline



2021 Award for Excellence  
in Corporate Disclosure

— Industries —



The Securities Analysts  
Association of Japan



The 8th  
IR Good Visual Award

1. PERFORMANCE OVERVIEW FOR 1<sup>st</sup> Half FY21
2. EARNINGS FORECAST
3. RECENT TOPICS
4. DETAILS OF FINANCIAL RESULTS FOR  
1<sup>st</sup> Half FY21
5. REFERENCES



NPO J-Win

2021 J-Win Diversity Award  
Advanced Achievement Award  
Executive Management Award



2021  
健康経営優良法人  
Health and productivity  
ホワイト500

Health and Productivity  
Management Brand



DX銘柄2021  
Digital Transformation

**IFRS is adopted from FY2020. Accordingly, figures for FY2019 are also calculated under IFRS for comparison.  
All figures include LCC <sup>(2)</sup> unless otherwise noted.**

**The 2<sup>nd</sup> Quarter results (July to September) are calculated by deducting the results of 1<sup>st</sup> Quarter (April to June) from 1<sup>st</sup> Half (April to September).**

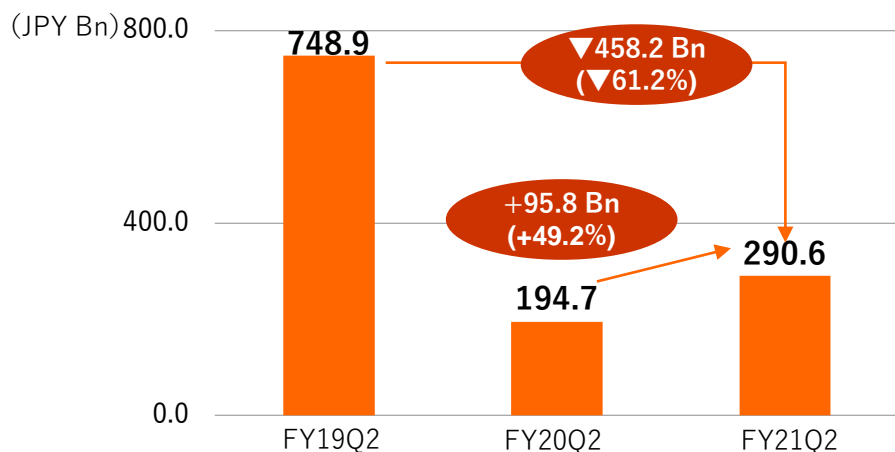
**For SPRING JAPAN, as the results from acquisition of the subsidiary until the end of June are minor, passenger revenue from July is included as passenger revenue for LCC.**

# PERFORMANCE OVERVIEW FOR 1<sup>st</sup> Half FY21

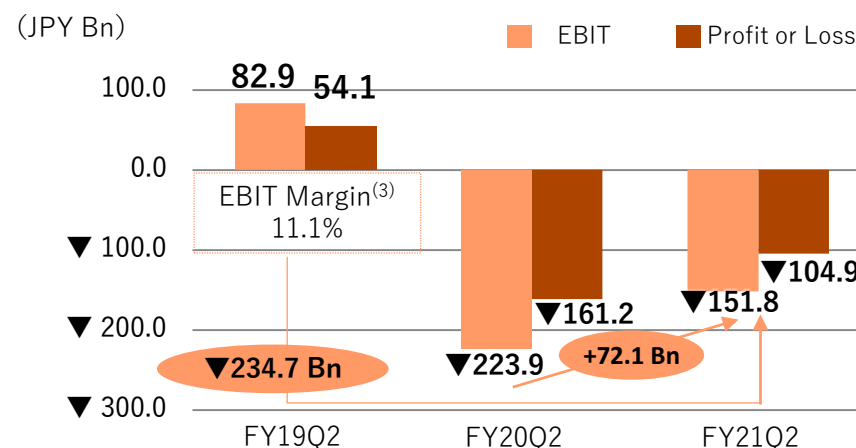


✓ Amid the COVID effects, Revenue and EBIT are on the rise toward recovery

## Revenue



## EBIT <sup>(1)</sup> / Profit or Loss <sup>(2)</sup>



## Fuel/FX Markets

	1 <sup>st</sup> Half FY20	1 <sup>st</sup> Half FY21	y/y
Singapore Kerosene (USD/bbl)	36.3	72.1	+98.6%
Dubai Crude Oil (USD/bbl)	35.4	67.9	+91.8%
FX Rate (JPY/USD)	107.5	109.5	+1.9%

## Operational Preconditions/ASK

	Vs. 1 <sup>st</sup> Half FY19	Vs. 1 <sup>st</sup> Half FY20
International Routes	▼60.3%	+234.9%
Domestic Routes	▼41.6%	+20.1%
Total	▼52.8%	+78.1%

(1) EBIT= Profit/Loss before Financing and Income tax (Profit/Loss before Tax – Finance Income /Expenses) (2) Profit/Loss = Quarterly Profit Attributable to Owners of Parent

(3) EBIT Margin = EBIT / Revenue

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# FULL-YEAR PERFORMANCE FORECAST MAR/2022

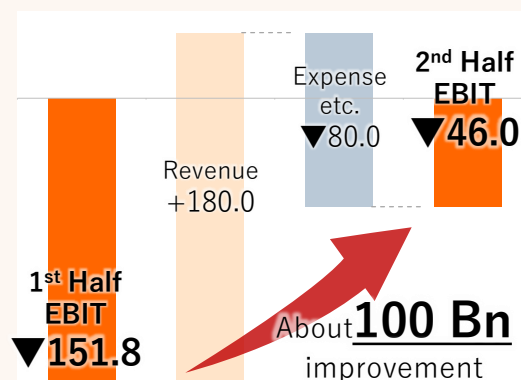


- ✓ Full-year performance forecast is expected to improve significantly y/y to EBIT ▼198 billion yen and Net loss ▼146 billion yen
- ✓ The 2<sup>nd</sup> half is expected to improve from the 1<sup>st</sup> Half by about EBIT 100 billion yen
- ✓ Full-year actual fixed cost is expected to be 475 billion yen, 25 billion yen less than the initial and previous year's level of 500 billion yen

## Full-year Performance Forecast

(Bn Yen)	FY2020	FY2021		
	Result	Forecast	Diff.	y/y
Revenue	481.2	766.0	+284.7	+59.2%
Int'l PAX	27.9	93.0	+65.0	+232.5%
Dom PAX	174.0	297.0	+122.9	+70.7%
Cargo / Mail	128.8	201.0	+72.1	+56.0%
Other Revenue <sup>(1)</sup>	150.4	175.0	+24.5	+16.3%
Operating Expense	885.0	974.0	+88.9	+10.1%
Others <sup>(2)</sup>	5.5	10.0	+4.4	+81.6%
EBIT	▼398.3	▼198.0	+200.3	-
Profit or Loss	▼286.6	▼146.0	+140.6	-

## EBIT Improvement

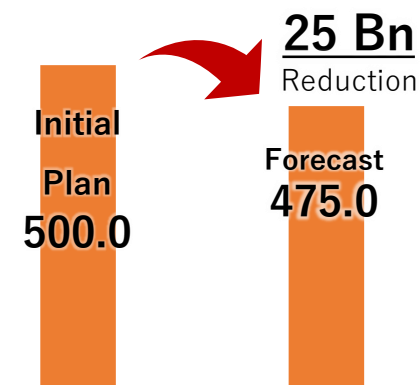


- Steady increase in Dom. Pax. Revenue
- Good revenue continues in Cargo

## 【2<sup>nd</sup> Half Fuel/FX Markets Assumptions】

- Singapore Kerosene : 90USD/bbl
- Dubai Crude Oil : 83USD/bbl
- FX : 110 yen/USD

## Actual Fixed Cost<sup>(3)</sup> vs. Initial Plan



- Personnel : about 20 Bn yen reduced
- Services or Rent : about 5 Bn yen reduction

## Sensitivity※

- Fuel : about 0.4 Bn (1USD/bbl)
- FX : about 0.3 Bn (1yen/USD)

※For the 2<sup>nd</sup> Half only, Hedging included.

(1) Other Revenue = Travel Agency, Mileage, Ground Handling or etc.

(2) Others = Gain or Loss on Sales of Flight Equipment, Other Revenue, Share of Profit or Loss of Investment and Income/Expenses from Investment

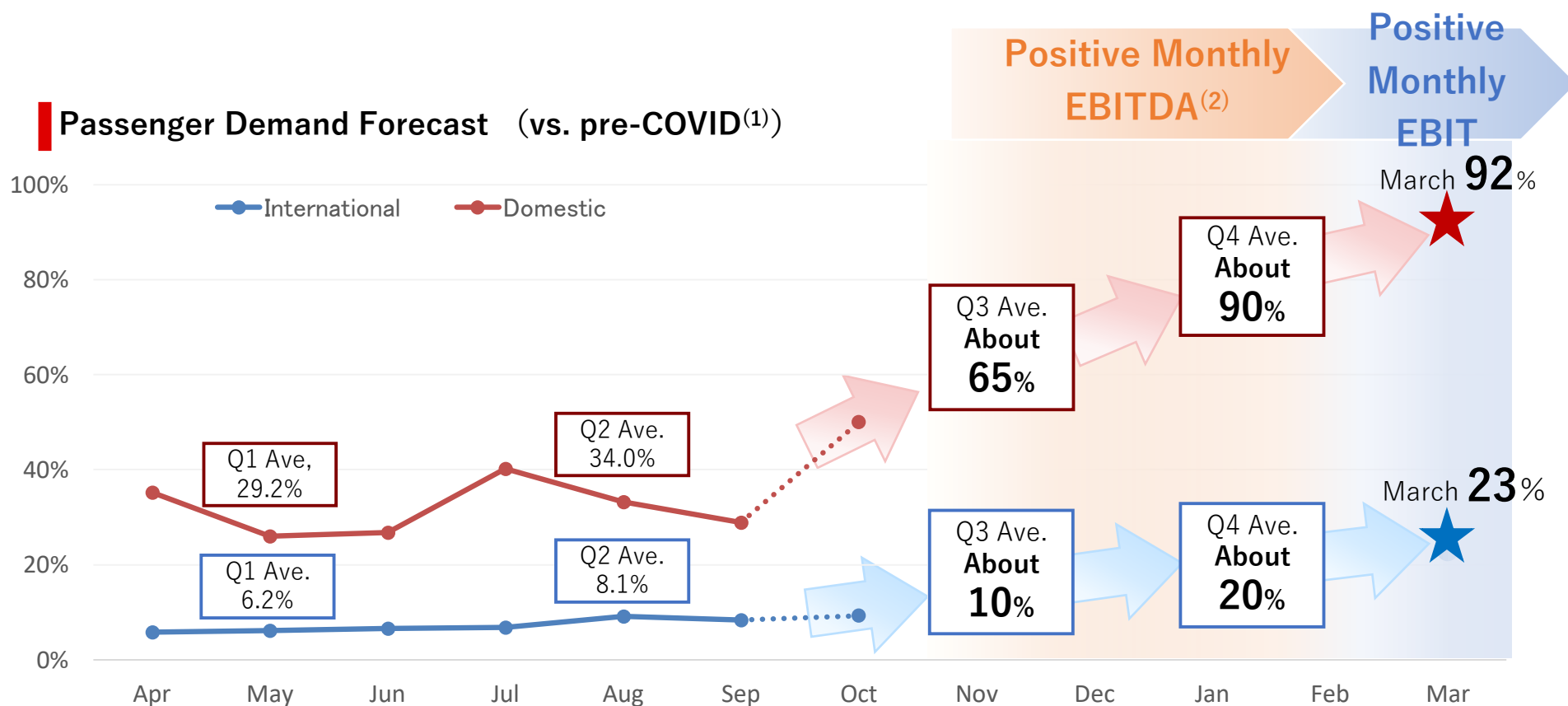
(3) Actual Fixed Cost: (Total Fixed Cost) – (costs that may be variable according to operational size and number of passengers, temporary or additional costs in association with the structural restructuring)

# FULL-YEAR PERFORMANCE FORECAST MAR/2022



## Passenger Demand Forecast

- ✓ INT'L PAX. demand is expected to increase gradually with ease of border restrictions
- ✓ Dom. PAX. demand is expected to increase steadily along with vaccination
- ✓ Cargo demand is expected to remain strong throughout this fiscal year



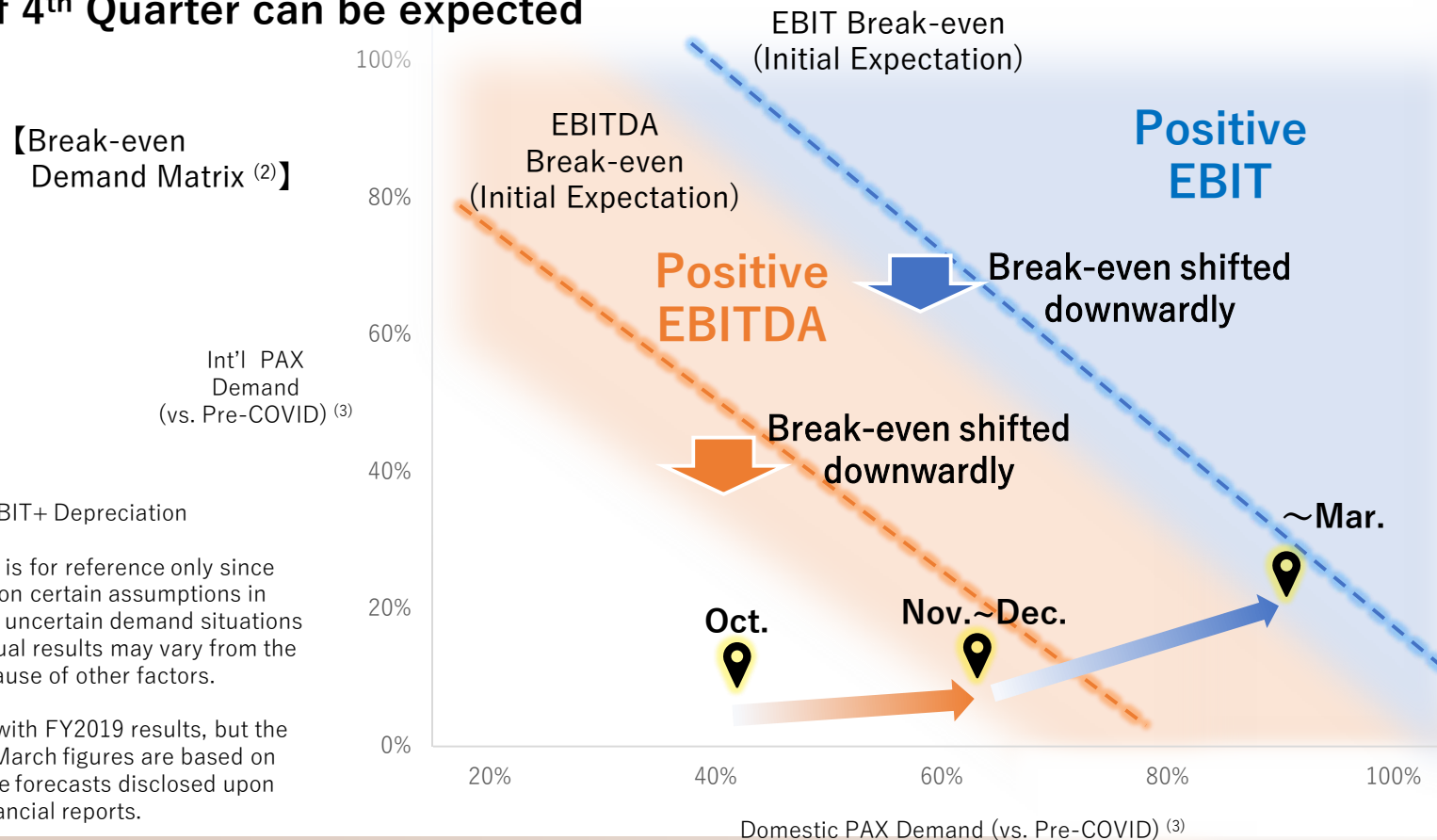
(1) Compared with FY2019 results, but the January to March figures are based on performance forecasts disclosed upon FY19Q3 financial reports

(2) EBITDA=EBIT + Depreciation

# AN UPDATED BREAK-EVEN MATRIX



- ✓ EBIT · EBITDA <sup>(1)</sup> break-even Int'l PAX/Dom. PAX demand matrix <sup>(2)</sup> was updated as below
- ✓ The break-even points decreased from the initial plan by the good Cargo business and further fixed cost reduction.
- ✓ Positive monthly EBITDA by the end of the 3<sup>rd</sup> Quarter and positive monthly EBIT by the end of 4<sup>th</sup> Quarter can be expected



- (1) EBITDA=EBIT+ Depreciation
- (2) This matrix is for reference only since it is based on certain assumptions in the current uncertain demand situations so that actual results may vary from the matrix because of other factors.
- (3) Compared with FY2019 results, but the January to March figures are based on performance forecasts disclosed upon FY19Q3 financial reports.

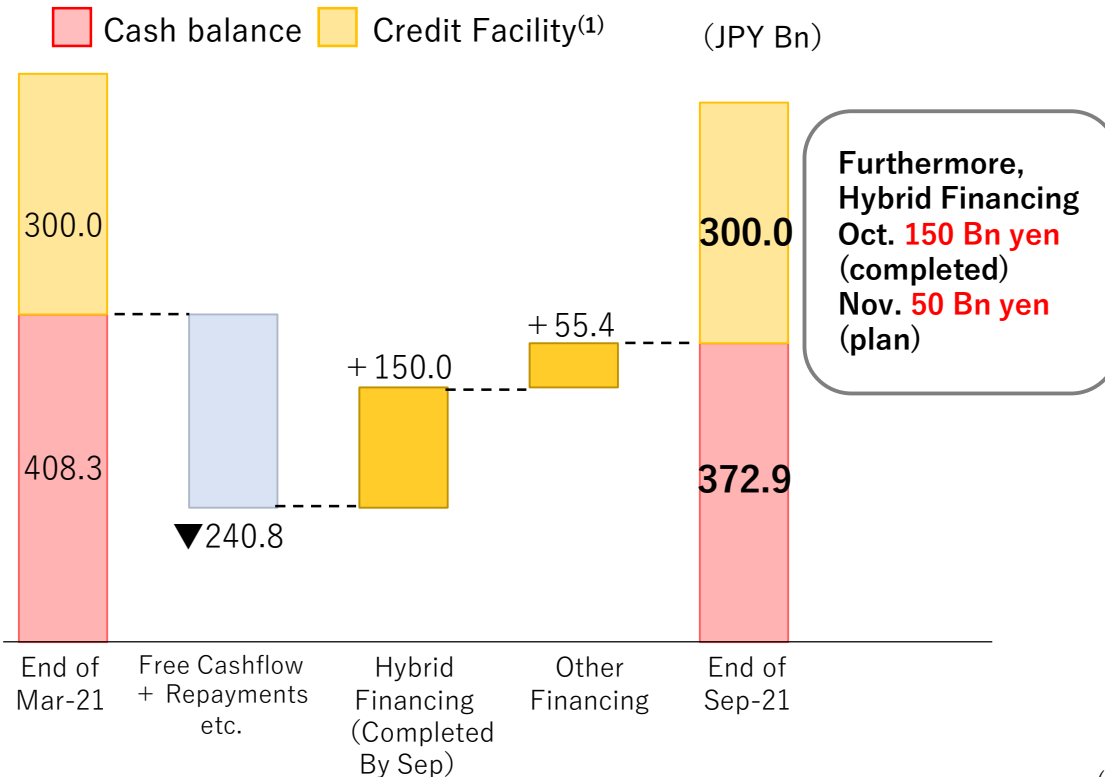
# INITIATIVES FOR LIQUIDITY AT HAND

## Liquidity and cash burn

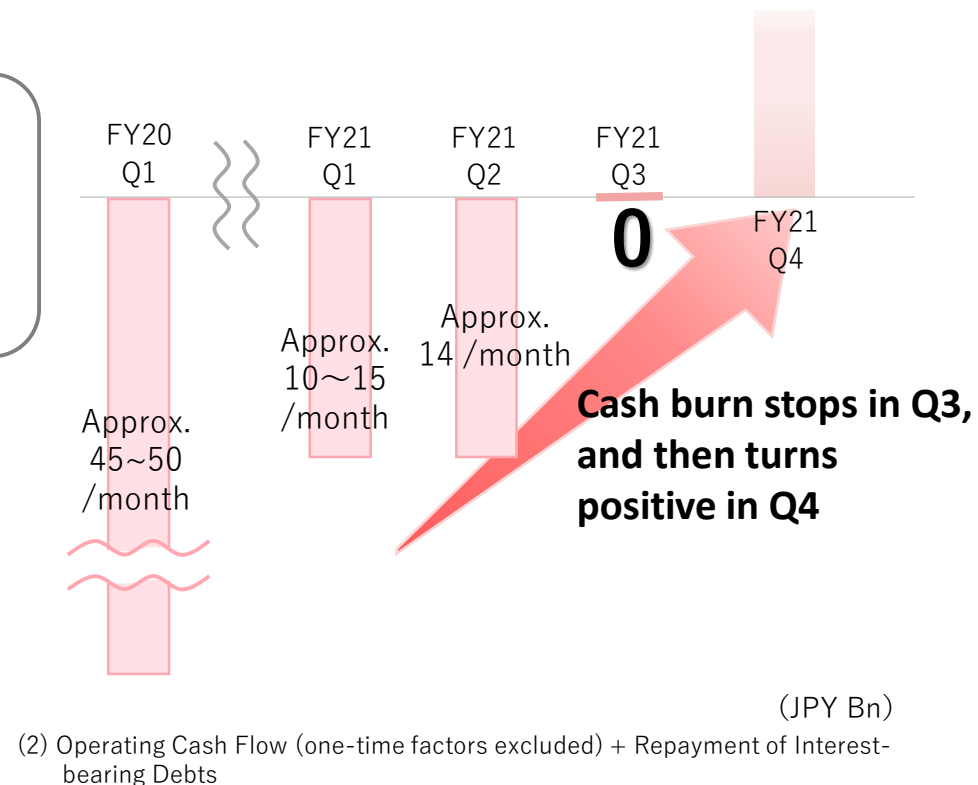


- ✓ Sufficient funds of more than 670 billion yen were secured as of the end of SEP/21
- ✓ 200 billion yen will be added through hybrid financing from October
- ✓ Cash-burn will diminish in the 3<sup>rd</sup> Quarter, and it turns to be positive in the 4<sup>th</sup> Quarter

### Cash Balance & Credit Facility



### Cash Burn <sup>(2)</sup>



(1) Optimal and flexible liquidity at hand is secured through various terms of credit lines



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# RECENT TOPICS



## Initiatives for Safety and Comfort



Your Safety, Our Priority  
**JAL FLYSAFE**  
JAL is conducting thorough preventive measures  
「JAL FLY SAFE」 for safe and comfortable flights



The first Japanese airlines with the triple best rewards for preventive measures



### ✓ Measures at airports

- Contactless 「JAL SMART AIRPORT」 to domestic airports
- Start of boarding procedures with facial recognition technology 「Face Express」 at Haneda and Narita International terminals



Touch-less KIOSK



Automated Baggage Check-in



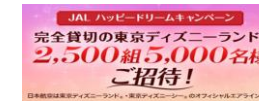
Facial Recognition

### ✓ Complimentary COVID Cover

Extended complimentary COVID-19 cover for passengers

## Initiatives for demand stimulation

### ✓ Sales Promotion in a timely manner for spurring demand recovery



### ✓ Award Anytime tickets



Award domestic tickets that allow booking even in a peak season

## Initiatives for Future growth

### ✓ Next Generation Mobility (Drone • Flying Taxi)



- JALDRONE : 「logistical supports to remote islands or mountains, or aid supplies logistics in disaster」 (Amami)
- JAL AIR TAXI( Flying Taxi) : 「Transportation from airports, sightseeing, emergency medical air lift or disaster response」 (Osaka Expo 2025, Mie and Chitose)

# JALUX to be a consolidated subsidiary



- ✓ Conducts a joint tender offer with Sojitz Corporation to make JALUX a consolidated subsidiary
- ✓ Places JALUX as a “core company for non-aviation business” toward leaping business expansion and profit growth

## Objectives



➔ **Maximizes corporate value by sharing each company's strength with each other**

## Business Strategy in Mid-term Management Plan (Business restructuring)

Business domains expand as markets change ➔

**Full Service Carrier**

Improve Profitability

**Cargo/Mail**

Steady Revenue Increase

**LCC**

Develop New Markets

Mileage · Lifestyle & Infrastructure

Expand into Growing Fields

Enhanced by this deal

Non-Aviation Business Domain

## Outline of the tender offer

### ■ Structure

- JAL establishes with Sojitz a tender offeror company as JAL's consolidated subsidiary to commence a joint tender offer.
- JALUX will be our consolidated subsidiary as a result of share acquisition (48.1%) through the tender offeror in addition to JAL's shares of JALUX (21.6%)
- Japan Airport Terminal will continue to hold JALUX shares to increase JALUX's corporate value (non-tender)

### ■ Tender Offer Price (planned) / Amounts · Schedule

- Tender Offer Price (planned) : 1 share 2,560 JPY  
Total Amounts by JAL : approx. 7.9 Bn JPY

【Ref.】 Vs. the simple average closing price for the latest one (1)-month period: Premium : +48.7%

2 Nov	<b>Tender Offer Plan Notice</b>
Early February	<b>Tender Offer Commencement</b> (After approval of Chinese antitrust authority) Acquisition of shares of the tender offeror company to make it JAL's subsidiary
Middle March	<b>Completion of Tender Offer (JALUX to be JAL's subsidiary)</b> Squeeze-Out Procedures
May~	<b>Completion of Squeeze-Out and JALUX to be delisted</b>

# RECENT TOPICS

## ESG



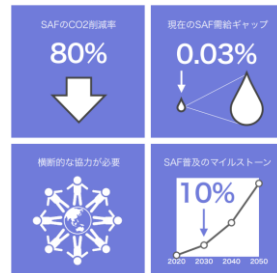
### Address to Climate Change



#### SAF(Sustainable Aviation Fuel) its development acceleration and use

- ✓ Promotes SAF, together with the governments and various industries

JAL has developed a joint report with ANA "Toward Virtually Zero CO2 Emissions from Air Transport in 2050," (1)



- ✓ Used SAF for delivery flights of 12<sup>th</sup> Airbus 350 and 3<sup>rd</sup> ATR42-600 received in September(2)

#### Upgrades to Fuel-efficient Aircraft

- ✓ Replaced more than 70% of large-scale aircrafts for domestic trunk routes with fuel-efficient A350s

A350: up to 25% less CO2 emission than other large aircrafts

### Improving Accessibility



- ✓ Contributed to Tokyo 2020 Paralympic by safe and comfortable transportation supports to the athletes

- Smooth airport assistance and high-quality logistical support
- Promotes para-sports or accessible tourism with the Paralympic know-how



### Regional Revitalization



- ✓ Started a sustainable project at newly selected World Heritage Amami islands

Acted toward regional promotion and social issues solutions(3)



(Photos by Yamato Village Shuraku Marugoto Kyogikai, Ministry of the Environment)

Village Project  
(SDGs Tour, conservation activities)

Drone Project  
(Aid Supplies)

(1) Joint release URL : <https://press.jal.co.jp/en/release/202110/006262.html>

(2) A flight from the delivery point: Toulouse, France to Japan

(3) <https://press.jal.co.jp/ja/release/202110/006275.html>

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# DETAILS OF FINANCIAL RESULTS FOR 1<sup>st</sup> Half FY21

## Consolidated Financial Results



(JPY : Bn )			1 <sup>st</sup> Half					2 <sup>nd</sup> Quarter		
	FY19	FY20	FY21	FY19		FY20		FY21	FY20	
				Diff.	y/y	Diff.	y/y		Diff.	y/y
Revenue	748.9	194.7	290.6	▼458.2	▼61.2%	+95.8	+49.2%	157.6	+39.2	+33.1%
International PAX	272.9	9.1	29.8	▼243.1	▼89.1%	+20.6	+225.0%	18.5	+12.0	+187.2%
Domestic PAX	285.8	69.6	89.9	▼195.8	▼68.5%	+20.2	+29.1%	51.8	+1.1	+2.4%
Cargo / Mail	45.1	53.4	98.3	+53.2	+117.8%	+44.9	+84.0%	50.7	+23.8	+88.6%
Other Revenue <sup>(1)</sup>	145.0	62.5	72.5	▼72.4	▼50.0%	+10.0	+16.0%	36.4	+2.1	+6.1%
Operating Expense	671.5	419.4	442.9	▼228.5	▼34.0%	+23.4	+5.6%	227.4	+13.8	+6.5%
Fuel	127.7	44.6	58.9	▼68.7	▼53.8%	+14.3	+32.0%	32.3	+7.1	+28.3%
Excluding Fuel	543.7	374.7	383.9	▼159.7	▼29.4%	+9.1	+2.4%	195.0	+6.6	+3.6%
Others <sup>(2)</sup>	5.5	0.7	0.4	▼5.0	▼91.5%	▼0.2	▼33.0%	0.6	▼1.5	▼69.4%
EBIT	82.9	▼223.9	▼151.8	▼234.7	-	+72.1	-	▼69.1	+23.7	-
EBIT Margin (%)	11.1%	-	-	-	-	-	-	-	-	-
Profit or Loss	54.1	▼161.2	▼104.9	▼159.1	-	+56.2	-	▼47.0	+20.4	-
ASK (MN seat km)	46,222	12,242	21,801	▼24,421	▼52.8%	+9,559	+78.1%	11,335	+3,459	+43.9%
RPK (MN pax km)	39,419	4,243	7,058	▼32,361	▼82.1%	+2,814	+66.3%	4,022	+889	+28.4%
EBITDA Margin (%) <sup>(3)</sup>	21.7%	-	-	-	-	-	-	-	-	-

(1) Other Revenue = Travel Agency, Mileage, Ground Handling or etc.

(2) Others = Gain or Loss on Sales of Flight Equipment, Other Revenue, Share of Profit or Loss of Investment and Income/Expenses from Investment

(3) EBITDA Margin = EBITDA / Revenue      EBITDA= EBIT + Depreciation

# DETAILS OF FINANCIAL RESULTS FOR 1<sup>st</sup> Half FY21

## Changes in EBIT (Revenues/Expenses)

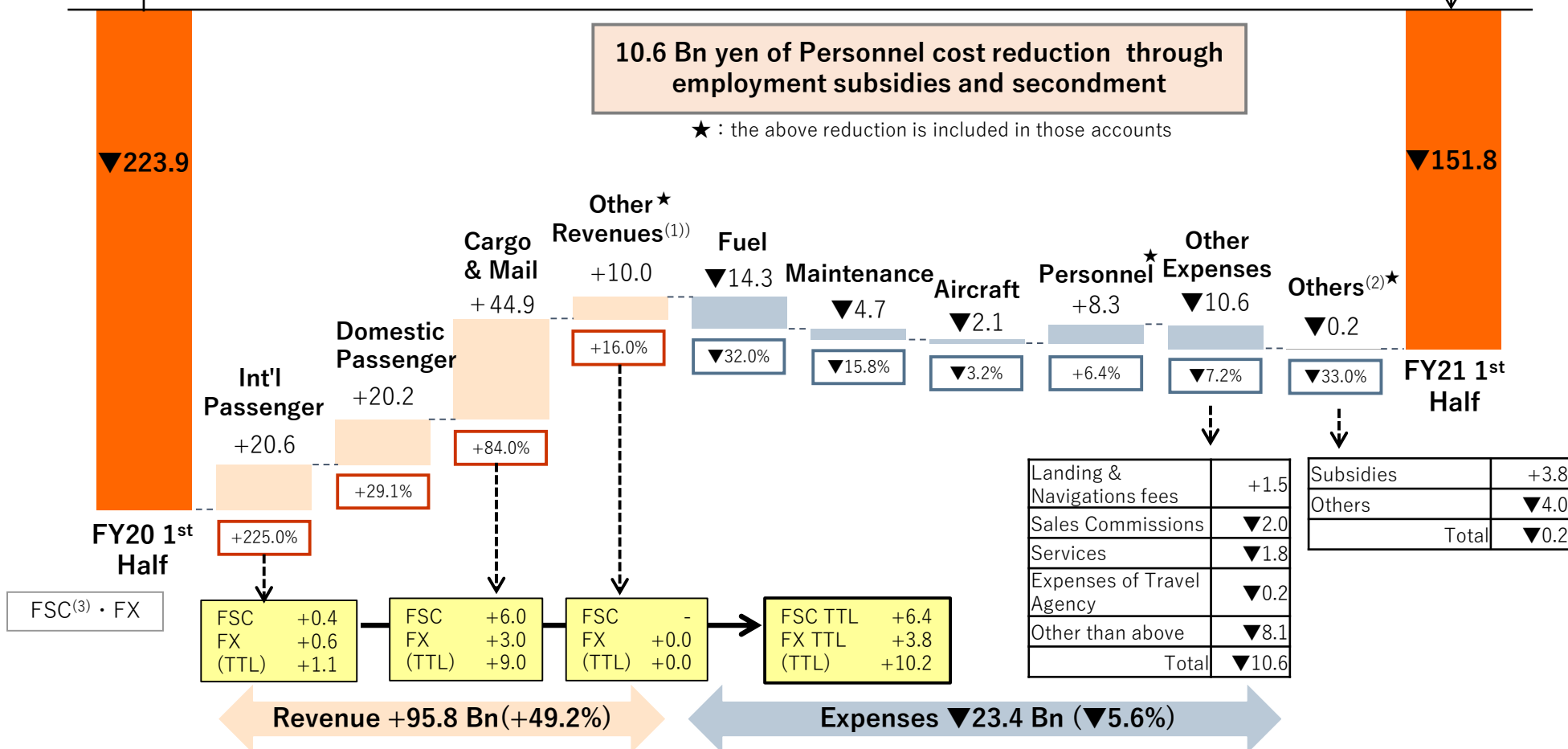


ASK y/y : +78.1%  
RPK y/y : +66.3%

+ stands for profit increase ( revenue increase, cost decrease )  
▼ stands for profit decrease ( revenue decrease, cost increase )

**+72.1 Bn**

(JPY:Bn)



(1) Other Revenues = Travel Agency, Mileage, Ground Handling or etc.

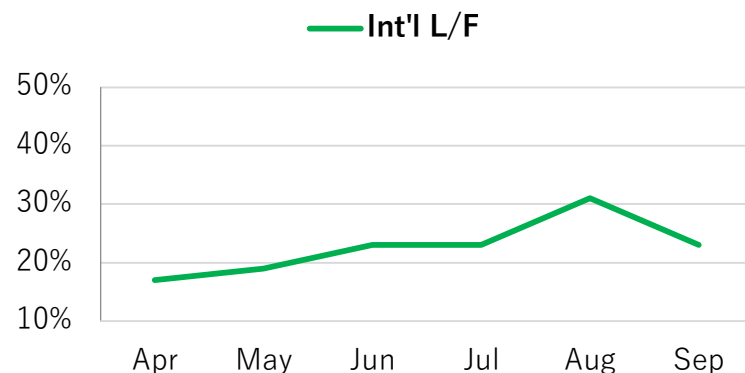
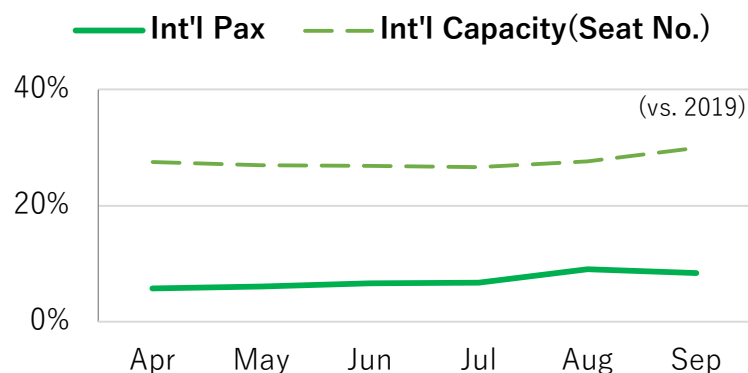
(2) Others = Gain or Loss on Sales of Flight Equipment, Other Revenue, Share of Profit or Loss of Investment and Income/Expenses from Investment (3) FSC=Fuel Surcharge

# DETAILS OF FINANCIAL RESULTS FOR 1<sup>st</sup> Half FY21

## International Passenger Operations (Full Service Carrier)



- ✓ Despite border restrictions, transit passenger demand and Tokyo 2020 Olympic and Paralympic athletes and staff demand were captured to increase revenue y/y
- ✓ Flight schedule was adjusted for transit passengers between Asia and North America



International Passenger <sup>(1)</sup>	1 <sup>st</sup> Half					2 <sup>nd</sup> Quarter	
	FY19	FY20	FY21	Vs. FY19	Vs. FY20	FY21	Vs. FY20
Passenger Revenue (JPY Bn)	272.9	9.1	<b>29.1</b>	▼89.3%	+217.6%	17.9	+177.3%
Passengers ('000)	4,946	112	<b>353</b>	▼92.9%	+215.5%	204	+161.0%
ASK (MN seat km)	27,835	3,303	<b>10,742</b>	▼61.4%	+225.2%	5,520	+155.0%
RPK (MN passenger km)	24,716	687	<b>2,442</b>	▼90.1%	+255.1%	1,423	+191.2%
L/F (%)	88.8%	20.8%	<b>22.7%</b>	▼66.1pt	+1.9pt	25.8%	+3.2pt
Revenue per Passenger (JPY) <sup>(2)</sup>	55,175	81,841	<b>82,392</b>	+49.3%	+0.7%	87,775	+6.2%
Yield (JPY) <sup>(3)</sup>	11.0	13.3	<b>11.9</b>	+8.0%	▼10.6%	12.6	▼4.8%
Unit Revenue (JPY) <sup>(4)</sup>	9.8	2.8	<b>2.7</b>	▼72.3%	▼2.3%	3.2	+8.8%

(1) Figures for LCC are excluded (2) Revenue per Passenger = Passenger Revenue / Passengers

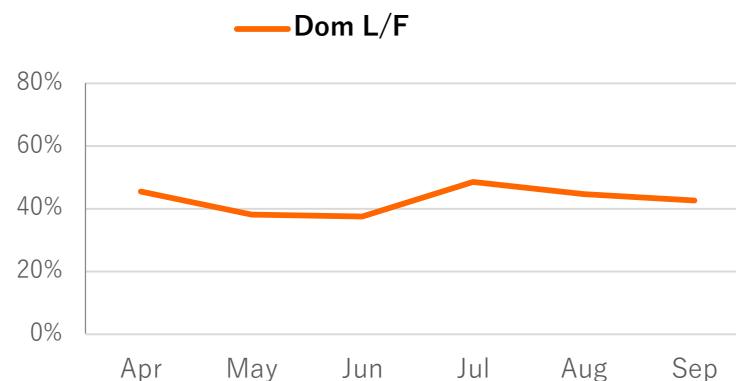
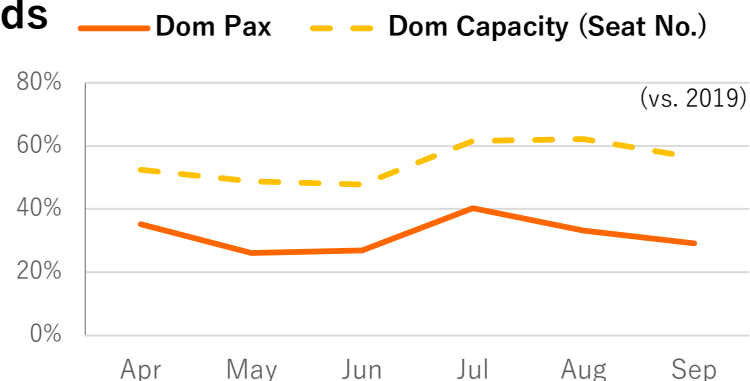
(3) Yield = Passenger Revenue / RPK (4) Unit Revenue = Passenger Revenue / ASK

# DETAILS OF FINANCIAL RESULTS FOR 1<sup>st</sup> Half FY21

## Domestic Passenger Operations (Full Service Carrier)



- ✓ Base demand was steadily captured amid the COVID spread nationwide and the repeated declarations of a state of emergency
- ✓ Swift capacity adjustment and revenue management were conducted in the rapidly-changing demands



Domestic Passenger <sup>(1)</sup>	1 <sup>st</sup> Half					2 <sup>nd</sup> Quarter	
	FY19	FY20	FY21	Vs. FY19	Vs. FY20	FY21Q2	Vs. FY20
Passenger Revenue (JPY Bn)	285.8	69.6	<b>89.7</b>	▼68.6%	+28.9%	51.7	+2.0%
Passengers ('000)	19,409	4,644	<b>6,155</b>	▼68.3%	+32.5%	3,446	+1.0%
ASK (MN seat km)	18,387	8,938	<b>10,694</b>	▼41.8%	+19.6%	5,722	+0.2%
RPK (MN passenger km)	14,703	3,555	<b>4,582</b>	▼68.8%	+28.9%	2,570	▼2.8%
L/F (%)	80.0%	39.8%	<b>42.9%</b>	▼37.1pt	+3.1pt	44.9%	▼1.4pt
Revenue per Passenger (JPY) <sup>(2)</sup>	14,725	14,988	<b>14,582</b>	▼1.0%	▼2.7%	15,001	+1.1%
Yield (JPY) <sup>(3)</sup>	19.4	19.6	<b>19.6</b>	+0.8%	+0.0%	20.1	+5.0%
Unit Revenue (JPY) <sup>(4)</sup>	15.5	7.8	<b>8.4</b>	▼46.0%	+7.8%	9.0	+1.8%

(1) Figures for LCC are excluded (2) Revenue per Passenger = Passenger Revenue / Passengers

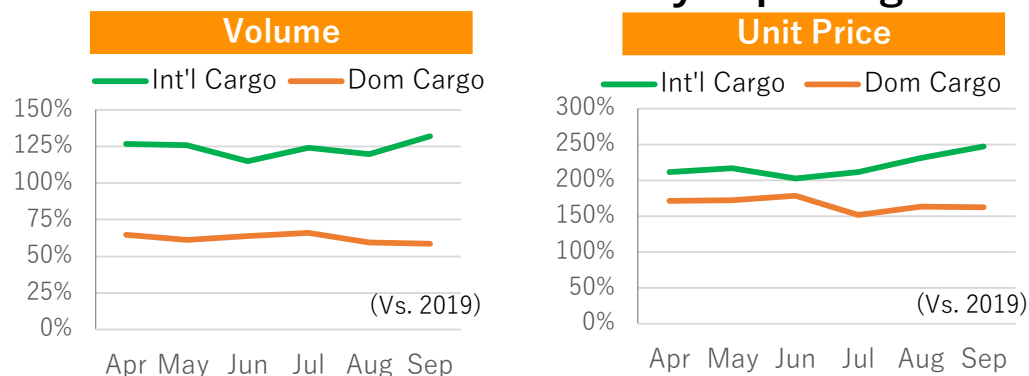
(3) Yield = Passenger Revenue / RPK (4) Unit Revenue = Passenger Revenue / ASK

# DETAILS OF FINANCIAL RESULTS FOR 1<sup>st</sup> Half FY21

## Cargo



- ✓ An increase in volume vs. pre-COVID and high unit prices continued in the limited belly-hold capacity situations
- ✓ Achieved significant increase of revenue y/y through actively operating cargo flights with own passenger aircrafts and chartered freighters
- ✓ Aims for further sales increase by capturing more cargo demands in the coming peak season

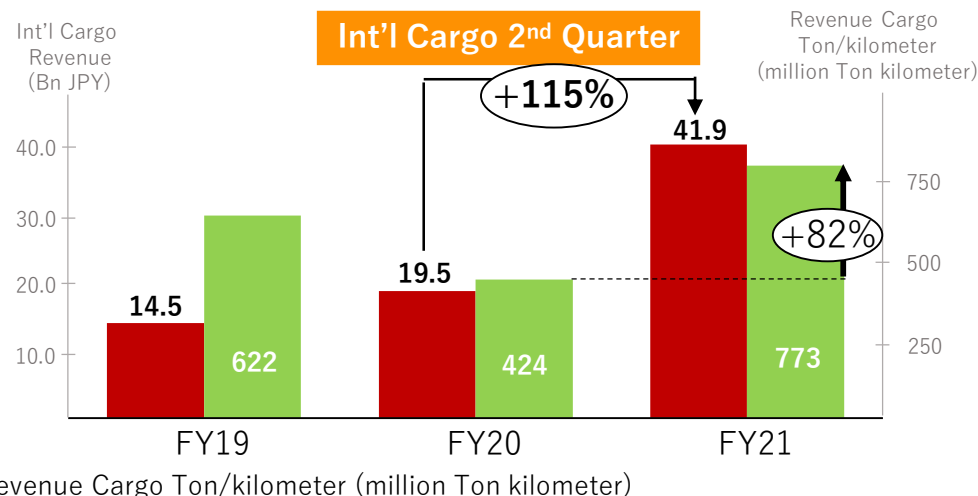
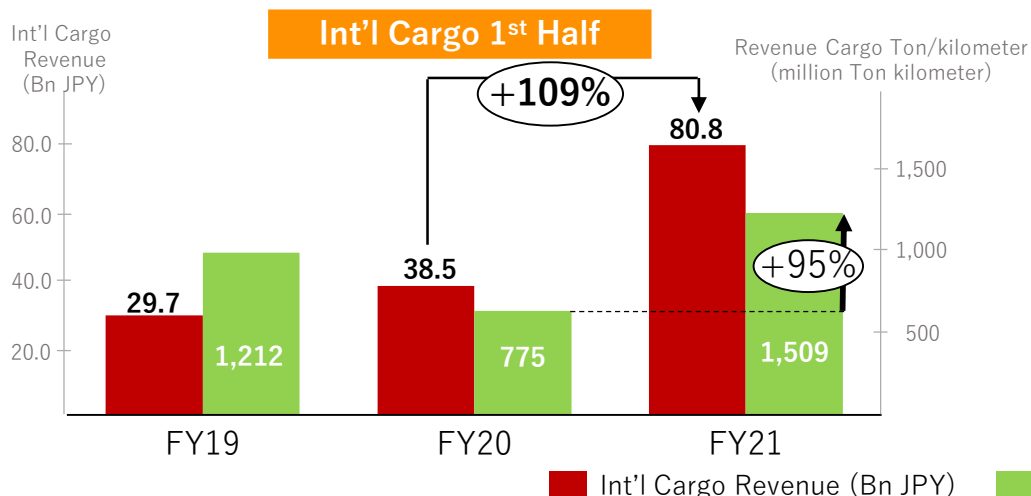


### International

- Demands of auto parts or electric parts to North America were steady

### Domestic

- Strong parcel demand continued





# DETAILS OF FINANCIAL RESULTS FOR 1<sup>st</sup> Half FY21

## Expenses

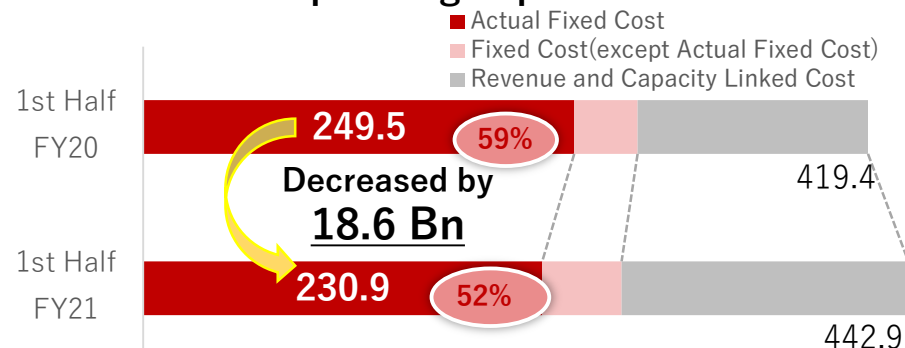


### Actual Fixed Cost<sup>(1)</sup>

- ✓ Actual fixed cost for 1<sup>st</sup> Half FY21 was 230.9 billion yen. It is under control toward 475 billion yen from the initial target of 500 billion yen per annum
- ✓ Actual fixed cost is just 52% of the total operating expense, which shows resilience to a drastically-changing environment

(1) Actual Fixed Cost: (Total Fixed Cost) – (costs that may be variable according to operational size and number of passengers, temporary or additional costs in association with the structural restructuring)

### Breakdown of Operating Expenses



### Major Operating Expense Items

(JPY : Bn)	1 <sup>st</sup> Half						2 <sup>nd</sup> Quarter			
	FY19	FY20	FY21	Vs. FY19		Vs. FY20	FY21	Vs. FY20		FY21
				Diff.	y/y			Diff.	y/y	
Fuel	127.7	44.6	58.9	▼68.7	▼53.8%	+14.3	32.3	+7.1	+28.3%	32.3
Landing and navigation fees	43.5	17.8	16.2	▼27.2	▼62.6%	▼1.5	8.2	▼1.7	▼17.9%	8.2
Maintenance	39.1	29.7	34.4	▼4.7	▼12.2%	+4.7	16.8	+5.6	+51.0%	16.8
Sales commissions (Air Transport)	9.5	0.8	2.8	▼6.6	▼69.8%	+2.0	1.5	+0.6	+72.0%	1.5
Services <sup>(2)</sup>	23.4	4.7	6.5	▼16.8	▼72.0%	+1.8	3.4	+0.7	+28.1%	3.4
Other variable cost <sup>(3)</sup>	107.9	35.7	47.0	▼60.8	▼56.4%	+11.3	24.2	+3.3	+16.2%	24.2
Aircraft <sup>(4)</sup>	63.5	66.9	69.0	+5.5	+8.7%	+2.1	36.1	+2.8	+8.6%	36.1
Personnel <sup>(4)</sup>	151.1	130.8	122.5	▼28.6	▼18.9%	▼8.3	61.7	▼4.3	▼6.5%	61.7
Other fixed cost <sup>(4)</sup>	105.4	88.1	85.1	▼20.3	▼19.3%	▼3.0	42.7	▼0.5	▼1.3%	42.7
Total Operating Expenses	671.5	419.4	442.9	▼228.5	▼34.0%	+23.4	227.4	+13.8	+6.5%	227.4

Variable factors or one-time factors are excluded

(2) Services = Expenses regarding inflight services, airport lounges, cargo equipment, etc.

(3) Other Variable cost = Travel agency, Mileage, Ground handling or etc.

(4) These are nominal fixed costs however that include variable parts that are linked to capacity or passenger numbers and one-time/additional expenses due to business restructuring

# DETAILS OF FINANCIAL RESULTS FOR 1<sup>st</sup> Half FY21

## Summary of Consolidated Statement of Financial Position and Cash Flow



BS

- ✓ Equity ratio as 39.3%, and the financial foundation was enhanced by the hybrid financing
- ✓ Repayment within one year including lease payments is just 66.2 billion yen, while sufficient long-term funds are secured

CF

- ✓ Net D/E ratio still remains low at 0.4x in spite of the increase of the interest-bearing debts
- ✓ Operating cash flow significantly improved from negative 149.9 billion yen in the previous fiscal year to negative 95.8 billion yen this fiscal year

(JPY Bn)

Balance Sheet	End of FY20	End of 1 <sup>st</sup> Half FY21	Diff.
Total Assets	2,107.2	2,154.2	+46.9
Cash and Deposits	408.3	372.9	▼35.3
Balance of Interest-bearing Debt	515.1	701.2	+186.1
Repayment within one year (※)	69.6 (20.5)	66.2 (16.0)	▼3.3 (▼4.5)
Shareholders' Equity <sup>(1)</sup>	947.4	847.1	▼100.3
Shareholders' Equity Ratio(%) <sup>(2)</sup>	45.0%	39.3%	▼5.6pt
D/E Ratio (x) <sup>(3)</sup>	0.5x	0.8x	+0.3x
Net D/E Ratio (x) <sup>(4)</sup>	0.1x	0.4x	+0.3x
Cash Flow	1 <sup>st</sup> Half FY20	1 <sup>st</sup> Half FY21	Diff.
Cash Flow from Operating Activities	▼149.9	▼95.8	+54.0
Depreciation and Amortization	87.4	89.3	+1.8
Cash Flow from Investing Activities	▼39.2	▼104.0	▼64.8
Capital Investment	▼44.6	▼111.4	▼66.8
Free Cash Flow <sup>(5)</sup>	▼189.2	▼199.9	▼10.7
Cash Flow from Financing Activities	206.8	163.9	▼42.9
Total Cash Flow <sup>(6)</sup>	17.6	▼35.9	▼53.6
EBITDA <sup>(7)</sup>	▼136.4	▼62.5	+73.9

### Hybrid Financing

Sep : 150 billion yen (completed)



Oct : 150 Billion yen (completed)  
Nov : 50 Billion yen (plan)

※Figures in brackets represent aircraft lease payment within one year

(JPY Bn)

- (1) Equity attributable to owners of the parent
- (2) Ratio of equity attributable to owners of the parent to total assets
- (3) Interest-bearing Debt/ Shareholders' Equity
- (4) (Interest-bearing Debt – Cash and Deposits) / Shareholders' Equity
- (5) Cash Flow from Operating Activities + Cash Flow from Investing Activities
- (6) Cash flow from Operating Activities + Cash Flow from Investing Activities + Cash Flow from Financing Activities
- (7) EBITDA=EBIT+ Depreciation

1. PERFORMANCE OVERVIEW FOR 1<sup>st</sup> Half FY21
2. EARNINGS FORECAST
3. RECENT TOPICS
4. DETAILS OF FINANCIAL RESULTS FOR  
1<sup>st</sup> Half FY21
5. REFERENCES

# 《Reference》 Operation Performance by Geographic Segment<sup>(1)</sup> (Full Service Carrier)



## Passenger Revenue

(%)	1st Half			2nd Quarter	
	FY21 Component Ratio	Vs.FY19	Vs. FY20	FY21 Component Ratio	Vs. FY20
America	49%	▼81.3%	+466.7%	50%	+359.5%
Europe	15%	▼90.1%	+111.1%	17%	+96.5%
Asia/Oceania	25%	▼91.3%	+132.9%	22%	+124.2%
China	8%	▼92.6%	+89.2%	8%	+43.7%
Hawaii/Guam	3%	▼97.9%	+259.6%	3%	+182.0%
Total	100%	▼89.3%	+217.6%	100%	+177.3%

## ASK

(MN seat km)	1st Half			2nd Quarter	
	FY21	Vs. FY19	Vs. FY20	FY21	Vs. FY20
America	5,324	▼37.6%	+267.2%	2,736	+178.0%
Europe	2,239	▼45.5%	+172.9%	1,181	+100.4%
Asia/Oceania	2,930	▼69.6%	+199.7%	1,464	+164.6%
China	114	▼93.7%	+260.1%	58	+151.3%
Hawaii/Guam	133	▼96.4%	+473.7%	78	+456.6%
Total	10,742	▼61.4%	+225.2%	5,520	+155.0%

## RPK

(MN passenger km)	1st Half			2nd Quarter	
	FY21	Vs. FY19	Vs. FY20	FY21	Vs. FY20
America	1,377	▼82.2%	+389.6%	796	+296.5%
Europe	361	▼90.2%	+126.3%	243	+94.4%
Asia/Oceania	594	▼92.8%	+175.9%	314	+129.0%
China	46	▼97.1%	+144.5%	29	+96.9%
Hawaii/Guam	62	▼98.2%	+408.3%	39	+284.5%
Total	2,442	▼90.1%	+255.1%	1,423	+191.2%

## Revenue Passengers Carried

('000)	1st Half			2nd Quarter	
	FY21	Vs.FY19	Vs. FY20	FY21	Vs.FY20
America	146	▼81.3%	+392.9%	84	+304.2%
Europe	39	▼90.1%	+123.6%	26	+91.0%
Asia/Oceania	133	▼91.3%	+157.1%	70	+113.1%
China	23	▼92.6%	+121.1%	15	+84.2%
Hawaii/Guam	10	▼97.9%	+410.5%	6	+286.5%
Total	353	▼89.3%	+215.5%	204	+161.0%

## Load Factor

(%)	1st Half			2nd Quarter	
	FY21	FY19	FY20	FY21	FY20
America	25.9%	90.5%	19.4%	29.1%	20.4%
Europe	16.1%	90.1%	19.5%	20.6%	21.3%
Asia/Oceania	20.3%	86.3%	22.0%	21.5%	24.8%
China	40.4%	88.0%	59.5%	50.4%	64.3%
Hawaii/Guam	46.6%	90.3%	52.6%	50.1%	72.5%
Total	22.7%	88.8%	20.8%	25.8%	22.6%

(1) Figures for LCC are excluded

# 《 Reference 》 Fleet Information



		End of FY20 (March 31, 2021)				End of 1 <sup>st</sup> Half FY21 (September 30, 2021)				Diff. Total2 of Mar/21 and Sep/21
		Owned	Leased	Total 1	Total 2 retired aircraft excluded	Owned	Leased	Total 1	Total 2 retired aircraft excluded	
FSC (1)	Large	Airbus A350-900	4	4	8	8	4	12	12	+4
		Boeing 777-300ER	13	0	13	13	0	13	13	-
		Boeing 777-300	4	0 <sup>(2)</sup>	4	4	0 <sup>(2)</sup>	4	0	-
		Boeing 777-200ER	11	0	11	10	0	10	5	▼1
		Boeing 777-200	9	0	9	9	0	9	0	-
	Large-sized Total		41	4	45	44	4	48	30	+3
	Middle	Boeing 787-9	17	3	20	19	3	22	22	+2
		Boeing 787-8	27	0	27	27	0	27	27	-
		Boeing 767-300ER	29	0	29	29	0	29	29	-
		Boeing 767-300	2	0	2	2	0 <sup>(2)</sup>	2	0	▼2
	Middle-sized Total		75	3	78	77	3	80	78	-
	Small	Boeing 737-800	43	18	61	46	15	61	61	-
		Small-sized Total	43	18	61	46	15	61	61	-
	Regional	Embraer 170 / Embraer 190	32	0	32	32	0	32	32	-
		De Havilland DHC-8-400CC	5	0	5	5	0	5	5	-
		SAAB340B	3	0 <sup>(2)</sup>	3	2	0	2	2	-
		ATR42-600 / ATR72-600	10	1	11	12	1	13	13	+2
	Regional Total		50	1	51	51	1	52	52	+2
	FSC Total		209	26	235	218	23	241	221	+5
LCC	Boeing 787-8		2	0	2	2	0	2	2	-
	Boeing 737-800		0	0	0	0 <sup>(3)</sup>	6	6	6	+6
LCC Total		2	0	2	2	2	6	8	8	+6
FSC – LCC Total		211	26	237	218	220	29	249	229	+11



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